

# Aloha!



While you're enjoying the warm Hawaiian sun, surf, and the SIOP Conference, back on the mainland we're putting the finishing touches on our new website and keeping busy with tweets and updates to our Facebook and LinkedIn pages.

We've also just posted an interesting video on executive assessment.



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# Dear Colleagues,

A big welcome to the 29th Annual SIOP Conference in Honolulu—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 unique conference.

## Opening Plenary Session

SIOP Hawaii 2014 will kick off on Thursday morning with the presentation of SIOP's highest awards and the newest SIOP Fellows. This event will feature Tammy Allen's Presidential Address, introduced by our incoming president, José Cortina. You won't want to miss this. For those of you who are coming from the East Coast, you will already be up so come on over. For those of you on other time zones, it will be worth getting up for!

## Informative and Invigorating Peer-Reviewed Content

This year was a remarkable year in terms of peer reviewed content. We have a record-high number of sessions and an unprecedented level of global diversity in presenters! The program is packed with a wide variety of formats and 22 concurrent sessions for you to choose from at any point during the conference. We are particularly excited about the top-notch session content; it has been incredibly exciting for us to see the program come together and we can't wait for you to experience it too! We know you are coming a long way to attend and we are absolutely certain the sessions will make you glad you came. While you are at the sessions you will experience the beauty that Hawaii has to offer. The convention center has a tropical feel, with sun, open air and lots of palm trees. So you can soak it all in while you are strolling the halls between sessions. We want you to be able to enjoy Hawaii as well so we have shortened the program day to make sure that you have plenty of time after sessions for recreation or just to relax before evening activities.

## Theme Track

The 2014 Theme Track, "Breakthrough: Expanding I-O Psychology Through Connection," is on Saturday this year. All Theme Track talks use a fresh, "TED-style" format showcasing speakers who will present in an engaging, easily digestible manner. This year's Theme Track focuses on making connections between various disciplines or schools of thought to enhance I-O psychology; the five sets of presentations include East Meets West, Neuroscience Meets Leadership, Business Meets Psychology, Deductive Research Meets Inductive Research, and Technology Meets Application. If you haven't attended a Theme Track before, give it a try this year to see TED talks meet I-O topics. Stop by for a few of the sessions, or for the whole day!

## Invited Sessions

Invited Sessions are a special set of sessions curated by the Program Committee to focus on emerging and current topics of broad interest to the SIOP community. It is important to remember that "invited" means the presenters not the attendees so all are welcome to attend! This year's sessions include one on the challenges and opportunities posed by Big Data, one that delves into the implications of "merger mania" for I-O practice, and the fourth installment of the invited IGNITE session (one of the most popular sessions in the conference each year). This year's invited IGNITE session will showcase the remarkable connections we forge in order to realize our goals as I-O psychologists. If you haven't seen an IGNITE session, this is the year to check one out. The format is both entertaining and informational. Presenters have 5 minutes to progress through 20 slides that are mostly pictures and visuals so the pressure is definitely on. So check out these very special sessions.

## Featured Posters

This year, 11 top-rated posters will be recognized by special designations within the conference's regular poster sessions. Stop by to congratulate the authors of the most favorably reviewed posters!

## Master Collaboration Series

This year's Master Collaboration session, "Technology and Assessment: Research Gaps, Best Practices, and Future Agenda" brings together a range of leading practitioners and academics focused on technology and assessment to share the state of the science and practice, to identify gaps, and to outline opportunities for collaboration in the future. This session will appeal to practitioners and academics looking to bridge the gap between good science and the frontiers of technological implementation.

## 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, presented by Quintela Group LLC**

If you're looking for a SIOP forum that is informal, insightful, and encourages audience participation, make Communities of Interest (COIs) a part of your conference experience. COIs allow you to meet new people, discuss new ideas, and have an active role at the forefront of hot topics in I-O. There will be 11 outstanding Community of Interest (COI) sessions this year, specially designed to create new communities around common themes or interests. The sessions have no chair, presenters, discussant, or even slides. Instead, they are a casual discussion informally moderated by one or two facilitators with insights on the topic. These are great sessions to attend if you would like to meet potential collaborators, generate ideas, have stimulating conversations, meet some new friends with common interests, and develop an informal network with other like-minded SIOP members.

### **Executive Board Track**

The Executive Board has added several thought-provoking sessions to the conference program, emphasizing topics identified by SIOP leaders to share with you and gather your input about key initiatives, partnerships, and advocacy efforts of the Society. These sessions have been carefully designed to address the needs of SIOP members. This year's Executive Board sessions include a conversation with SIOP leadership; in-depth and separate discussions of SIOP's partnerships with the International Labor Organization, SHRM, and various science advocacy groups; career studies of I-O psychologists; developments in I-O licensure; and a set of sessions focused on the work of the Alliance for Organizational Psychology (an international federation of work, industrial, and organizational psychology societies).

### **Closing Address**

This year we are in for a very special treat. Geoffrey Colon, a business futurist and social media communications expert at Microsoft, will highlight and emphasize how branding can help us in our efforts to make connections and expand the reach of I-O psychology. We identify ourselves by many labels: our first names, our last names, titles, by the clothing that we wear, by the food that we eat, by where we work or where we teach. As we move more into a world that becomes rooted in the knowledge-based economy how does personal branding tie into promoting I-O psychology? How are we representing ourselves in ways that explain our discipline/subject matter expertise or through additional actions that truly signify our personal brand? In this presentation, Geoffrey will explain how to identify ourselves in the world of digital communications so that it benefits us personally and, importantly, helps increase our presence and promote our field to a broader audience. Mr. Colon has over 20 years of branding and communications experience. He has worked at Ogilvy & Mather and 360i, digital agency of the year for 2013. He has been cited in several articles as a subject matter expert on digital communications in *The Wall Street Journal*, *The Los Angeles Times*, NPR, and *Fast Company*.

### **Closing Reception**

The closing reception following the closing address will be a celebration of the aloha spirit. 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 Kristen Shockley (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**  
2014 SIOP Conference Chair  
Johnson & Johnson

**Evan Sinar**  
2014 SIOP Program Chair  
Development Dimensions International (DDI)

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

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**Hilton Hawaiian Village Waikiki Beach Resort**  
**2005 Kalia Road**  
**Honolulu, Hawaii 96815**  
**Tel: 1-808-949-4321**

**Hawaii Convention Center**  
**1801 Kalakaua Avenue**  
**Honolulu, Hawaii 96815**  
**1-808-943-3500**

### **Directions to Hilton Hawaiian Village From Honolulu International Airport**

Take H-1 Freeway East, to Honolulu. Once on the freeway, look for Waikiki directional signs and stay in the right lane. Exit onto Nimitz Highway. Stay on Nimitz Highway, which will change into Ala Moana Blvd., for about 15 minutes. You will pass Ala Moana Shopping Center on your left and Ala Moana Beach Park on your right. Go over a short bridge then watch for the Hilton Hawaiian Village sign on your right in about two blocks. Stay in the right lane. Turn right on Kalia Road (right after the sign - you'll see three bronze statues to your right as you round the corner). Go 200 feet, then turn right into the driveway. ALOHA! (Welcome!)

### **Directions From Hilton Hawaiian Village to the Hawaii Convention Center**

Start out going north on Kalia Rd toward Ala Moana Blvd / HI-92 E. Turn slight right onto Ena Rd. Turn left onto Kalakaua Ave. The convention center will be on your right.

**Questions? Visit the SIOP Hospitality Desk at the hotel or the convention center.**



Complimentary shuttle busses will be available 6:45 AM to 4:30 PM Thursday and Friday, and 6:45 AM to 5:30 PM Saturday between the Hilton and the Convention Center. Buses at the Hilton will arrive and depart from the Tapa Bus Depot. Buses at the Hawaii Convention Center will arrive and depart from the Porte Cochere in front of the main lobby.

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

**Persons with Disabilities:** If you require special assistance, please inform the SIOP Administrative Office of any needs. We will endeavor to meet these requests. Please notify us as early as possible by calling (419) 353-0032 or emailing [siop@siop.org](mailto:siop@siop.org).

# SIOP THANKS OUR 2014 CONFERENCE PARTNERS



## **Diamond Partners**



**CEB**

**Hogan Assessment Systems**

**Quintela Group LLC**

**Society for Human Resource Management (SHRM)**

## **Sustaining Partners**

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**Development Dimensions International (DDI)**

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**Annual Reviews**

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**Campion Services, Inc.**

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**CPP, Inc.**

**Data Solutions Inc.**

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**Human Synergistics**

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**Lafayette Instrument Company**

**Language Testing International, Inc.**

**Logi-Serve, LLC**

**MSPP**

**OrgVitality**

**Oxford University Press**

**pan-Performance Assessment Network**

**PSI Services LLC**

**Psychology Press**

**Ramsay Corporation**

**Select International**

**Sirota**

**Texifter, LLC**

**Towers Watson**

**VHA NCOD**



SIOP REGISTRATION HOURS			EXHIBIT HALL HOURS Ballroom B (CC)	
WEDNESDAY:	Noon–6:00 pm	Coral Lounge (HV)	<b>THURSDAY:</b>	<b>9:00 am–3:30 pm</b>
THURSDAY:	6:00 am–3:30 pm	Ballroom C (CC)		
FRIDAY:	7:00 am–3:00 pm	Ballroom C (CC)		
SATURDAY:	7:00 am–2:00 pm	Ballroom C (CC)		

<div>PLACEMENT CENTER HOURS</div> <div>313AB (CC)</div> <div>WEDNESDAY: 2:00 pm–4:00 pm</div> <div>THURSDAY: 7:00 am–4:00 pm</div> <div>FRIDAY: 7:00 am–4:00 pm</div> <div>SATURDAY: 7:00 am–11:00 am</div>	<div>BREAKFASTS, BREAKS, and LUNCHES</div> <div>THURSDAY:</div> <div><div>6:00 am–7:00 am</div><div>Aloha Breakfast</div><div>Coral 1-3 (HV)</div></div> <div><div>9:00 am–9:30 am</div><div>Coffee Break</div><div>Ballroom BC (CC)</div></div> <div><div>11:30 am–1:30 pm</div><div>Concession Lunches*</div><div>Ballroom BC (CC)</div></div> <div>FRIDAY:</div> <div><div>6:00 am–7:00 am</div><div>Aloha Breakfast presented by Cornerstone Management Resource Systems</div><div>Coral 1-3 (HV)</div></div> <div><div>10:30 am–11:00 am</div><div>Coffee Break</div><div>Ballroom BC (CC)</div></div> <div><div>11:30 am–1:00 pm</div><div>Concession Lunches*</div><div>Ballroom BC (CC)</div></div> <div>SATURDAY:</div> <div><div>6:00 am–7:00 am</div><div>Aloha Breakfast</div><div>Tapa Ballroom (HV)</div></div> <div><div>10:30 am–11:00 am</div><div>Coffee Break</div><div>Ballroom C (CC)</div></div> <div><div>11:30 am–1:00 pm</div><div>Concession Lunches*</div><div>Ballroom C (CC)</div></div> <div><div>3:00 pm–3:30 pm</div><div>Coffee Break</div><div>Ballroom C (CC)</div></div>
<div>SPEAKER READY ROOM</div> <div>302B (CC)</div> <div>7:30am–3:30pm</div> <div>Thursday, Friday, and Saturday</div>	

COMMITTEE MEETINGS	
<b>Committee on Ethnic Minority Affairs:</b> Thursday, May 15, 3:00 pm–4:00 pm; Room 301A (CC)	
<b>Lesbian, Gay, Bisexual, and Transgender Committee and Allies:</b> Friday, May 16, 2:30 pm–3:30 pm; Room 301A (CC)	
<i>Committee Receptions listed below.</i>	

SIOP BOOK SERIES SESSIONS: Friday, May 16	
<b>Learn About the SIOP Professional Practice Book Series</b> 7:30 am–8:30 am 305B (CC) Nancy Tippins, <b>Chair</b> ; Eduardo Salas, Morgan McCall, Bernardo Ferdman, <b>Presenters</b>	
<b>Learn About the SIOP Organizational Frontiers Book Series</b> 11:00 am–12:00 noon 305B (CC) Richard Klimoski, <b>Chair</b> ; Lori Foster Thompson, <b>Presenter</b>	
The purpose of these sessions is to provide the audience an opportunity meet the editors of recent books in the SIOP Professional Practice Series and the SIOP Organizational Frontiers Series who will provide an overview of their books and discuss how they went about getting them done. In addition, members of the Editorial Board will be there to solicit ideas about new books.	

SIOP SPECIAL EVENTS	
<b>Welcome and Newcomers Reception, presented by Qualtrics: Wednesday, May 14, from 4:30–6:30 pm; Great Lawn (HV)</b>	
<b>Plenary Session: Presidential Address and Presentation of SIOP Award Winners, Fellows, and Election Results: Thursday, May 15, from 7:30–9:00 am Ballroom A (CC)</b>	
<b>Committee on Ethnic Minority Affairs Social Hour: Thursday, May 15, from 4:30–5:30 pm; TBA (HV)</b>	
<b>International Reception: Thursday, May 15, from 4:30–5:30 pm; Village Green (HV)</b>	
<b>Networking Reception, presented by Findly: Thursday, May 15, from 4:30–6:30 pm; Coral Ballroom (HV)</b>	
<b>Lesbian, Gay, Bisexual, and Transgender Committee and Allies Social Hour: Friday, May 16, from 4:30–5:30 pm; Nautilus Suite (HV)</b>	
<b>Closing Conference Plenary: Saturday, May 17, from 3:30–4:30 pm; Ballroom A (CC)</b>	
<b>Closing Reception: Saturday, May 17, from 5:00–7:00 pm; Great Lawn (HV)</b>	

CC = Indicates that event is being held at the Hawaii Convention Center; HV = Indicates that event is being held at the Hilton Hawaiian Village  
 \*Lunches are available for purchase, not included in registration fee.

## 29<sup>th</sup> Annual Preconference Workshops, Friday Seminars, and Other CE Sessions

For more information visit [www.siop.org/conferences/ce](http://www.siop.org/conferences/ce)

SIOP is approved by the American Psychological Association to sponsor continuing education for psychologists. SIOP maintains responsibility for these programs and their content. Additionally, SIOP is an HR Certification Institute Approved Provider.

**All sessions listed below are available for continuing education credit for both psychologists and HR professionals, with the exception of those indicated in *italics*, which do NOT offer PHR/SPHR/GPHR recertification credit.**

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### Preconference Workshops: Wednesday, May 14, 2014; 7:30 am–11:00 am and 12:00 pm–3:30 pm

Advance registration and additional fee required. 3.5 continuing education credits available per workshop attended.

1. *Expanding Your Statistical Toolkit: Bayesian Analysis and Inference in Organizational Research*
2. Operation HiPo: Cutting Edge Battle Strategies for Winning The War on Talent
3. Get Your Game On! How to Use Gaming and Simulations to Revolutionize Your Hiring/Training Processes.
4. Practical Strategies for Multinational and Global Assessment Programs
5. Culture Diagnosis and Intervention: Getting Practical and Going Global
6. On the Legal Front: An Essential Toolkit for Surviving EEO Challenges
7. Big Data: Catch the Wave
8. From End to Beginning: Making the Most of a Global Employee Survey Program
9. Agile or Fragile: Coaching Leaders to Lead in Turbulent Times
10. Experience-Driven Leadership Development

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### Friday Seminars

Advance registration and additional fee required. 3 continuing education credits available per seminar attended.

Session 102: Biological Foundations of Organizational Behavior (7:30 am–10:30 am)

Session 118: Cultural Encounters: The Impact of Cultural Differences on Interpersonal Processes in Work Organizations (7:30 am–10:30 am)

Session 147: Generational Differences in the Workplace: Managing Millennials (11:00 am–2:00 pm)

Session 148: *Using MPlus for Structural Equation Modeling in I-O Research* (11:00 am–2:00 pm)

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### Master Tutorials

1.5 continuing education credits available per tutorial attended

- |                        |   |
|------------------------|---|
| Session 4              | Beyond Borders: Developing Globally Adaptive Leaders  |
| Session 29             | Do-It-Yourself Cut Scores Using the General Eclectic Method                                 |
| Session 54             | <i>Humor in the Workplace (LOL)</i>   |
| <del>Session 109</del> | <del><i>Building and Testing Temporal Theories in I-O Psychology</i></del> <b>CANCELLED</b> |
| Session 273            | Take a Usability Journey: Focus on User-Centered Design                                     |

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### Master Collaboration

1.5 continuing education credits available for attending

Session 126: Technology and Assessment: Research Gaps, Best Practices, and Future Agenda

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### Theme Track: Breakthrough: Expanding I-O Psychology Through Connection

1.5 continuing education credits available per session attended, except for Session 339, which offers only 1 CE credit

Session 240: Theme Track Kickoff/East Meets West

Session 263: Neuroscience Meets Leadership

Session 291: *Business Meets Psychology*

Session 313: *Deductive Research Meets Inductive Research*

Session 339: Technology Meets Application

**In addition, the 29th Annual SIOP Conference has been preapproved for 10.5 general recertification credit hours toward PHR, SPHR, and GPHR recertification through the HR Certification Institute.**

This is what we call the "all-conference" CE credit for HR professionals.

The instructions for obtaining this type of credit and the sessions available in this credit offering can be found at [http://www.siop.org/conferences/14con/HRCI\\_all\\_conference\\_instructions.pdf](http://www.siop.org/conferences/14con/HRCI_all_conference_instructions.pdf).

# SIOP 2014 Conference and Program Committee Members

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Adam Hilliard, Volunteer Coordinator  
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Evan Sinar, Program Chair  
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Erica Desrosiers, Workshop Chair  
Rustin Meyer, Conference Evaluation Chair  
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	Ballroom A	Ballroom C	Room 303AB	Room 304A	Room 304B	Room 306A	Room 306B	Room 309	Room 311	Room 314	Room 316C
7:30 AM	1 Opening Plenary: Presidential Address, Awards, Fellows, Election Results										
8:00 AM											
8:30 AM											
9:00 AM		Coffee Break (Ballroom BC)									
9:30 AM		2 Ethical Issues/CWBs	3 404 Page Not Found: Pitfalls of Technology Projects	4 Beyond Borders: Developing Globally Adaptive Leaders	5 All About Fit: Polynomial Regression to Advance Stressor-Well- Being Research	6 From Leader's Personality to Employee Engagement	7 Marketing & Implementing Enterprise-Wide Competency Models	8 Leading for Creativity & Innovation	9 Fisher v. University of Texas: The Future of Affirmative Action	10 Assuring Trustworthiness of Cumulative Scientific Knowledge in I-O	11 Enhancing Team Effectiveness Across & Between Levels of Analysis
10:00 AM											
10:30 AM		23 Inclusion/ Diversity									
11:00 AM		45 Leadership & Leadership Development	28 Evidence- Based Practice in Preemployment Integrity Testing	29 Do-It- Yourself Cut Scores Using the General Eclectic Method	30 Decision- Making Processes, Biases, & Heuristics	31 Proactive Behavior Revisited: Antecedents, Outcomes & Perspectives	32 Making the Most Out of Career Transitions	33 Explaining Reactions to Workplace Incivility: A Collection of Mediators	34 Beyond 70-20- 10 Leadership Development	35 Leading Global Teams: Translating Science Into Practice	36 Best Practices in the Collection of High-Quality Field Data
11:30 AM											
12:00 PM		52 Careers/ Mentoring/ Socialization/ Retirement/	53 Improving Virtual Team Processes/ Emergent States	54 Humor in the Workplace (LOL)	55 Implicit Leadership Theories (3): Influences on Perceiving Leaders	56 Trust in Organizations Across Levels: Interpersonal, Team, & Multiteam	57 Psychic Powers Not Required: Adv. Predictive Modeling in Orgs	58 What Is Leadership Potential & How Is It Measured?	59 Starting the Analytics Engine: Approaches & Lessons Learned	60 Linking Orgs, Employees, & Customers Through Emotion Experience & Expression	61 Practical Considerations for Developing & Maintaining CAT Programs
12:30 PM											
1:00 PM		72 Work-Family/ Nonwork Life/ Leisure	73 Personality's Flynn Effect: Recent Upward Trends	78 Does Faking Occur & Matter? It's About When, Not Whether	79 The Emergence of Abusive Supervisors: What Makes Them Mean?	80 Leadership Development: Best Practices From Academic & Professional Settings	81 Beyond the Subject Pool: Creative Sampling Methods in I-O Research	82 Why Assessment Ctr Exercises Elicit Variable Performance: Differences	83 IGNITE: Important Considerations Throughout Selection Lifecycle	84 Balancing the Art & Science of CEO Succession Planning	85 Health & Well- Being in the Army: Working With Big Data
1:30 PM											
2:00 PM											
2:30 PM											
3:00 PM		94 Personality	95 Work & Family Across the Globe: Cultural Context								

## THURSDAY SPECIAL EVENTS:

**Aloha Breakfast:** 6:00 am to 7:00 am: Coral Ballroom, Hilton Hawaiian Village

**Plenary Session: Presidential Address and Presentation of SIOP Award Winners, Fellows, and Election Results:** 7:30 am to 9:00 am Ballroom A

**Committee on Ethnic Minority Affairs Meeting:** 3:00 pm to 4:00 pm; Room 301A

**Committee on Ethnic Minority Affairs Social Hour:** 4:30 pm to 5:30 pm; TBA, Hilton Hawaiian Village

**International Reception:** 4:30 pm to 5:30 pm; Village Green, Hilton Hawaiian Village

**Networking Reception, presented by Findly:** 4:30 pm to 6:30 pm; Coral Ballroom, Hilton Hawaiian Village

	Room 317A	Room 317B	Room 318A	Room 318B	Room 322AB	Room 323A	Room 323B	Room 323C	Room 324	Room 327	Room 328	Theatre 310		
7:30 AM														
8:00 AM														
8:30 AM														
9:00 AM														
9:30 AM	12 Moving From Diversity to Inclusion: New Directions in Inclusion Research	13 Making the Most of SMEs: Managing SME Interactions	14 Contextual Factors & Job Performance	15 Training Older Workers: Fresh Insights & Future Directions	16 Big Data in I-O Psychology	17 Observer-Reports of Personality in Organizational & Educational Research	18 Until Withdrawal Do Us Part? Employee Withdrawal in Organizations	19 Influences of HR Practices for Emotional Labor & Service Jobs		20 The Wild Frontiers of Measurement Invariance	21 Beyond Science: I-O To Inspire a Broader Impact	22 Shaping the Future of Mobile Assessment: Research & Practice Update		
10:00 AM		24 Manager as Coach: Defining, Developing & Measuring Effectiveness	25 EnterTRAINment: School-house Rock Meets APA	26 The Many Faces of I-O: Perspectives on Professional Identity										
10:30 AM														
11:00 AM	37 Novel & Dynamic Approaches to Research on Affect at Work	48 Measurement Equivalence of Personality Across Methods & Cultures	46 Alliance Invited Session: I-O's Alignment With Int'l Labor Org's Decent Work Agenda	49 Bringing Competency Models to Life	38 Expanding the Boundaries of the Justice Literature	39 What Is Balance? Consistent Definition, Assessment, & Prediction	40 Challenges Facing Project Teams	41 A Critical Review of Mechanical Turk as a Research Tool	47 A Modern Family: Work-Family Interface Among LGBT	42 Pushing the Boundaries of Psychological Contract Theory & Research	43 Evidence Based Practice: How Empirical Findings Should Guide Us	44 How Big of a Change Will Big Data Bring?		
11:30 AM														
12:00 PM		62 Understanding Employee Responses to CSR	74 Developments in Goal Research	69 Distinguished Teaching Contributions Award			70 Global Leadership Assessment & Development		63 Can You Keep the Startup Culture When a Company Grows?			64 Recruitment of Individuals With Disabilities: Reg, Research, & Employer Perspectives	50 Employee Resilience: Trait, State, or Process & Does It Matter?	65 Meet Me Half-Way: Organizations "Leaning in" for Women's Advancement
12:30 PM														
1:00 PM										75 Strategic Succession Management				
1:30 PM								76 Opportunities for I-O in Cybersecurity Research	77 Aviation Safety & Security		92 Fostering Positive Experiences for New Academics/ Practitioners	93 Competency Modeling: Disintegrating Challenges to Extend Theory & Practice		
2:00 PM	86 Meta-analysis Methods for Messy, Incomplete, & Complex Data	96 Careers for I-Os in HWP	87 Alliance Invited Session: Research Inc. on Global Youth Un/Under-employment	88 Organizational Neuroscience: Topics, Methods, & Implications	89 New Opportunities in Implementation Science & Practice for I-O Psychologists	90 Little Teams, Big Data: Understanding Teams Using Digital Traces	97 Under-standing the Allocation of Resources	91 Identified Employee Surveys: Ethical Issues & Appropriate Actions		98 Greater Good: Making a Difference With I-O, Part II			99 Lessons Learned Through HR Transformations	
2:30 PM														
3:00 PM														

Posters

Invited Session

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**Careers/Mentoring/Socialization/Onboarding/Retirement**

- 21 Beyond Science: I-O to Inspire a Broader Impact, Rm 328, 9:30 AM
- 32 Making the Most Out of Career Transitions, Rm 306B, 11:00 AM
- 52 Posters 1–9, 11–28, Ballrm C, 12:30 PM
- 54 Humor in the Workplace (LOL), Rm 304A, 12:30 PM
- 96 Careers for I-O Psychologists in Humanitarian Work Psychology, Rm 317B, 2:30 PM

**Coaching/Leadership Development**

- 24 Manager as Coach: Defining, Developing and Measuring Effectiveness, Rm 317B, 10:30 AM
- 45 Posters 1–7, Ballrm C, 11:30 AM
- 67 Mindfulness at Work: Research, Teaching, and Practice, Rm 327, 12:30 PM
- 80 Leadership Development: Best Practices From Academic and Professional Settings, Rm 306A, 2:00 PM

**Consulting Practices/Ethical Issues**

- 2 Posters 1–3, Ballrm C, 9:30 AM
- 51 Mergers and Startups: End of I-O as We Know It, Theatre 310, 12:00 PM
- 73 Personality's Flynn Effect: Recent Upward Trends in Personality Scores, Rm 303AB, 1:30 PM
- 98 Greater Good: Making a Difference With I-O, Part II, Rm 324, 2:30 PM

**Counterproductive Behavior/Workplace Deviance**

- 2 Posters 4–37, Ballrm C, 9:30 AM
- 28 Evidence-Based Practice in Preemployment Integrity Testing: Validity, Applicability, and Usability, Rm 303AB, 11:00 AM
- 33 Explaining Reactions to Workplace Incivility: A Collection of Mediators, Rm 309, 11:00 AM

**Emotions/Emotional Labor**

- 19 Influences of HR Practices for Emotional Labor and Service Jobs, Rm 323C, 9:30 AM
- 37 Novel and Dynamic Approaches to Research on Affect at Work, Rm 317A, 11:00 AM
- 60 Linking Organizations, Employees, and Customers Through Emotion Experience and Expression, Rm 314, 12:30 PM
- 88 Organizational Neuroscience: Topics, Methods, and Implications, Rm 318B, 2:00 PM

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

- 18 Until Withdrawal Do Us Part? Exploring Employee Withdrawal in Organizations, Rm 323B, 9:30 AM
- 23 Poster 1, Ballrm C, 10:30 AM
- 52 Posters 10 and 29–37, Ballrm C, 12:30 PM

**Global/International/Cross-Cultural Issues**

- 4 Beyond Borders: Developing Globally Adaptive Leaders, Rm 304A, 9:30 AM
- 35 Leading Global Teams: Translating Science Into Practice, Rm 314, 11:00 AM
- 46 Alliance Invited Session: I-O's Alignment With the International Labor Organization's Decent Work Agenda, Rm 318A, 11:30 AM
- 70 Global Leadership Assessment and Development: Designing Programs to Drive Results, Rm 318B, 1:00 PM
- 87 Alliance Invited Session: Research Incubator on Global Youth Unemployment/Underemployment, Rm 318A, 2:00 PM

**Groups/Teams**

- 11 Enhancing Team Effectiveness Across and Between Levels of Analysis, Rm 316C, 9:30 AM
- 40 Challenges Facing Project Teams: Towards a Specific Research Agenda, Rm 323B, 11:00 AM
- 53 Strategies for Improving Virtual Team Processes and Emergent States, Rm 303AB, 12:30 PM
- 90 Little Teams, Big Data: Understanding Teams Using Digital Traces, Rm 323A, 2:00 PM

**Human Factors/Ergonomics**

- 77 Aviation Safety and Security: Multidisciplinary Methods for Enhancing Human Performance, Rm 327, 1:30 PM

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

- 12 Moving From Diversity to Inclusion: New Directions in Inclusion Research, Rm 317A, 9:30 AM
- 23 Posters 2–37, Ballrm C, 10:30 AM
- 47 A Modern Family: The Work–Family Interface Among LGBT Employees, Rm 324, 11:30 AM
- 64 Recruitment of Individuals With Disabilities: Regulatory, Research, and Employer Perspectives, Rm 323A, 12:30 PM
- 65 Meet Me Half Way: Organizations “Leaning In” for Women's Advancement, Rm 323C, 12:30 PM

**Job Analysis/Job Design/Competency Modeling**

- 7 Marketing and Implementing Enterprise-Wide Competency Models, Rm 306B, 9:30 AM
- 49 Bringing Competency Models to Life: Lessons Learned From Competency-Based Practices, Rm 318B, 12:00 PM
- 93 Competency Modeling: Disintegrating Challenges to Extend Theory and Practice, Theatre 310, 2:00 PM

**Job Attitudes/Engagement**

- 6 From Leader's Personality to Employee Engagement, Rm 306A, 9:30 AM
- 42 Pushing the Boundaries of Psychological Contract Theory and Research, Rm 327, 11:00 AM
- 56 Trust in Organizations Across Levels: Interpersonal, Team, and Multiteam, Rm 306A, 12:30 PM
- 62 Understanding Employee Responses to CSR: Explanatory Mechanisms and Boundary Conditions, Rm 317A, 12:30 PM
- 91 Identified Employee Surveys: Complex Ethical Issues and Appropriate Actions, Rm 323C, 2:00 PM

**Job Performance/Citizenship Behavior**

- 14 Contextual Factors and Job Performance: Advancing Theory and Measurement, Rm 318A, 9:30 AM
- 31 Proactive Behavior Revisited: Antecedents, Outcomes, and New Perspectives, Rm 306A, 11:00 AM

**Judgment/Decision Making**

- 30 Decision-Making Processes, Biases, and Heuristics Across the Employment Life Cycle, Rm 304B, 11:00 AM

**Leadership**

- 1 Opening Plenary Session, Ballrm A, 7:30 AM
- 2 Poster 38, Ballrm C, 9:30 AM
- 8 Leading for Creativity and Innovation, Rm 309, 9:30 AM
- 34 Beyond 70-20-10 Leadership Development, Rm 311, 11:00 AM
- 45 Posters 8–37, Ballrm C, 11:30 AM
- 55 Implicit Leadership Theories (3): Influences on Perceiving Leaders, Rm 304B, 12:30 PM
- 58 What Is Leadership Potential and How Is It Measured?, Rm 309, 12:30 PM
- 79 The Emergence of Abusive Supervisors: What Makes Them Mean?, Rm 304B, 2:00 PM
- 84 Balancing the Art and Science of CEO Succession Planning, Rm 314, 2:00 PM

**Legal Issues/Employment Law**

- 9 *Fisher v. University of Texas*: The Future of Affirmative Action, Rm 311, 9:30 AM
- 23 Poster 38, Ballrm C, 10:30 AM

**Measurement/Statistical Techniques**

- 20 The Wild Frontiers of Measurement Invariance, Rm 327, 9:30 AM
- 44 How Big of a Change Will Big Data Bring?, Theatre 310, 11:00 AM
- 48 Measurement Equivalence of Personality Measures Across Different Methods and Cultures, Rm 317B, 12:00 PM
- 57 Psychic Powers Not Required: Advanced Predictive Modeling in Organizations, Rm 306B, 12:30 PM
- 86 Meta-Analysis Methods for Messy, Incomplete, and Complex Data, Rm 317A, 2:00 PM

**Motivation/Rewards/Compensation**

- 74 Developments in Goal Research: Where Are We Now, Rm 317B, 1:30 PM
- 97 Understanding the Allocation of Resources to Competing Demands, Rm 323B, 2:30 PM

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

- 5 All About Fit: Using Polynomial Regression to Advance Stressor-Well-Being Research, Rm 304B, 9:30 AM
- 23 Poster 39, Ballrm C, 10:30 AM
- 50 Employee Resilience: Trait, State, or Process and Does It Matter?, Rm 323B, 12:00 PM
- 52 Poster 38-39, Ballrm C, 12:30 PM
- 72 Posters 1-4, Ballrm C, 1:30 PM
- 85 Health and Well-Being in the Army: Working With Big Data, Rm 316C, 2:00 PM
- 94 Posters 1-4, Ballrm C, 2:30 PM

**Organizational Culture/Climate**

- 63 Can You Keep the Startup Culture When a Company Grows?, Rm 322AB, 12:30 PM
- 89 New Opportunities in Implementation Science and Practice for I-O Psychologists, Rm 322AB, 2:00 PM

**Organizational Justice**

- 38 Expanding the Boundaries of the Justice Literature, Rm 322AB, 11:00 AM

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

- 76 Opportunities for I-O Psychology in Cybersecurity Research, Rm 324, 1:30 PM

**Personality**

- 2 Poster 39, Ballrm C, 9:30 AM
- 17 Observer Reports of Personality in Organizational and Educational Research, Rm 323A, 9:30 AM
- 72 Poster 5, Ballrm C, 1:30 PM
- 94 Posters 5-37, Ballrm C, 2:30 PM

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

- 10 Assuring the Trustworthiness of Cumulative Scientific Knowledge in I-O Psychology, Rm 314, 9:30 AM
- 36 Best Practices in the Collection of High-Quality Field Data, Rm 316C, 11:00 AM
- 41 A Critical Review of Mechanical Turk as a Research Tool, Rm 323C, 11:00 AM
- 59 Starting the Analytics Engine: Practical Approaches and Lessons Learned, Rm 311, 12:30 PM
- 81 Beyond the Subject Pool: Creative Sampling Methods in I-O Research, Rm 306B, 2:00 PM

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

- 27 The STEM Pipeline: A Conversation, Rm 324, 10:30 AM
- 75 Strategic Succession Management: Defining, Assessing, and Developing Future Leadership Talent, Rm 323B, 1:30 PM
- 83 IGNITE Session: Important Considerations Throughout the Selection Lifecycle, Rm 311, 2:00 PM

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

- 16 Big Data in I-O Psychology, Rm 322AB, 9:30 AM
- 71 Innovative I-O Practice and Application: The Next Frontier, Theatre 310, 1:00 PM
- 99 Lessons Learned (and Still Learning) Through HR Transformations, Rm 327, 2:30 PM

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

- 3 404 Page Not Found: Pitfalls of Technology Projects, Rm 303AB, 9:30 AM
- 25 EnterTRAINment: Schoolhouse Rock Meets APA, Rm 318A, 10:30 AM
- 26 The Many Faces of I-O: Perspectives on Professional Identity, Rm 318B, 10:30 AM
- 43 Evidence Based Practice: How Empirical Findings Should Guide Us, Rm 328, 11:00 AM
- 66 Jump Starting Your Academic Career: Tips for Success, Rm 324, 12:30 PM
- 69 Distinguished Teaching Contributions Award: Teaching Beyond the Classroom: I-O Psychology Influence in Academe, Rm 318A, 1:00 PM
- 92 Fostering Positive Experiences for New Academics/Practitioners, Rm 328, 2:00 PM

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

- 13 Making the Most of SMEs: Strategies for Managing SME Interactions, Rm 317B, 9:30 AM
- 22 Shaping the Future of Mobile Assessment: Research and Practice Update, Theatre 310, 9:30 AM
- 23 Poster 40, Ballrm C, 10:30 AM
- 29 Do-It-Yourself Cut Scores Using the General Eclectic Method, Rm 304A, 11:00 AM
- 61 Practical Considerations for Developing and Maintaining Computer Adaptive Testing Programs, Rm 316C, 12:30 PM
- 78 Does Faking Occur and Matter? It's About When, Not Whether, Rm 304A, 2:00 PM
- 82 Why Assessment Center Exercises Elicit Variable Performance: Unpacking Differences, Rm 309, 2:00 PM
- 94 Posters 38-39, Ballrm C, 2:30 PM



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May 15<sup>th</sup>

"Personality's Flynn Effect: Recent Upward Trends in Personality Scores"  
May 15<sup>th</sup>

"A Profile of Profiles: A Meta-Analysis of Commitment Profiles"  
May 16<sup>th</sup>

"It's Not You, It's Me: Candidate Selection Process Drop-Out Rates"  
May 17<sup>th</sup>

"Assessor Perspectives: Yin & Yang of Technology-Enhanced Assessment Centers"  
May 17<sup>th</sup>

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## 1. Special Events: 7:30 AM–8:50 AM Ballroom A

### Opening Plenary Session

José M. Cortina, George Mason University, *Chair*  
Tammy D. Allen, University of South Florida, *Presenter*

## 2. Poster Session: 9:30 AM–10:20 AM Ballroom C

### Ethical Issues/Counterproductive Work Behaviors

#### 2-1 Synergy of Social Influences and Compliance Orientation on Ethical Behaviors

This poster examined how ethical leadership and ethical team climate would jointly affect compliance-oriented employees to engage in ethical behaviors. As hypothesized, compliance orientation was negatively related to ethical behavior, but a synergistic effect of leadership and climate would mitigate such a tendency.

Warren CK Chiu, Hong Kong Polytechnic University  
Tom Li, Hong Kong Polytechnic University  
Hao Kong, Hong Kong Polytechnic University  
Leung Herbert, University of South Australia

Submitter: Leung Herbert, leungkinshing@hotmail.com

#### 2-2 Barriers to Employees' Environmentally Sustainable Purchasing

Embedding environmental sustainability into organizational practices requires employee behaviors. This study examined barriers that employees who make organizational purchasing decisions face in identifying, purchasing, and tracking environmentally sustainable products. Using data from 142 organizational purchasers, 3 primary categories of barriers were identified: lack of support systems, difficulty/inconvenience, and financial considerations.

Rachael Klein, University of Minnesota  
Brenton M. Wiernik, University of Minnesota  
Deniz S. Ones, University of Minnesota

Submitter: Rachael Klein, rachaelmklein@gmail.com

#### 2-3 Effect of Competition on Unethical Behaviors

Results of Study 1 showed that competition facilitates unethical behaviors, and these effects occur due to a lack of moral awareness. Study 2 illustrates that moral elevation mitigates the effects of competition on cheating. Finally, Study 3 shows that moral identity moderates the curvilinear effects of competition on unethical behaviors.

Abhijeet K. Vadera, Indian School of Business  
Chandra Shekhar Rao Pathki, Indian School of Business  
Vivekanand Srivastava, Indian School of Business

Submitter: Vivekanand Srivastava, vivekanandsrivastava@gmail.com

#### 2-4 Antecedents of Workplace Aggression: Moderating Effects of Hostile Attribution Style

This study investigates workplace aggression from the perspective of the victim and explores hostile attribution style as a means of better understanding cases of prolonged workplace hostility. Results suggest that those high in hostile attribution style are more likely to be targets of aggression. Implications and future directions are discussed.

Mihyang An, Central Michigan University  
Melanie E. Boyajian, Central Michigan University

Kimberly E. O'Brien, Central Michigan University  
Stephen M. Colarelli, Central Michigan University  
Submitter: Mihyang An, an1m@cmich.edu

#### 2-5 Other-Ratings of Counterproductive Work Behaviors: A Meta-Analysis

This study meta-analytically investigated the relationship between other ratings of counterproductive work behaviors directed at individuals (CWB-I) and those directed at organizations (CWB-O). Results revealed a mean correlation of .77 and .94 (after internal consistency and interrater reliability corrections, respectively) and no statistically significant moderator was found.

Olubisi A. Asenuga, Texas A&M University  
Christen L. Dovalina, Texas A&M University  
Christopher M. Berry, Texas A&M University

Submitter: Olubisi Asenuga, bisiasenuga@gmail.com

#### 2-6 Job Insecurity and Employee Deviance: A Social-Cognitive Theory Explanation

A moderated mediation model was developed in which the indirect effect of job insecurity on individuals' organizational and interpersonal deviance through their moral disengagement is contingent upon the quality of the LMX and CMX relationships they develop. A 3-wave survey study of manufacturing employees provided support for the model.

Guo-hua Huang, Hong Kong Baptist University  
Longzeng Wu, Shanghai University of Finance and Economics  
Ned Wellman, Arizona State University  
Susan J. Ashford, University of Michigan  
Cynthia Lee, Northeastern University

Submitter: Susan Ashford, sjaa@umich.edu

#### 2-7 Cyberloafing and the TPB: Testing Alternative TPB Models

This study tested the validity of the theory of planned behavior as a model of cyberloafing, as well as the validity of 3 cyberloafing-specific variations of the TPB. Results provide unanimous support for the main cyberloafing TPB model ( $R^2_{\text{Study 1}} = 32\%$ ,  $R^2_{\text{Study 1}} = 37\%$ ).

Kevin L. Askew, University of South Florida  
John E. Buckner, Louisiana Tech  
Alexandra Ilie, Illinois State University  
Dan Ispas, Illinois State University  
Jeremy Bauer, Valdosta State University  
Michael D. Coovert, University of South Florida

Submitter: Kevin Askew, kevin.l.askew@gmail.com

#### 2-8 Moral Disengagement, Empathy, and Antisocial Behavior: A Two-Study Investigation

Results from 2 studies are reported. Longitudinal results from Study 1 suggest that moral disengagement and empathy interact to predict antisocial behavior. Study 2 suggests that supervisor moral disengagement has indirect effects on subordinate antisocial behavior through its influence on supervisor antisocial behavior that are conditional on supervisor empathy.

Jonathan A. Shaffer, West Texas A&M University  
Andrew Li, West Texas A&M University  
Jessica Bagger, California State University, Sacramento

Submitter: Jessica Bagger, baggerj@csus.edu

### 2-9 A Longitudinal Examination of Personality, Stressors, and Counterproductive Work Behavior

Utilizing 3 waves of data over 6 months, change in stressors was positively associated with both change in counterproductive work behavior (trend model) and subsequent levels of counterproductive work behavior (accumulation model). As expected, personality (i.e., Agreeableness, Conscientiousness) moderated the trend model but did not consistently moderate the accumulation model.

Kevin J. Eschleman, San Francisco State University

Nathan A. Bowling, Wright State University

David M. LaHuis, Wright State University

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

### 2-10 Prevailing to Their Peers' Detriment: A Study in Machiavellian Undermining

Drawing on person-situation interactionist theory, this paper identifies a situational condition (i.e., organizational constraints) that motivates Machs to engage in CWB and coworker undermining. The paper successfully predicted that Machs engage in more theft, production deviance, and coworker undermining. Contrary to predictions, Machs stole more initially while dealing with constraints.

Christopher M. Castille, Louisiana Tech University

Daniel Kuyumcu, Pennsylvania State University

Rebecca J. Bennett, Louisiana Tech University

Submitter: Christopher Castille, chris\_castille@icloud.com

### 2-11 Drivers of Technology Related Loafing: Applying a Model of CWB

As technology becomes increasingly engrossed in the workplace, employees are able to use it to engage in unproductive activities at work (i.e., technoloaf). This study applies and extends a model of counterproductive work behaviors (CWBs), initially presented by Mount, Illies, and Johnson (2006), to examine the drivers of employee' technoloafing.

Richard J. Chambers, Louisiana Tech University

John E. Buckner, Louisiana Tech University

Tilman Sheets, Louisiana Tech University

Submitter: Richard Chambers, richchambersii@gmail.com

### 2-12 Differential Effects of Coworker and Customer Incivility on Organizational Outcomes

The authors examined the differential effects of incivility from coworkers and customers on job satisfaction and turnover intentions. Findings indicated that customer incivility was a stronger predictor of job satisfaction and turnover intentions than was coworker incivility. Moreover, job control fully mediated the relationship between customer incivility and employee outcomes.

Christopher S. Chang, Bowling Green State University

Steve M. Jex, Bowling Green State University

Submitter: Christopher Chang, cchang@bgsu.edu

### 2-13 Because Nice Matters: The Effects of Abusive Supervision on Deviance

This paper examined a psychological process in which supervisory abuse yields emotional exhaustion through interpersonal deviance. Furthermore, it was hypothesized that Agreeableness affects this process. Results indicated full mediation. Findings suggest that

abused employees low in Agreeableness and suffering from emotional exhaustion engage in interpersonal deviance as a form of coping.

Olivia Childers, University of Houston

L. A. Witt, University of Houston

James E. Campion, University of Houston

Alexandra Virgets, University of Houston

Lars U. Johnson, University of Houston

Sophie Romy, University of Houston

Submitter: Olivia Childers, okc0002@gmail.com

### 2-14 Team Civility Climate Mitigates Deviant Reactions to Organizational Constraints

This study uses a multilevel design to examine organizational constraints as a predictor of interpersonal deviance, and team civility climate as a cross-level moderator of this relationship. Results show that the positive relationship between organizational constraints and interpersonal deviance was attenuated in teams with a high civility climate.

Olga L. Clark, University of Hartford

Benjamin M. Walsh, University of Illinois at Springfield

Submitter: Olga Clark, oclark@hartford.edu

### 2-15 Workplace Harassment, Organizational Commitment, and Turnover Intentions

This study examines the influence of workplace harassment on employee commitment and turnover levels. Results contribute to a more accurate understanding of these relationships, including demonstrating the influence of moderators, such as role stressors and social support.

Akanksha Bedi, Bishop's University

Francois Courcy, University of Sherbrooke

Alexandre J. S. Morin, Centre for Positive Psychology and Education

Isabelle Madore, Macquarie University

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

### 2-16 Ostracism: An Approach/Avoidance Perspective

Recent work has proposed redefining ostracism as the absence of positive attention from another. Drawing on approach/avoidance theories that suggest individuals differ in sensitivity to the absence/presence of positive stimuli (i.e., differ in their approach-orientations), this paper examined whether approach-oriented individuals were indeed more sensitive to the deleterious effects of ostracism.

Lance Ferris, The Pennsylvania State University

Shereen Fatimah, The Pennsylvania State University

Submitter: Lance Ferris, lanceferris@gmail.com

### 2-17 Reactions to Abusive Supervision: A Fuzzy-Set Qualitative Comparative Analysis

Drawing from Smart Richman and Leary's (2009) theoretical framework, this paper examined when abusive supervision leads to prosocial, antisocial, and avoidance subordinate behaviors. Using fuzzy-set qualitative comparative analysis techniques, it was found that their framework best explains employee prosocial and avoidance but not antisocial, reactions to abusive supervisors.

Sung Won Min, The Pennsylvania State University

Lance Ferris, The Pennsylvania State University

Vilmos Misangyi, The Pennsylvania State University

D. Ramona Bobocel, University of Waterloo

Submitter: Lance Ferris, lanceferris@gmail.com



**2-18 Breaking the Cycle of Abusive Supervision**

Although studies show that abusive leader behaviors “trickle down” to lower level employees, they ignore that many abused employees do not perpetuate abuse by harming their own subordinates. These 2 studies show that individual and situational characteristics can “break the cycle” of abusive supervision.

Matthew D. Griffith, University of Central Florida  
Shannon G. Taylor, University of Central Florida  
Robert Folger, University of Central Florida  
Chaim Letwin, University of Central Florida

Submitter: Matthew Griffith, matthew.griffith@ucf.edu

**2-19 Testing an Organizational Intervention Framework: Reducing Incivility and Sexual Harassment**

Workplace deviance prevention programs are widely implemented in organizations. This paper examined the effectiveness of 3 commonly used intervention types and found that administrative and environmental control preventions are generally more effective in reducing incivility and sexual harassment.

Melissa Gutworth, Pennsylvania State University  
Matt C. Howard, Pennsylvania State University

Submitter: Melissa Gutworth, mbg164@psu.edu

**2-20 On an Even Keel: Mindfulness Reduces Hostility and Hostile Behavior**

This paper presents 2 studies. Study 1 demonstrates that mindfulness attenuates Machiavellian behavior through hostile emotions. Study 2 shows a similar mediation pathway with counterproductive work behavior as the outcome. Findings suggest that it is important for organizations to select or train employees on the basis of mindfulness.

Sukumarakurup Krishnakumar, North Dakota State University  
Michael D. Robinson, North Dakota State University

Submitter: Ronald Johnson, ronald.d.johnson@ndsu.edu

**2-21 Profiling Integrity: LPA of Personality and Integrity on Performance**

The interactive effects of personality and overt integrity constructs were investigated using LPA in a large managerial sample ( $N = 1819$ ). Results revealed 4 profiles, varying in their relative endorsement of both personality and overt integrity items. Performance differences revealed large effects, which demonstrate the efficacy of this interactive approach.

Casey W. Johnson, Assess Systems  
Adam H. Kabins, Assess Systems

Submitter: Adam Kabins, akabins@assess-systems.com

**2-22 Employee Off-Duty Deviance: Measurement, Antecedents, and Distinction From CWB**

Employee off-duty deviance (ODD) is of increasing concern to organizations but has received limited empirical attention. Across 2 samples, this study develops a measure of ODD, shows ODD to have a distinct nomological network from CWB, and shows that there is a strong potential for ODD to manifest at work.

Colby L. Kennedy, University of Georgia  
Brian J. Hoffman, University of Georgia  
Nathan T. Carter, University of Georgia

Brian D. Lyons, Wright State University  
W. Keith Campbell, University of Georgia  
Josh D. Miller, University of Georgia

Submitter: Colby Kennedy, kennedy7@uga.edu

**2-23 A Meta-Analytic Examination of the Outcomes of Incivility**

This paper meta-analytically investigates the outcomes of incivility, in order to summarize the current findings regarding the consequences of incivility. Based on 81 studies job satisfaction and organizational commitment were found to relate negatively to experienced workplace incivility, while turnover, negative emotion, emotional exhaustion, and negative affectivity related positively.

Greg R. Thrasher, Wayne State University  
Daniel R. Krenn, Wayne State University  
Frank Z. Keehn, Wayne State University

Submitter: Daniel Krenn, daniel.krenn@wayne.edu

**2-24 Does Psychological Safety Buffer or Exacerbate Machiavellian Undermining?**

Machiavellians are known for their conniving schemes and exploitative behaviors towards others. Drawing on trait activation theory, this paper explores whether climates of psychological safety, due to their supportive and nonexploitative norms, have the potential to attenuate Machiavellians' propensities towards these behaviors.

Daniel Kuyumcu, Pennsylvania State University  
Alicia A. Grandey, Pennsylvania State University

Submitter: Daniel Kuyumcu, dyk5061@psu.edu

**2-25 Explaining Reciprocal Social Undermining Behavior**

This paper examined moral disengagement as an explanatory mechanism of reciprocal social undermining behavior, and moral identity as a boundary condition for this mechanism. Support was found for the predictions using 3 samples of banking, insurance, and government employees while controlling for alternate social exchange or ego depletion explanations.

KiYoung Lee, University of Minnesota  
Eugene Kim, Georgia Institute of Technology  
Devasheesh Bhawe, Singapore Management University  
Michelle K. Duffy, University of Minnesota

Submitter: KiYoung Lee, leex4240@umn.edu

**2-26 Cognitive Load and Unethical Behavior: Idle Hands—Devil's Playground?**

This study investigated the relationship between cognitive load and unethical organizational behavior. Hypotheses and results of a laboratory experiment suggest that high cognitive load leads to less unethical behavior when the behavioral opportunity is concurrent with high cognitive load. Two individual differences are found to moderate this relationship.

Sophie Leroy, University of Minnesota  
John-Gabriel J. Licht, University of Minnesota

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

**2-27 Predictors of Peer Reporting of Counterproductive Work Behavior**

Data from 310 workers found that organizational commitment and company policies encouraging peer reporting had main effects on

peer reporting. Moderator analyses found that observing CWBs was most strongly related to reporting CWBs among those high in commitment and among those working in organizations with policies that encourage peer reporting.

Nathan A. Bowling, Wright State University

Brian D. Lyons, Wright State University

Submitter: Brian Lyons, brian.lyons@wright.edu

### **2-28 Employee Social Liability: When Workplace Relationships Aren't Working**

This paper proposes a higher level construct: Employee Social Liability (ESL) that is hypothesized to comprise 4 components: negative acts, distrust, social demand, and lack of reciprocity. Two linked studies are described (focus groups and a Q sort) that identify potential scale items for an ESL measure.

Rachel L. Morrison, Auckland University of Technology

Keith Macky, Auckland University of Technology

Submitter: Rachel Morrison, rachel.morrison@aut.ac.nz

### **2-29 Daily Rudeness at Work: Incivility Affects After-Work Recovery**

This study examined the relation among daily incivility, recovery experiences, and situational well-being. A total of 177 employees completed a daily survey on 4 consecutive workdays. Multilevel analyses showed that day-level incivility was negatively related to day-level situational well-being and day-level psychological detachment but not daily relaxation.

Tahnee S. Nicholson, Macquarie University

Barbara Griffin, Macquarie University

Submitter: Tahnee Nicholson, tahnee.nicholson@students.mq.edu.au

### **2-30 Using Latent Profile Analysis to Determine Personal Web User Type**

PWU at work is a critical component of counterproductive work behaviors, especially in the increasingly technologically dependent workplace. Results suggested 2 different types of individuals appear to engage in PWU at work, based on frequency of usage. Profiles related to differences in individual and situational characteristics.

Ruchi Patel, Javelin HR Solutions

Ashley J.. Hoffman, North Carolina State University

Submitter: Ruchi Patel, ruchi.patel@javelinhr.com

### **2-31 Workplace Ostracism as a Precursor to Unethical Decision Making**

This study tested the link between workplace exclusion and unethical decision making (UDM). Organizational employees completed measures of ostracism by coworkers and measures of interpersonal and organizational deviance. Workplace ostracism accounted for significant variance in interpersonal and organizational deviance after controlling for ethical climate and personality predictors of UDM.

Erik D. Pesner, Baruch College, CUNY

Kristin L. Sommer, Baruch College, CUNY

Mary Kern, Baruch College, CUNY

Chad C. Parson, Baruch College, CUNY

Submitter: Erik Pesner, erikpesner@gmail.com

### **2-32 Witnessing Incivility: How Do Coworkers Decide When To Intervene?**

This policy-capturing study investigated interpersonal and task factors that influence bystanders' decisions to intervene after witnessing coworker incivility: (a) harm to the target, (b) target's appeal for help, (c) target task performance, and (d) bystander workload. The study also investigated moderating effects of bystanders' relational self-construal, prior victimization, and moral identity.

Jaclyn M. Jensen, DePaul University

Jana L. Raver, Queen's University

Submitter: Jana Raver, jraver@business.queensu.ca

### **2-33 Workplace Victimization and Target Health: A Job Demands-Resources Approach**

Workplace victimization has received increased attention over the past 2 decades. This paper draws upon job demands-resources theory to test a moderated-mediation model. The results reveal that employees with high role ambiguity are more likely to be targeted when perceptions of leadership support is low, which produces poorer general health.

Al-Karim Samnani, University of Windsor

Submitter: Al-Karim Samnani, asamnani@uwindsor.ca

### **2-34 It's Me, Not You: How Personality Is Linked to Incivility**

This study examined a variety of personality constructs as predictors of both face-to-face and online incivility perpetration. Results indicated that the predictors of workplace incivility differed across contexts and that in both settings narcissistic individuals who also held negative self-perceptions were more likely to be incivility perpetrators.

Amber N. Schroeder, Western Kentucky University

Ariele K. Gatti, Western Kentucky University

Submitter: Amber Schroeder, amber.schroeder@wku.edu

### **2-35 Factors Influencing Perceptions of Psychological Infringement**

Two experiments investigated the effects of target, participant, and task gender on perceptions of role infringement at work. Results suggested that infringement perceptions were highest when tasks were masculine and help provider/recipient gender matched; these effects were mediated by perceptions of reduced altruistic intention. Implications are discussed.

Kira F. Schabram, University of British Columbia

Leah D. Sheppard, University of British Columbia

Submitter: Leah Sheppard, leah.sheppard@sauder.ubc.ca

### **2-36 Predictors of Abusive Supervision: An Emotion Regulation Perspective**

This study introduces emotion regulation perspective to abusive supervision literature by delineating how supervisor and subordinate's emotion regulation strategies differentially predict the occurrence of abusive supervision. A conceptual model and hypotheses were tested in a field study with multisource, time-lagged data from a fast-food company.

Lingtao Yu, University of Minnesota

Submitter: Lingtao Yu, yuxxx606@umn.edu

### 2-37 Workplace Incivility and End-of-Work Negative Affect: Examining Potential Moderators

Data from 76 full-time employees across 10 consecutive working days revealed daily workplace incivility positively predicted end-of-work negative affect, and the relationship was stronger for people of high negative affectivity, high hostile attribution bias, external locus of control, and people experiencing less chronic workload and more chronic organizational constraints.

Zhiqing E. Zhou, University of South Florida  
Yu Yan, Wuhan University  
Xinxuan Che, University of South Florida  
Laurenz L. Meier, University of South Florida  
Submitter: Zhiqing Zhou, zhiqing@mail.usf.edu

### 2-38 No More Excuses? Supervisory Excuses and Employee Production Deviance

A conditional process model was proposed and tested in which supervisory excuses leads to production deviance indirectly through work engagement. Data from 215 public-sector workers revealed that (a) supervisory excuses were directly related to production deviance and (b) the relationship was jointly moderated by Conscientiousness and Emotional Stability.

Kori Callison, University of Houston  
Terry A. Nelson, University of Alaska Anchorage  
Lars U. Johnson, University of Houston  
Sonya M. Stokes, University of Texas at El Paso  
L. A. Witt, University of Houston  
Submitter: Kori Callison, krcallison@uaa.alaska.edu

### 2-39 The Interactive Effect of Entitlement and Conscientiousness on Organizational Deviance

This paper examines broad and narrow dispositional predictors of organizational deviance. In a hierarchical moderated regression model controlling for impression management, the dispositional variables of entitlement and Conscientiousness and their interaction were significant predictors of organizational deviance. The total variance explained in deviance by these variables was .53.

Brian K. Miller, Texas State University  
Submitter: Brian Miller, bkmiller@txstate.edu

## 3. Panel Discussion: 9:30 AM–10:50 AM Room 303AB

### 404 Page Not Found: Pitfalls of Technology Projects

The proliferation of technology in I-O interventions is shifting the role of internal and external practitioners who are challenged with navigating the pitfalls of leading technology-laden projects. Those able to mitigate risks face an increased likelihood of success. Experienced panelists provide practical guidance for overcoming the pitfalls of technology projects.

Emily J. Stehura, Development Dimensions International (DDI), **Chair**  
Victoria A. Davis, Marriott International, **Panelist**  
Alicia M. Allegrini, PSI Services LLC, **Panelist**  
Corina Rice, CSX Transportation, **Panelist**  
Nathan J. Mondragon, Oracle, **Panelist**  
Tami J. Licht, Development Dimensions International (DDI), **Panelist**  
Submitter: Emily Stehura, emily.stehura@ddiworld.com

## 4. Master Tutorial: 9:30 AM–10:50 AM Room 304A

1.5 CE credits  
for attending

### Beyond Borders: Developing Globally Adaptive Leaders

How do you develop effective global leaders? Executives in multinational organizations need a global mindset to navigate layers of complex, interdependent factors under constantly changing conditions in ambiguous environments. Learn what these leaders must do to elicit perspectives, understand and depolarize issues, and effectively solve problems in a global context.

Lori K. Collins, Cambria Consulting, Inc., **Presenter**  
Submitter: Derek Steinbrenner, dsteinbrenner@cambriaconsulting.com

## 5. Symposium/Forum: 9:30 AM–10:50 AM Room 304B

### All About Fit: Using Polynomial Regression to Advance Stressor–Well-Being Research

Congruence, or fit, frameworks are popular in organizational research. However, much research in this area uses inappropriate analyses, such as difference scores, to assess congruence. The studies in this symposium all focus on congruence research questions in the area of stressor-well-being relationships and use polynomial regression analyses to test hypotheses.

Kristen M. Shockley, Baruch College & The Graduate Center-CUNY, **Chair**  
Patricia C. Dahm, University of Minnesota, Theresa M. Glomb, University of Minnesota, Colleen Manchester, University of Minnesota, Sophie Leroy, University of Minnesota, **Work–Family Conflict, Self-Regulation, and Self-Discrepant Time Allocation at Work**  
Charlotte H. Larson, University of North Carolina, **Work and Family Demands–Abilities Fit as Predictors of Work–Family Conflict**  
Le Zhou, University of Florida, Mo Wang, University of Florida, Yihao Liu, University of Florida, Junqi Shi, Sun Yat-Sen University, Songqi Liu, Pennsylvania State University, **Follower- and Leader-Rated Ethical Leadership and Follower Outcomes**  
Kristen M. Shockley, Baruch College & The Graduate Center-CUNY, Christine R. Smith, Baruch College & The Graduate Center-CUNY, Tammy D. Allen, University of South Florida, **Work–Family Balance: A Dual-Earner Division of Labor Congruence Perspective**  
Jeffrey R. Edwards, University of North Carolina, **Discussant**  
Submitter: Kristen Shockley, kristen.shockley@baruch.cuny.edu

## 6. Symposium/Forum: 9:30 AM–10:50 AM Room 306A

### From Leader's Personality to Employee Engagement

This symposium includes 4 integrated presentations on how managers' personality affects employee engagement. It features an overview of leadership-engagement models; new research conducted with global technology, hospitality, and retail firms; and discussion of applications. Results show consistent associations among managers' personality, employee engagement, and organizational performance.

Robert Hogan, Hogan Assessment Systems, **Chair**  
Robert Hogan, Hogan Assessment Systems, **Personality, Leadership and Organizational Effectiveness: Where Does Engagement Fit?**  
Justin G. Black, Sirota, **Linking Manager Personality Characteristics to Employee Engagement and Performance**  
Christine Fernandez, Starwood Hotels & Resorts Worldwide, Michael H. Chetta, Starwood Hotels & Resorts Worldwide, **Linking Leader Attributes to Employee Attitudes and Guest Loyalty**



Tomas Chamorro-Premuzic, University of London, **From Engaging Leaders to Enthusiastic Employees: The Role of EQ**  
 Deniz S. Ones, University of Minnesota, **Discussant**

Submitter: Robert Hogan, rhogan@hoganassessments.com

## 7. Panel Discussion: 9:30 AM–10:50 AM

### Room 306B

#### Marketing and Implementing Enterprise-Wide Competency Models

Developing and implementing enterprise-wide competency models presents many challenges. This session will focus on those challenges associated with the implementation of one model that resonates across all key stakeholders and the organization. Practitioners will discuss challenges and propose solutions for internally marketing and implementing an enterprise-wide model across an organization.

Lilly Lin, Development Dimensions International (DDI), **Chair**  
 Swati Buddhavarapu, John Hancock/Manulife Financial, **Panelist**  
 Alison D. Jerden, The Coca-Cola Company, **Panelist**  
 Lisa Malley, Development Dimensions International (DDI), **Panelist**  
 Erica Spencer, Novo Nordisk Inc., **Panelist**

Submitter: Lilly Lin, lilly.lin@ddiworld.com

## 8. Symposium/Forum: 9:30 AM–10:50 AM

### Room 309

#### Leading for Creativity and Innovation

This symposium provides conceptual and empirical evidence regarding the relationship between leadership and innovation. Presentations in this symposium focus on leadership styles and behaviors that promote innovation; antecedents to such behaviors, such as leader attributes and leader networks; and suggestions for an integrated way of conceptualizing the relationship.

Stephen J. Zaccaro, George Mason University, **Chair**  
 Emily S. Medvin, George Mason University, **Co-Chair**  
 Emily A. Pacic, Michigan State University, **Co-Chair**  
 Samuel T. Hunter, Pennsylvania State University, Lily Cushenbery, Pennsylvania State University, **Leading by Example: Promoting Innovating With Error Management**  
 Julia E. Hoch, California State University, Steve W. J. Kozlowski, Michigan State University, James H. Dulebohn, Michigan State University, **Authentic, Transformational, and Shared Leadership, Shared Understanding, and Innovation**  
 Kathrin Rosing, Leuphana University of Lüneburg, **Antecedents of Ambidextrous Leadership**  
 Sophia Sullivan, Northwestern University, Alina Lungeanu, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, Noshir Contractor, Northwestern University, **Leading Innovation Through Space and Time**  
 Emily S. Medvin, George Mason University, Emily A. Pacic, Michigan State University, Stephen J. Zaccaro, George Mason University, Leslie A. DeChurch, Georgia Institute of Technology, Dorothy R. Carter, Georgia Institute of Technology, Tiffani R. Chen, George Mason University, **An Integrated Approach to the Leadership and Innovation Relationship**

Submitter: Emily Medvin, emedvin@masonlive.gmu.edu

## 9. Panel Discussion: 9:30 AM–10:50 AM

### Room 311

#### Fisher v. University of Texas: The Future of Affirmative Action

In this panel discussion, panelists with extensive experience in the field of high stakes selection, including college admission and employment selection, will discuss the Supreme Court's recent

decision in the case of *Fisher v. University of Texas at Austin*. The case focuses on the use of race in college admissions.

James L. Outtz, Outtz and Associates, **Chair**  
 Sheldon Zedeck, University of California-Berkeley, **Panelist**  
 Wayne J. Camara, ACT, Inc., **Panelist**  
 Barry Goldstein, Goldstein, Borgen, Dardarian & Ho, **Panelist**  
 Lionel Allen, Urban Prep Academies, **Panelist**  
 Kelly Sortino, Crystal Springs Uplands School, **Panelist**

Submitter: James Outtz, jlouttz@aol.com

## 10. Symposium/Forum: 9:30 AM–10:50 AM

### Room 314

#### Assuring the Trustworthiness of Cumulative Scientific Knowledge in I-O Psychology

In several scientific disciplines including psychology and medicine, trust in the quality of published results has eroded. This symposium reviews phenomena that have distorting effects on cumulative knowledge. Conceptual, methodological, and technological approaches are discussed to assess and assure the accuracy of published results and cumulative knowledge in I-O psychology.

Sven Kepes, Virginia Commonwealth University, **Chair**  
 George C. Banks, Longwood University, Ernest O'Boyle, University of Iowa, **How Questionable Research Practices Challenge the Veracity of Our Literature**  
 Frank A. Bosco, Virginia Commonwealth University, Kulraj Singh, University of Memphis, Charles A. Pierce, University of Memphis, **Methods for Assessing Time-Lag Bias: Evidence From Sixty Meta-Analyses**  
 Sven Kepes, Virginia Commonwealth University, Michael T. Brannick, University of South Florida, **Publication Bias in I-O and Assessment Methods: A Review**  
 Fred Oswald, Rice University, Cornelia Caragea, University of North Texas, Kim Nimmon, University of North Texas, **Technology-Enhanced Meta-Analysis Across Scientific Disciplines**  
 Michael A. McDaniel, Virginia Commonwealth University, **Discussant**  
 Submitter: Sven Kepes, skepes@vcu.edu

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

### Room 316C

#### Enhancing Team Effectiveness Across and Between Levels of Analysis

This symposium joins 4 studies with the shared theme of assessing team-level interventions that enhance team effectiveness. Each investigation accounts for unique aspects of team interventions, including bottom-up effects of individual-level training on team effectiveness, the cascading role of organizational context, individual team member knowledge gain, and team assembly mechanisms.

Jessica R. Methot, Rutgers University, **Chair**  
 Kyle Heyne, Institute for Simulation and Training, Joseph Keebler, University of Central Florida, Marissa L. Shuffer, Clemson University, Kimberly Stowers, University of Central Florida, James Oglesby, University of Central Florida, Ariel Afek, Institute of Simulation and Training, University of Central Florida, Eduardo Salas, University of Central Florida, **Reflective Approaches to Team Training for a Simulated Planning Task**

Catherine Collins, Australian School of Business, Cristina Gibson, University of Western Australia, Eliza Byington, University of New South Wales, **Is Your Team Leader Training not Impacting Team Effectiveness?**  
 Michael R. Kukenberger, Rutgers University, Lauren D'Innocenzo, University of Connecticut, Greg Reilly, University of Connecticut, **Accelerating Individuals' Informal Learning Within Teams: A Quasi-Experiment**

Noshir Contractor, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, Raquel Asencio, Georgia Institute of Technology, Yun Huang, Northwestern University, Toshio Murase, Georgia Institute of Technology, Anup Sawant, Northwestern University, **Enabling Teams to Self-Assemble: The MyDreamTeam Builder**

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

Submitter: Jessica Methot, jmethot@smlr.rutgers.edu

## 12. Symposium/Forum: 9:30 AM–10:50 AM

### Room 317A

#### Moving From Diversity to Inclusion: New Directions in Inclusion Research

In recent years, the diversity literature has started shifting from research on diversity to research on inclusion. This symposium explores new directions in inclusion research in terms of measurement, international views of inclusion, moderators of inclusion, leader inclusion, and practical applications of inclusion research.

Beth G. Chung, San Diego State University, **Chair**

Michèle E. Mor Barak, University of Southern California, **Diversity and Inclusion in a Global Context: Measurement for Research/Practice**

Karen Holcombe Ehrhart, San Diego State University, Beth G. Chung, San Diego State University, Amy E. Randel, San Diego State University, Michelle A. Dean, San Diego State University, Lynn M. Shore, Colorado State University, **Inclusion and Health Moderated by Demographic Status as Numerical Minority/Majority**

Lisa H. Nishii, Cornell University, Hannes Leroy, Cornell University, Marlies Veestraeten, University of Leuven, **Inclusive Leadership**

Bernardo M. Ferdman, Alliant International University, **Assessing Employee Inclusion in the Workplace: An Applied Organizational Approach**

Jeanette N. Cleveland, Colorado State University, **Discussant**

Submitter: Beth Chung, beth.chung@sdsu.edu

## 13. Panel Discussion: 9:30 AM–10:20 AM

### Room 317B

#### Making the Most of SMEs: Strategies for Managing SME Interactions

I-O professionals rely heavily on SMEs in assessment development, but obtaining the information required to develop valid and reliable assessments is often more art than science. In this interactive discussion, assessment development experts will discuss strategies for successfully interacting with SMEs and provide recommendations for common challenges.

Liberty J. Munson, Microsoft, **Chair**

Alexander Alonso, Society for Human Resource Management, **Panelist**

Robert I. Driggers, CEB, **Panelist**

Eric M. Dunleavy, DCI Consulting Group, **Panelist**

Lorin M. Mueller, Federation of State Boards of Physical Therapy, **Panelist**

Submitter: Liberty Munson, lmunson@microsoft.com

## 14. Symposium/Forum: 9:30 AM–10:20 AM

### Room 318A

#### Contextual Factors and Job Performance: Advancing Theory and Measurement

This symposium examines the relationship between work context and job performance, including how work context may impact its measurement. Features of the context that are studied include the telework arrangement, the extent to which performance behaviors are observable by others, compatibility among employees' multiple identities, and supervisors' goal pursuit strategies.

Ravit Hezkiau-Ludwig, University of Toronto, **Co-Chair**

Maria Rotundo, University of Toronto, **Co-Chair**

Samantha Holland, George Mason University, Kaila M. Simpson, George Mason University, Reeshad S. Dalal, George Mason University, **Counterproductive Work Behavior Among Teleworkers: Conceptual Issues and Scale**

Bertha Rangel, University of Illinois at Urbana-Champaign, Gahyun Jeon, University of Illinois at Urbana-Champaign, Jonathan M. Cottrell, University of Illinois at Urbana-Champaign, Nichelle C. Carpenter, University of Illinois at Urbana-Champaign, **Self-Observer Rating Convergence and the Moderating Role of Observability**

Ravit Hezkiau-Ludwig, University of Toronto, Maria Rotundo, University of Toronto, **The Effects of Identity Conflict and Enhancement on Job Performance**

Laura N. Wallace, University of Minnesota, Christopher R. Huber, University of Minnesota, Aaron M. Schmidt, University of Minnesota, **Promoting Consistency: Regulatory Focus and Construct Coverage in Performance Appraisal**

Submitter: Ravit Hezkiau-Ludwig, ravit.heskiau10@rotman.utoronto.ca

## 15. Symposium/Forum: 9:30 AM–10:20 AM

### Room 318B

#### Training Older Workers: Fresh Insights and Future Directions

This symposium integrates 3 complementary perspectives of training and development for an aging workforce. A strong theoretical underpinning paired with new empirical findings advance the understanding of the role that chronological age plays in a developmental context while offering guidance for future research pursuits and practical interventions.

Tracy C. McCausland, George Mason University, **Co-Chair**

Eden B. King, George Mason University, **Co-Chair**

Margaret E. Beier, Rice University, **Motivation for Training and Development: Considerations for an Aging Workforce**

Tracy C. McCausland, George Mason University, Eden B. King, George Mason University, **Age and Training Outcomes: Examining Psychological Processes and Cognitive Ability**

Natalie Wolfson, Colorado State University, Kurt Kraiger, Colorado State University, **The Effect of Technology-Based Collaboration on Learning Across Age Groups**

Lisa Finkelstein, Northern Illinois University, **Discussant**

Submitter: Tracy McCausland, tracy.c.mccausland@gmail.com

## 16. Symposium/Forum: 9:30 AM–10:50 AM

### Room 322AB

#### Big Data in I-O Psychology

"Big data" is data mining slang for a data environment characterized by large quantity and variety of data generated through Internet-based systems. This symposium explores how big data is being used by 5 I-O psychologists working in such environments.

David J. Scarborough, Black Hills State University, **Chair**

David J. Scarborough, Black Hills State University, **A Protocol for Interpreting an Employee Selection Neural Network**

Timothy C. Lisk, Quantcast, **Developing and Cross-Validating Organizational Theories Using Big Data**

David E. Ostberg, Evolv On Demand, **Debunking Common Myths and Misguided Workforce Practices Using Big Data**

Douglas H. Reynolds, Development Dimensions International (DDI), Jing Jin, Development Dimensions International (DDI), Stephanie J. Neal, Center for Analytics and Behavioral Research (DDI), **Big Data, Big Jobs: Assessment and Executive Performance**

Brian Welle, Google, **Discussant**

Submitter: David Scarborough, david.scarborough@bhsu.edu



## 17. Symposium/Forum: 9:30 AM–10:50 AM Room 323A

### Observer Reports of Personality in Organizational and Educational Research

Observer reports of personality traits are underrepresented in the organizational and educational literatures. This symposium presents the results of 5 papers that highlight issues surrounding observer reports in organizational and educational research, including the structure of socially desirable responding, interviewer accuracy, and how third-party sources contribute to prediction.

Samuel T. McAbee, Rice University, **Co-Chair**  
 Brian S. Connelly, University of Toronto, **Co-Chair**  
 Patrick C. Kyllonen, Educational Testing Service, **Co-Chair**  
 Brian S. Connelly, University of Toronto, Ronald Warren, LMAP, LLC, **Using Personality Peer-Reports to Separate Substance From Response Style**  
 David M. Klieger, Educational Testing Service (ETS), Chelsea Ezzo, Educational Testing Service (ETS), Steven Holtzman, Educational Testing Service (ETS), **Third-Party Evaluation in Graduate and Professional School Admissions**  
 Samuel T. McAbee, Rice University, Brian S. Connelly, University of Toronto, Fred Oswald, Rice University, **Self- and Observer Reports: Applying Bifactor Models to Personality Traits**  
 In-Sue Oh, Temple University, Kwanghyun Kim, Korea University, **Personality Put in Another's Shoes**  
 Andrew Speer, CEBISHL, Neil Christiansen, Central Michigan University, **Interviewer Judgment Accuracy and Question Choice: Effects of Social Intelligence**

Submitter: Samuel McAbee, smcabee@gmail.com

## 18. Symposium/Forum: 9:30 AM–10:50 AM Room 323B

### Until Withdrawal Do Us Part? Exploring Employee Withdrawal in Organizations

This symposium showcases 4 studies on employee withdrawal that extend the criterion space (e.g. involuntary turnover) and/or the predictor space (e.g. job embeddedness, networking). Each of these studies advances the turnover-withdrawal literature by exploring new constructs and theory and/or examining well-studied constructs in innovative ways.

Julie I. Hancock, Rutgers University, **Co-Chair**  
 Jonathan Biggane, University of Memphis, **Co-Chair**  
 Peter W. Hom, Arizona State University, Rodger W. Griffeth, Ohio University, Terence R. Mitchell, University of Washington, Thomas W. Lee, University of Washington, Junchao Li, University of Washington, Jamie J. Seo, Arizona State University, **Potential Contribution**  
 Mel Fugate, Southern Methodist University, Charles Manz, University of Massachusetts, Amherst, Peter W. Hom, Arizona State University, John Millikin, Arizona State University, **"Leaving as a Good Thing": Cases for Positive Involuntary Turnover**  
 Kohyar Kiazad, Monash University, Alexander Newman, Monash University, Brooks C. Holtom, Georgetown University, Peter W. Hom, Arizona State University, **Future Directions for Job Embeddedness Research**  
 Caitlin M. Porter, Purdue University, Sang Eun Woo, Purdue University, Michael A. Campion, Purdue University, **Who You Know and How You Go: Networking and Turnover**  
 James M. Vardaman, Mississippi State University, **Discussant**  
 Rodger W. Griffeth, Ohio University, **Discussant**  
 Submitter: Julie Hancock, julie.hancock@rutgers.edu

## 19. Symposium/Forum: 9:30 AM–10:50 AM Room 323C

### Influences of HR Practices for Emotional Labor and Service Jobs

Research on service jobs and emotional labor has been gaining increased interest. This symposium highlights the implications of human resource (HR) practices for service employees. Papers in this symposium investigate different HR practices, providing a breadth of perspectives for understanding the role of HR practices in promoting service-related organizational goals.

Yujie Zhan, Wilfrid Laurier University, **Chair**  
 Dinora R. Fitzgerald, Pennsylvania State University, **Co-Chair**  
 Xiaoxiao Hu, Old Dominion University, **Co-Chair**  
 Dinora R. Fitzgerald, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, **Managed Heart Versus Mind: When Are Financial Rewards More Controlling?**  
 Catherine S. Daus, Southern Illinois University-Edwardsville, Amy J. Quarton, Maryville University, Joel T. Nadler, Southern Illinois University-Edwardsville, **Integrating Emotional Intelligence and Emotional Labor: An Attraction-Selection-Attrition Framework**  
 Anya M. Johnson, University of New South Wales, Nickolas Yu, Prince of Wales Hospital, Helena Nguyen, University of New South Wales, Markus Groth, University of New South Wales, **Changing Emotional Labor Strategies to Enhance Proactivity and Innovation**  
 Xiaoxiao Hu, Old Dominion University, Yujie Zhan, Wilfrid Laurier University, Mo Wang, University of Florida, Junqi Shi, Sun Yat-Sen University, **Employees' Reactions to Customer Mistreatment: Moderating Role of HRM Practices**  
 Ronald H. Humphrey, Virginia Commonwealth University, **Discussant**  
 Submitter: Yujie Zhan, yzhan@wlu.ca

## 20. Symposium/Forum: 9:30 AM–10:50 AM Room 327

### The Wild Frontiers of Measurement Invariance

This symposium presents studies on the frontiers of measurement invariance (MI) analysis that (a) examine the practical consequences of measurement nonequivalence, (b) compare current statistical methods for examining MI, and (c) introduce of a new method of MI analysis.

Jisoo Ock, Rice University, **Co-Chair**  
 Christopher D. Nye, Michigan State University, **Co-Chair**  
 Christopher D. Nye, Michigan State University, Christopher S. Bialko, Bowling Green State University, **Does Measurement Nonequivalence Really Matter?**  
 Jisoo Ock, Rice University, Fred Oswald, Rice University, **Implications of Measurement Nonequivalence on Scale Reliability**  
 Kyle Morgan, North Carolina State University, Steven R. Toaddy, North Carolina State University, Sean M. Gasperson, North Carolina State University, Sonia L. Oakley, North Carolina State University, **Three Approaches to Measuring MI: Tools, Techniques, and Products**  
 Seokjoon Chun, University of South Florida, Stephen Stark, University of South Florida, Eun Sook Kim, University of South Florida, Oleksandr Chernyshenko, Nanyang Technological University, **Using Multiple Indicator Multiple Cause Models to Improve DIF Detection**  
 Neal W. Schmitt, Michigan State University, **Discussant**  
 Submitter: Jisoo Ock, jo4@rice.edu

## 21. Community of Interest: 9:30 AM–10:50 AM Room 328

### Beyond Science: I-O To Inspire a Broader Impact

Larissa Barber, Northern Illinois University, *Host*

Mindy K. Shoss, Saint Louis University, *Host*

Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE), *Coordinator*

## 22. Symposium/Forum: 9:30 AM–10:50 AM Theatre 310

### Shaping the Future of Mobile Assessment: Research and Practice Update

The proliferation of mobile technology presents unique issues for science and best practices in talent assessment. This symposium presents the latest research on psychometric considerations related to mobile testing. Presentations examine score equivalence across devices and industries, test-taker reactions, and research on various test types.

Tracy Kantrowitz, CEB, *Co-Chair*

Craig M. Reddock, CEB, *Co-Chair*

Danielle D. King, Michigan State University, Ann Marie Ryan, Michigan State University, Tracy Kantrowitz, CEB, *Mobile and PC Delivered Assessments: Comparison of Scores and Reactions*

Richard N. Landers, Old Dominion University, Craig M. Reddock, CEB, Katelyn J. Cavanaugh, Old Dominion University, Alexandra Proaps, Old Dominion University, *Talent Assessment Using Mobile Devices*

Ted B. Kinney, Select International, Amie D. Lawrence, Select International, Luye Chang, Select International, *Understanding the Mobile Candidate Experience: Reactions Across Device and Industry*

Kyle C. Huff, Georgia Gwinnett College, Sara Lambert Gutierrez, CEB|SHL, *Mobile Testing Usability: Testing Time and Ease of Use Perceptions*

Sara Lambert Gutierrez, CEB|SHL, Jolene M. Meyer, CEB|SHL, *The Mobile Revolution: Measurement Equivalence and Mobile Device Administration*

Submitter: Tracy Kantrowitz, tracy.kantrowitz@shl.com

## 23. Poster Session: 10:30 AM–11:20 AM Ballroom C

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

#### 23-1 Culture and Hoboism: Do Job Hobos Exist in Korea?

This study investigates how one's attitudinal and behavioral tendency to change jobs frequently (i.e., hoboism) may be manifested differently in a country characterized by the collectivistic culture (i.e., South Korea). By doing so, this study seeks to shed light on a potential psychological explanation for cross-cultural differences in voluntary turnover.

Sang Eun Woo, Purdue University

Caitlin M. Porter, Purdue University

Doug Gutridge, Kirby Risk

Scott Parrigon, Purdue University

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

#### 23-2 Threat and Fairness Around Diversity Management: Testing Full Integration Theory

Diversity management is an important but challenging task. Despite growing awareness of best practices, limited theoretical guidance exists. This study finds support for full integration theory

(Agars & Kottke, 2004), which argues that efforts to manage employee perceptions of fairness and threat are critical elements of diversity initiative implementation.

Leanne M. Torte, California State University, San Bernardino

Kimberly A. French, University of South Florida

Mark D. Agars, California State University, San Bernardino

William Wyatt, City of Clarksville

Eric Cazares, California State University, San Bernardino

Chinedum E. Ezeagwula, California State University, San Bernardino

Nicholas J. Rockwood, California State University, San Bernardino

Lunder Vansa, California State University, San Bernardino

Submitter: Mark Agars, magars@csusb.edu

#### 23-3 Hire a Hero? Identity Management of Job Seeking Veterans

Job-seeking veterans face challenges in obtaining employment. Job search self-efficacy moderated relationships between perceptions of employer stereotypic beliefs and job search effort and intensity. Individual goal orientation affected engagement in concealing or avoiding identity management strategies. Implications for veterans seeking employment and employers are discussed.

Marissa Mann, Michigan State University

Ann Marie Ryan, Michigan State University

Abdifatah A. Ali, Michigan State University

Submitter: Abdifatah Ali, abdiali04@gmail.com

#### 23-4 Putting Diversity in Context: The Role of Racioethnic Representativeness

Following conflicting findings in the diversity–performance relationship, scholars identified context as a potential moderator. This paper extends that trend by showing across 3 samples that racioethnic representativeness moderates the relationship between racioethnic diversity and unit sales with more positive effects occurring when diversity was more representative of the prospective customer base.

Derek R. Avery, Temple University

Cristina Rubino, California State University, Northridge

Scott Tonidandel, Davidson College

Patrick F. McKay, Rutgers University

Submitter: Derek Avery, dravery@temple.edu

#### 23-5 The Role of Self-Efficacy on Turnover Intentions of New Mothers

This paper suggests that work environments shape new mother's intentions to quit through their effect on self-efficacy. Results from a study of new mothers indicate that manager support and the presence of role models in the workplace related to career and maternal self-efficacy, which in turn were related to turnover intentions.

Jamie Ladge, Northeastern University

Tomika W. Greer, University of Houston

Marla Baskerville Watkins, Northeastern University

Kimberly Eddleston, Northeastern University

Submitter: Marla Baskerville Watkins, m.baskerville@neu.edu

#### 23-6 Revisiting the Hispanic–White Mean Difference on Job Performance: A Meta-Analysis

This study revisited the Hispanic–White mean difference on job performance, including a much larger sample than previous meta-analyses. The Hispanic–White mean job performance difference is substantially larger than in previous reviews (i.e.,  $d$ s between .20-

.30 across most moderator categories) and is moderated by objective/subjective performance measurement and job complexity.

Juan Carlos Batarse, Texas A&M University  
Peng Zhao, Texas A&M University  
Christopher M. Berry, Texas A&M University  
Submitter: Juan Carlos Batarse, jlb13@tamu.edu

### 23-7 The Role of Authentic Leadership in Fostering Workplace Inclusion

This conceptual paper posits that authentic leaders are instrumental in developing a climate of inclusion. According to social learning theory, authentic leaders can teach employees about the importance of inclusion through inclusive leader role modeling. Followers learn how to conduct themselves in an inclusive manner by observing authentic leaders.

Janet A. Boekhorst, York University  
Submitter: Janet Boekhorst, janetb@yorku.ca

### 23-8 Examining Individual Differences and Proactive Behavior: A Cultural Perspective

This paper investigated the effects of subordinates' cultural orientations on their proactive behavior at work. Two cultural orientations (psychological collectivism and power distance) impact employees' proactive behavior differently. Further, it was found that the perceived performance and image values of proactive behavior mediate the relationships between cultural orientations and proactive behavior.

Kan Ouyang, The Hong Kong Polytechnic University  
Wing Lam, The Hong Kong Polytechnic University  
Ziguang Chen, City University of Hong Kong  
Submitter: Ziguang Chen, mgzgchen@cityu.edu.hk

### 23-9 Gender Ingroup Projection and the Evaluative Connotation of Leader Prototypes

This paper investigates gender differences in ingroup projection of gender stereotypes onto leader prototypes. It was found that women and men differ in their use of ingroup projection and in how they construct their prototype of women on positive valence attributes.

Tobias Dennerlein, University of Lausanne  
Emmanuelle Kleinogel, University of Lausanne  
Joerg Dietz, University of Lausanne  
Bin Ding, University of Lausanne  
Submitter: Tobias Dennerlein, tobias.dennerlein@unil.ch

### 23-10 A Meta-Analysis of the Consequences of Perceived Workplace Discrimination

This study meta-analyzed the effect of workplace discrimination on job attitudes and health outcomes. Results showed that discrimination was negatively related to job satisfaction, organizational commitment, justice, physical health, and emotional well-being. In addition, results show that observing discrimination may be more detrimental than personally experiencing discrimination at work.

Lindsay Y. Dhanani, University of Central Florida  
Jeremy M. Beus, University of Central Florida  
Submitter: Lindsay Dhanani, lydhanani@knights.ucf.edu

### 23-11 A Meta-Analytic Investigation of Homophily

Homophily refers to the propensity for similar individuals to interact with one another. Despite voluminous research, little is known about

how strong the homophily effect is and which types of similarities/ties are most homophilic. A meta-analysis of 482 studies quantifies the effect of homophily and examines potential moderators of homophily.

Jennifer Feitosa, University of Central Florida  
David R. Glerum, University of Central Florida  
Rebecca Grossman, University of Central Florida  
Dana Joseph, University of Central Florida  
Submitter: Jennifer Feitosa, jfeitosa@ist.ucf.edu

### 23-12 Best LGBT Paper Award: The Process and Withdrawal Effects of Team Sexual Orientation Dissimilarity



This study examined the relationship between work-team sexual orientation dissimilarity and several individual-level outcomes. Based on the relational demography literature, the study found that perceived dissimilarity was significantly related to relationship conflict, task conflict, withdrawal, and peer relations. These effects differed by member sexual orientation and sexual orientation identity.

Frank Golom, Loyola University Maryland  
Submitter: Frank Golom, fgolom@loyola.edu

### 23-13 The Role of Uncertainty in Employers' Assessments of Immigrant Applicants

This study examined the role of perceived uncertainty in employers' assessments of immigrant job applicants. It examined the relations between uncertainty and (a) employers' perceptions of the effectiveness of selection procedures for immigrants and (b) their preference for hiring immigrant applicants who have Canadian experience.

Leah Hamilton, Mount Royal University  
Mitchell Rothstein, University of Western Ontario  
Victoria Esses, University of Western Ontario  
Christian Cook, Mount Royal University  
Submitter: Leah Hamilton, lhamilton@mtroyal.ca

### 23-14 Coping With Ageism at Work

This study investigated perceptions of ageism at work and associated coping mechanisms. It was found that workplace ageism is perceived as less serious than racism or sexism and that targets of ageism are less likely to attribute negative hiring outcomes to discrimination, a coping mechanism commonly employed by women and minorities.

Sonia K. Kang, University of Toronto  
Alison L. Chasteen, University of Toronto  
Crystal Tse, University of Waterloo  
Submitter: Jacob Hirsh, jacob.hirsh@rotman.utoronto.ca

### 23-15 The Effect of Arab Accent on Promotion Decisions

This study examined the effects of the accent (standard American English vs. Arab) and performance level (average vs. high) of a hypothetical female employee on promotion decisions. Overall results showed that the Arab-accented employee did not suffer from negative consequences once she was securely employed.

Megumi Hosoda, San Jose State University  
Submitter: Megumi Hosoda, megumi.hosoda@sjsu.edu

### 23-16 Stigma on the Spectrum: Disclosure Experiences Among Individuals With Autism

This study examined disclosure decisions and unintentional disclosure among working adults on the autism spectrum, as well as the impact



of these disclosure experiences on employee well-being. Findings indicate that who one discloses to and whether or not they have the choice in disclosure has significant implications for their well-being.

Tiffany D. Johnson, Pennsylvania State University  
 Aparna Joshi, University of Illinois at Urbana-Champaign  
 Submitter: Tiffany Johnson, tdj124@smeal.psu.edu

### **23-17 How Does Ethnic Identification Influence Resumé Evaluations?: Exploring Psychological Mechanisms**

This research examined how and why strongly identified minorities are evaluated more negatively than weakly identified minorities in hiring contexts. It was found that perceiver anxiety mediates the relationship between cues of a strong identification with a minority ethnic group and speed of contacting.

Christine M. Y. Kermond, Michigan State University  
 Ann Marie Ryan, Michigan State University  
 Jonathan Murphy, Illinois Institute of Technology  
 Submitter: Christine Kermond, kermond@msu.edu

### **23-18 Russian Workers' Experiences With and Perceptions of Sexually Harassing Behavior**

Despite more than 3 decades of research revealing that workplace sexual harassment (SH) can wreak havoc for the people and organizations, little is known about the perception of SH by workers outside of Western, industrialized cultures. This study examined factors that influence Russian workers' perceptions of and experience with SH.

Deborah Knapp, Kent State University  
 Julia Levashina, Kent State University  
 Cathy L. Z. DuBois, Kent State University  
 Mary Hogue, Kent State University  
 Marina N. Astakhova, University of Texas at Tyler  
 Robert H. Faley, Kent State University  
 Submitter: Deborah Knapp, dknapp1@kent.edu

### **23-19 Black-White Differences in Job Satisfaction: A Meta-Analysis**

Studies examining Black-White differences in job satisfaction have yielded inconsistent findings. Using meta-analysis, no main effect of race was found. However, African Americans tend to report higher job satisfaction in public-sector and low complexity jobs, but Whites tend to report higher job satisfaction in private-sector and high complexity jobs.

Chee Wee Koh, University of South Florida  
 Tiffany T. Lee, University of South Florida  
 Winny Shen, University of South Florida  
 Submitter: Chee Wee Koh, cheewee@mail.usf.edu

### **23-20 Was That Racist? Perceptions of Racial Microaggressions**

This study investigated the use of bystanders' racial attitudes to predict the likelihood of their perceiving a racial microaggression as racially motivated. Situational mediators of the attitude to attribution relations were examined as well. Results indicate that microaggression components do mediate the attitude to attribution relationship.

Deborah Lee, University of Missouri-St. Louis  
 Stephanie M. Merritt, University of Missouri-St. Louis  
 Submitter: Deborah Lee, debbie.lee@mac.com

### **23-21 Self-Esteem Deepens or Alleviates Stereotypes in Negotiations, Depending on Contingencies**

Results demonstrate a 3-way interaction between self-esteem

level, social contingent self-esteem, and gender stereotype activation on women negotiators' outcomes. Results also suggest the same 3-way interaction influences women accommodation level, which had a marginally significant impact on women's outcomes. Theoretical and practical implications are discussed.

Changhong Lu, Singapore Management University  
 Layne Paddock, Singapore Management University  
 Jochen Reb, Singapore Management University  
 Submitter: Changhong Lu, maylv\_37@msn.com

### **23-22 Sexual Orientation and Behavior Style: Influencing Perceptions of Men's Leadership**

Drawing from role congruity and implicit inversion theories, this study used an experimental design to examine the effects of sexual orientation and behavioral style (agentic/masculine, communal/feminine) on perceptions of male leaders. Results indicate no main effect for sexual orientation, and a marginal interactive effect on ratings of effectiveness.

Kristin E. Mann, DePaul University  
 Alice F. Stuhlmacher, DePaul University  
 Submitter: Kristin Mann, kristinemann@gmail.com

### **23-23 Female Managers: The Role of Implicit Attitudes and Organizational Climate**

This study assessed explicit and implicit attitudes toward female managers on ratings of quality and fit, including organizational climate (agentic/communal) as a moderator. Findings indicate higher fit ratings for male candidates in the agentic condition and lower quality ratings for female candidates.

Priyanka Mitra, Baruch College, The Graduate Center, CUNY  
 Casey C. Smith, Baruch College, The Graduate Center, CUNY  
 Charles A. Scherbaum, Baruch College, The Graduate Center, CUNY  
 Submitter: Priyanka Mitra, pmitra@gc.cuny.edu

### **23-24 Marital Status, Gender, and Sexual Orientation: Implications for Organizational Decisions**

Marital status bias in hiring decisions has been found to influence decisions for men and women differently. With sexual orientation bias in the workplace being a growing issue, this study examined how gender and orientation bias interacted, finding a 3-way interaction of gender, marital status, and orientation on ratings.

Katie Kufahl, Southern Illinois University Edwardsville  
 Joel T. Nadler, Southern Illinois University Edwardsville  
 Submitter: Joel Nadler, jnadler@siue.edu

### **23-25 Sexual Orientation: Reducing Bias in Selection Through Accountability**

Bias targeting sexual orientation in the evaluation of applicant interviews was examined. Men held more explicit and implicit negative attitudes towards homosexuals compared to women. Bias was found favoring heterosexual over homosexual candidates in interview ratings, and this bias was unaffected by frame-of-reference (FoR) training but was reduced by accountability.

Joel T. Nadler, Southern Illinois University Edwardsville  
 Michelle C. Western, Southern Illinois University Edwardsville  
 Submitter: Joel Nadler, jnadler@siue.edu

**23-26 The Invisible Stigma of "Workplace-Napping-Is-Bad"**

Two experimental studies evidenced that (a) there existed an invisible stigma against napping in the workplace: working adults expressed unfavorable attitudes and judgments of nappers, and (b) there was a significant 3-way interaction among napping behavior (napping vs. awake), organizational practice (nap tolerance vs. control), and observers' work ethics.

Hannah-Hanh D. Nguyen, University of Hawaii at Manoa  
 Sonia Ghumman, University of Hawaii at Manoa  
 Eddie Bui, California State University-Long Beach  
 Michelle Jurica, California State University-Long Beach  
 David J. Whitney, California State University-Long Beach  
 Submitter: Hannah-Hanh Nguyen, hhnguyen@hawaii.edu

**23-27 Effects of Manager Race and Generation on LGBT Performance Evaluations**

Participants were informed that the study focused on the performance evaluations of a prospective new manager. Results show that workplace discrimination of LGBT individuals on evaluations occurs along generational but not ethnic lines. Specifically, members of Generation Y assigned higher performance evaluation scores to a gay manager than Baby Boomers.

Alexandria Caple, University of North Carolina Wilmington  
 Brian Roote, CEB  
 Lisa Baranik, East Carolina University  
 Submitter: Brian Roote, brian.roote@SHL.com

**23-28 Stereotypes of Gays in the Military: Multiple Identities and Incongruities**

Perceptions of lesbians and gay men have not been studied since Don't Ask Don't Tell's repeal allowed them to serve openly in the military. This research found sexual and gender-based identities interact, with the masculine military context also moderating perceptions. Results both confirm and contradict prior scholarship, with implications for theory and practice.

Joshua C. Rutter, Baruch College & Graduate Center, CUNY  
 Karen S. Lyness, Baruch College & Graduate Center, CUNY  
 Jolie M. B. Terrazas, Baruch College & Graduate Center, CUNY  
 Martine C. Maculaitis, Baruch College & Graduate Center, CUNY  
 Christine R. Smith, Baruch College & Graduate Center, CUNY  
 Cristina M. Arroyo, Baruch College & Graduate Center, CUNY  
 Submitter: Joshua Rutter, rutter.joshua@gmail.com

**23-29 The Queen's Speech: Auditory Sexual Orientation Cues in Interview Contexts**

An indirect relationship was found between masculinity of male voices and job-related discrimination through perceptions of homosexuality, such that more feminine voices were rated as more likely to be gay and thus received more negative job suitability ratings in interview contexts. Thus, selection systems may be susceptible to biases.

Isaac E. Sabat, George Mason University  
 Larry R. Martinez, Pennsylvania State University  
 Submitter: Isaac Sabat, isaacsabat@gmail.com

**23-30 Secrets to the Top: What Women Leaders Do to Succeed**

This study was conducted to understand what skills, experiences, personality characteristics, and methods senior women leaders have that led them to being successful within the foodservice

industry. Systematic differences were found between those in C-level positions and lower level positions.

Belinda K. Smith, Kenexa, an IBM Company  
 Lauren N. Harkrider, Kenexa, an IBM company  
 Submitter: Belinda Smith, smithb@us.ibm.com

**23-31 Gender Composition in Work Teams: Why Men Need Women**

This study examined the impact of team gender composition on individual perceptions of inclusion, cohesion, trust, and conflict, and external ratings of team performance. Men reported the most positive reactions in gender-balanced teams, but no significant effect of team composition was found for women. Predominantly female teams performed best.

Kaitlin R. Thomas, George Washington University  
 Lynn R. Offermann, George Washington University  
 Lindsey N. Smith, The George Washington University  
 Submitter: Kaitlin Thomas, krthomas@gwu.edu

**23-32 The Impact of Interpersonal Discrimination on Health: Can Mentors Help?**

This research found that interpersonal discrimination resulted in significant negative physical health outcomes in academicians. It was additionally hypothesized but not found that mentor support was an ameliorative moderator. Implications of the pernicious effects of interpersonal discrimination and inability of social support to help in reducing these effects are explored.

Rachel Trump, Rice University  
 Michelle (Mikki) Hebl, Rice University  
 Submitter: Rachel Trump, rachel.c.trump@rice.edu

**23-33 Laying the Groundwork for Research on Race and Gender Intersectionality**

This research contributes to work on race and gender intersectionality by assessing the descriptive and prescriptive stereotypes for Black and White women and men on dominance, agency, and communality. That unique patterns of descriptive and prescriptive stereotyping lead to distinct types of discrimination toward each intersectional group is suggested.

Erika Hall, Northwestern University  
 Ella Washington, Northwestern University  
 Submitter: Ella Washington, e-washington@kellogg.northwestern.edu

**23-34 When Leaning In Isn't Enough: Combating Organizational Structural Barriers**

This paper examined the impact of messaging about gender inequality in organizations as a function of individual behaviors or structural barriers. Findings indicate that early career women are not aware of structural barriers they may face. In addition, raising awareness about structural barriers helped women to perform better when given a challenge.

Ella Washington, Northwestern University  
 Submitter: Ella Washington, e-washington@kellogg.northwestern.edu

**23-35 Women's Representation in STEM: The Role of Female Faculty**

This study examined factors that contribute to women's underrepresentation in STEM fields. Results indicate that the number of female faculty within STEM majors mediates the relationship

between being in a female-dominated STEM major and science identity, and involvement in research, advising, and campus events.

Breanna R. Wexler, University of Missouri-St. Louis  
 Jessica L. Eastin, University of Missouri-St. Louis  
 John S. Slifka, University of Missouri-St. Louis  
 Elizabeth M. Campbell, University of Maryland  
 Submitter: Bre Wexler, brwkc3@mail.umsl.edu

### 23-36 Career Exploration Using the O\*NET Skills Search Tool for Aspies

This study utilized the O\*NET Skills Search tool to identify appropriate, interesting, and attainable occupations for individuals with Asperger Syndrome. Results indicated that with individual skills taken into account, occupations perceived by individuals with AS as appropriate and attainable can be identified.

Cinthia Ramirez, LA County Office of Education  
 David J. Whitney, California State University, Long Beach  
 Christopher R. Warren, California State University, Long Beach  
 William Pedersen, California State University, Long Beach  
 Submitter: David Whitney, dave.whitney@csulb.edu

### 23-37 Employment Expectations for Individuals With Developmental Disabilities

Work expectations of 46 individuals with developmental disabilities (IDDs) and 46 case managers were contrasted. Although work expectations of case managers and IDDs with mild intellectual disability were closely aligned, a greater distinction in work expectations exists between case managers and IDDs with moderate/severe intellectual disability. Implications are discussed.

David J. Whitney, California State University, Long Beach  
 LeeAnn Christian, Regional Center Orange County  
 Jenni Smith, California State University, Long Beach  
 Milady Arenales, Fox Group  
 Stephanie Wahl, California State University, Long Beach  
 Christopher R. Warren, California State University, Long Beach  
 Submitter: David Whitney, dave.whitney@csulb.edu

### 23-38 Determining the Impact of Employee Religious Accommodation on Performance Ratings

This study attempted to determine if religious bias occurs during the frequently used organizational process of performance appraisal. The results indicate religious accommodation is significantly related to performance ratings with the religiosity of the rater moderating this relationship. Results also indicate a positive relationship between informational justice and performance ratings.

Dinah Camilleri, Florida Institute of Technology  
 Jessica L. Wildman, Florida Institute of Technology  
 Submitter: Dinah Camilleri, dcamilleri2011@my.fit.edu

### 23-39 A Power and Dependence Approach to Behavioral Responses to Harassment

This conceptual paper examines how targets respond to sexual harassment through the lens of power and dependence theory. It examines how the power differential and task interdependence within the harasser-target dyad influence the target's behavioral response to the harasser.

Heather M. Clarke, Memorial University  
 Submitter: Heather Clarke, v47hmc@mun.ca

### 23-40 Exploring the Mathematics Gender Gap Using a Within-Person Approach

Women perform worse than men on word/applied mathematics problems but better on computations. However, this has rarely been examined directly and only from a between-persons perspective. The current within-person research addressed both of these issues and suggests that men do perform better than women on word/applied items compared to computations.

Paul Agnello, Baruch College and the Graduate Center, CUNY  
 Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY  
 Submitter: Paul Agnello, agnellp@gmail.com

## 24. Symposium/Forum: 10:30 AM–11:50 AM Room 317B

### Manager as Coach: Defining, Developing and Measuring Effectiveness

Many organizations have identified the need to improve the coaching behaviors of their managers. In addition to exploring what "coaching" means in this context, this symposium presents research on defining and measuring the construct, training leaders to be better coaches, and the resulting outcomes.

David W. Bracken, OrgVitality LLC, **Chair**  
 Daniel B. Kuzmycz, PeopleFirm LLC, **Further Elucidating the Construct and Prevalence of Managerial Coaching**  
 Dana Milanovich Costar, OrgVitality LLC, David W. Bracken, OrgVitality LLC, **The Impact of Trust and Coaching Relationship on Effectiveness Ratings**  
 Jason Dahling, The College of New Jersey, Samantha A. Taylor, Novo Nordisk Inc., Samantha Le Chau, Novo Nordisk Inc., Stephen A. Dwight, Novo Nordisk Inc., **Linking Managerial Coaching Effectiveness and Frequency to Sales Goal Attainment**  
 Julia Gard-Bertermann, Cincinnati Children's Hospital Medical Center, **Unleashing Employee Potential Through Coaching at CCHMC**  
 Paul E. Levy, University of Akron, **Discussant**  
 Submitter: David Bracken, dwbracken@gmail.com

## 25. Alternative Session Type: 10:30 AM–11:20 AM Room 318A

### EnterTRAINment: Schoolhouse Rock Meets APA

Manuscripts with APA errors are 3 to 8 times more likely to be rejected when submitted for publication. This alternative session presents the results of a study that measured the effectiveness of a video intervention designed to teach how to use the *APA Publication Manual*.

Ruby A. Rouse, University of Phoenix, **Presenter**  
 Leslie A. Miller, LanneM TM, LLC/University of Phoenix, **Presenter**  
 John Peed, University of Phoenix, **Presenter**  
 Brad Kircher, Kircher Consulting Group, LLC/University of Phoenix, **Presenter**  
 Submitter: Leslie Miller, drlesliemiller@hotmail.com

## 26. Panel Discussion: 10:30 AM–11:50 AM Room 318B

### The Many Faces of I-O: Perspectives on Professional Identity

Although there is growing interest in professional identity of I-O psychologists, little is known about how professional identity is developed or modified depending on the work context. This panel provides a diverse, global sampling of I-O psychologists who will discuss their experiences, conceptualization, and development of their professional identities.



Julia M. Fullick, Quinnipiac University, **Chair**  
 Rachel D. Barney, ICF International, **Panelist**  
 Sharon Glazer, University of Maryland, **Panelist**  
 Kimberly A. Smith-Jentsch, University of Central Florida, **Panelist**  
 Karel J. Stanz, University of Pretoria, **Panelist**  
 Jonathan C. Ziegert, Drexel University, **Panelist**

Submitter: Julia Fullick, julia.fullick@quinnipiac.edu

## 27. Roundtable/Conversation Hour: 10:30 AM–11:20 AM Room 324

### The STEM Pipeline: A Conversation

Concerns about the science, technology, engineering, and mathematics (STEM) pipeline are rising. This roundtable brings together I-O psychologists supporting and researching the STEM workforce and education. Audience-driven discussion and networking are the goals of the session. New practitioners in STEM-based organizations are especially encouraged to attend.

Liberty J. Munson, Microsoft, **Host**  
 Dusty L. McEwen, CGN Global, **Host**  
 Joselito C. Lualhati, Global Skills X-Change, **Host**  
 Brooke Lerman, ExxonMobil, **Host**  
 Nathan R. Kuncel, University of Minnesota, **Host**  
 Michelle (Mikki) Hebl, Rice University, **Host**  
 Mindy E. Bergman, Texas A&M University, **Host**  
 Submitter: Mindy Bergman, mindybergman@tamu.edu

## 28. Symposium/Forum: 11:00 AM–12:20 PM Room 303AB

### Evidence-Based Practice in Preemployment Integrity Testing: Validity, Applicability, and Usability

Practically relevant papers with newly collected job applicant data address the validity of integrity tests for emerging dimensions of job performance (e.g., intrapersonal and interpersonal competencies) and counterproductivity (e.g., organized crime collusion, workers' compensation claims), as well as their cross-cultural generalizability and usefulness among applicants of diverse backgrounds (low education, disadvantaged groups).

Deniz S. Ones, University of Minnesota, **Chair**  
 Brenton M. Wiernik, University of Minnesota, **Co-Chair**  
 Dylan A. Cooper, University of Arizona, Jerel E. Slaughter, University of Arizona, Stephen W. Gilliland, University of Arizona, **Reducing Workers' Compensation Costs: The Influence of Implementing Integrity Testing**  
 John W. Jones, General Dynamics Information Technology, Kelly D. Dages, General Dynamics Information Technology, Brian Dreschler, Vangent, Inc., Michael R. Cunningham, University of Louisville, **Assessing Job Applicants' Risk of Colluding With Organized Crime Rings**  
 Dara Pickering, Hogan Assessment Systems, Jeff Foster, Hogan Assessment Systems, **Examining Relationship Between Employee Reliability and Job Performance for Managers**  
 Stephan Dilchert, Baruch College, CUNY, **Integrity Test Validity and Acceptability Among Applicants With Low Education**  
 Deniz S. Ones, University of Minnesota, Brenton M. Wiernik, University of Minnesota, Chockalingam Viswesvaran, Florida International University, Frank L. Schmidt, University of Iowa, **Cross-Cultural Validity of Preemployment Integrity Tests: A Transcultural Meta-Analytic Investigation**

Submitter: Deniz Ones, deniz.s.ones-1@tc.umn.edu

## 29. Master Tutorial: 11:00 AM–12:20 PM Room 304A

1.5 CE credits  
for attending

### Do-It-Yourself Cut Scores Using the General Eclectic Method

This session will familiarize the audience with the General Eclectic Method (GEM) of setting cut scores. The GEM is a flexible framework designed to optimize the standard setting process. Attendees will participate in activities to enhance their understanding of the process and extend what they learn beyond selection instruments.

Lorin M. Mueller, Federation of State Boards of Physical Therapy, **Presenter**  
 Submitter: Lorin Mueller, lmueller@fsbpt.org

## 30. Symposium/Forum: 11:00 AM–12:20 PM Room 304B

### Decision-Making Processes, Biases, and Heuristics Across the Employment Life Cycle

The authors of the 4 papers in this session will address the role of heuristics and biases in pre- and postemployment decision-making contexts among job seekers, hiring managers, and performance raters. Finally, a leading judgment and decision-making scholar will provide concluding thoughts and directions for future research.

Edgar E. Kausel, University of Chile, **Chair**  
 Kevin M. Walters, Colorado State University, **Co-Chair**  
 Edgar E. Kausel, University of Chile, Satoris S. Culbertson, Kansas State University, Shelby Anderson, Missouri State University, William S. Weyhrauch, Consortium Research Fellows Program, **Unstructured Interview Information Increases Overconfidence in Predictions of Job Performance**  
 Cynthia Kay Stevens, University of Maryland, Lisa Dragoni, Cornell University, Meredith F. Burnett, The George Washington University, **How Do Job Seekers Evaluate Unfamiliar Organizations?**  
 Jochen Reb, Singapore Management University, Shenghua Luan, Max Planck Institute for Human Development, **Fast-and-Frugal Heuristics as Models of Performance-Based Decisions**  
 Edgar E. Kausel, University of Chile, Satoris S. Culbertson, Kansas State University, Alexander T. Jackson, Kansas State University, Pedro Ig Leiva, University of Chile, Jochen Reb, Singapore Management University, **Narcissism and the Hindsight Bias Following Favorable and Unfavorable Outcomes**  
 Scott Highhouse, Bowling Green State University, **Discussant**  
 Submitter: Edgar Kausel, ekausel@unegocios.cl

## 31. Symposium/Forum: 11:00 AM–12:20 PM Room 306A

### Proactive Behavior Revisited: Antecedents, Outcomes and New Perspectives

This symposium offers refined understanding of proactive work behavior, considering different forms of proactivity (presence/absence, personal/environmental, beneficial/harmful), its antecedents (personal and situational enhancers/suppressors), and its outcomes (for the self, others and the organization), with critical reflection about when and what form of proactivity is beneficial, and for whom.

Ying Wang, University of Western Australia, **Co-Chair**  
 Ben J. Searle, Macquarie University, **Co-Chair**  
 Ben J. Searle, Macquarie University, Sharon K. Parker, University of Western Australia, **Dark Drivers of Proactivity: Stressors, Hindrance Appraisals and Anger**  
 Hector Madrid, University of Sheffield/MIDEUC/Pontificia University Catolica Chile, Malcolm Patterson, University of Sheffield, Pedro Ig

Leiva, University of Chile, **Negative Moods and Silence: Rumination and Complexity as Boundary Conditions**

Sandra Ohly, University of Kassel, Denise E. Schubert, University of Kassel, **Overcoming Barriers: The Role of Personal Initiative for Suggestion Making**

Subrahmaniam Tangirala, University of Maryland-College Park, Srinivas Ekkirala, XLRI, Brady Firth, University of Maryland, **Change the World or the Self? Proactivity Effects on Performance**

Sharon K. Parker, University of Western Australia, Ying Wang, University of Western Australia, **When Proactivity Meets Wisdom: Wise Proactivity, Initial Outcomes, and Antecedents**

Submitter: Ying Wang, wangyinglena@gmail.com

### 32. Symposium/Forum: 11:00 AM–12:20 PM Room 306B

#### Making the Most Out of Career Transitions

Managing career transitions is important for a successful career. This symposium addresses the necessary resources for managing career transitions and the consequences for people's careers. Four empirical papers discuss both how a protean career attitude, employability, and interventions can improve career transitions, and how employers perceive their employees' career transitions.

Jessie Koen, University of Amsterdam, **Chair**

Nicky Dries, KU Leuven, Rein De Cooman, KU Leuven, **Effects of Protean Career Orientation on Person–Organization Fit Over Time**  
Belgin Okay-Somerville, University of Aberdeen, Dora M. Scholarios, Strathclyde University, **Career Exploration and Employment Success: A Function of Contextual Barriers?**

Jessie Koen, University of Amsterdam, Annelies van Vianen, University of Amsterdam, Edwin A. J. Van Hooft, University of Amsterdam, Ute-Christine Klehe, Justus Liebig Universität Giessen, **Autonomy During Reemployment: "The More, the Better" or "Fit"?**

Steffanie L. Wilk, The Ohio State University, Gina Dokko, University of California, Davis, Erin Makarius, University of Akron, **Does Unemployment Scar or Blemish? Perceptions of Capability After Reemployment.**

Peter A. Heslin, Australian School of Business, **Discussant**

Submitter: Jessie Koen, j.koen@uva.nl

### 33. Symposium/Forum: 11:00 AM–12:20 PM Room 309

#### Explaining Reactions to Workplace Incivility: A Collection of Mediators

To unveil the underlying processes that explain individuals' reactions to workplace incivility, this symposium explores cognitive, affective, and behavioral mediators of incivility effects. Specifically, it investigates rumination, affect, coping, and interpersonal deviance in understanding reactions to incivility. Thus, the range of responses that can explain workplace incivility processes are revealed.

Jennifer Bunk, West Chester University, **Co-Chair**

M. Sandy Hershcovis, University of Manitoba, **Co-Chair**

Jenna C. Shapiro, University of Connecticut, Vicki J. Magley, University of Connecticut, **Incivility at the Daily Level: The Mediating Effects of Rumination**

Melissa C. Sekundiak, University of Manitoba, Nick Turner, University of Manitoba, Sarah McAmmond, University of Manitoba, Amy Christie, Wilfrid Laurier University, Lilia M. Cortina, University of Michigan, M. Sandy Hershcovis, University of Manitoba, Tara C. Reich, London School of Economics, **Observing Workplace Aggression: Effects of Observer Power on Incivility Intervention**

Loie S. Gervais, University of Manitoba, M. Sandy Hershcovis, University of Manitoba, Ann-Francis Cameron, HEC Montreal, Melissa C.

Sekundiak, University of Manitoba, **Coping With Incivility: Consequences of Different Coping Styles**

Jennifer Bunk, West Chester University, Russell A. Matthews, Bowling Green State University, Kelsey-Jo Ritter, Bowling Green State University, Valerie Lane, West Chester University, **A Matter of Time: Longitudinal Sex Differences in Workplace Mistreatment**

Marie S. Mitchell, University of Georgia, **Discussant**

Submitter: Jennifer Bunk, jbunk@wcupa.edu

### 34. Panel Discussion: 11:00 AM–12:20 PM Room 311

#### Beyond 70-20-10 Leadership Development

Given all that we know about on-the-job development, organizations still struggle to make it happen. They talk about 70-20-10 development but often misapply the concepts or fail to turn general principles into purposeful action. Five experts who have extensive experience in this area will share experiences and lessons learned.

Morgan W. McCall, University of Southern California, **Co-Chair**

Paul R. Yost, Seattle Pacific University, **Co-Chair**

Jeffrey J. McHenry, Rainier Leadership Solutions, **Panelist**

Patricia O'Connor, Wesfarmers Ltd., **Panelist**

Mary Plunkett, Carlson, **Panelist**

Submitter: Paul Yost, yostp@spu.edu

### 35. Panel Discussion: 11:00 AM–12:20 PM Room 314

#### Leading Global Teams: Translating Science Into Practice

Increases in international business and communication technology have led to a dramatic increase in global teams within organizations. In this panel, authors from an upcoming book, *Leading Global Teams: Translating the Multidisciplinary Science to Practice*, will draw upon organizational science to distill best practices for effectively managing global teams.

Jessica L. Wildman, Florida Institute of Technology, **Chair**

Paula Caligiuri, Northeastern University, **Panelist**

Dorothy R. Carter, Georgia Institute of Technology, **Panelist**

Marcus W. Dickson, Wayne State University, **Panelist**

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

Lisa A. Steelman, Florida Institute of Technology, **Panelist**

Submitter: Jessica Wildman, jwildman@fit.edu

### 36. Panel Discussion: 11:00 AM–12:20 PM Room 316C

#### Best Practices in the Collection of High-Quality Field Data

To publish in leading journals, it is increasingly important that researchers know how to collect high-quality field data, meaning data that maximize the internal and external validity of their research. In this session, 4 distinguished researchers will describe approaches they have used to overcome challenges in collecting such data.

Laurent M. Lapierre, University of Ottawa, **Co-Chair**

Russell A. Matthews, Bowling Green State University, **Co-Chair**

Lillian T. Eby, University of Georgia, **Panelist**

Russell E. Johnson, Michigan State University, **Panelist**

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

Donald M. Truxillo, Portland State University, **Panelist**

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

### 37. Symposium/Forum: 11:00 AM–12:20 PM Room 317A

#### Novel and Dynamic Approaches to Research on Affect at Work

Complementing the burgeoning body of research on workplace affect, this symposium presents novel and dynamic approaches to investigating affective phenomena, including novel indices such as emotional inertia and affect balance, polynomial approach to emotional dissonance, and intra- and interindividual dynamics of emotional feelings and expressions at work.

Tao Yang, University of Minnesota, **Co-Chair**

Joyce E. Bono, University of Florida, **Co-Chair**

Theresa M. Glomb, University of Minnesota, Daniel J. Beal, University of Texas at San Antonio, Tao Yang, University of Minnesota, Devashresh Bhawe, Singapore Management University, **Staying Power: Emotional Inertia as a Moderator of Event-Affect Relationships**

Mary Margaret Harris, University of Akron, James M. Diefendorff, University of Akron, Jane Yang, City University of Hong Kong, **Unpacking Event-Level Emotional Dissonance With Polynomial Regression**

Tao Yang, University of Minnesota, KiYoung Lee, University of Minnesota, Joyce E. Bono, University of Florida, David J. Yoon, Wichita State University, Theresa M. Glomb, University of Minnesota, Michelle K. Duffy, University of Minnesota, **A Meta-Analytic Examination of Affect Balance**

Ronald Bledow, Singapore Management University, **New Ideas Arise From a Mind in Transition**

Gerben A. Van Kleef, University of Amsterdam, **Music Teachers' Emotional Expressions and Pupils' Musical Performance**

Submitter: Tao Yang, yang1883@umn.edu

### 38. Symposium/Forum: 11:00 AM–12:20 PM Room 322AB

#### Expanding the Boundaries of the Justice Literature

Most studies in the justice literature focus on the effects of supervisory or organizational justice on employee attitudes and behaviors. Studies in this symposium expand beyond that boundary, examining procedural convenience, customer-focused justice, and novel predictors of supervisory justice (e.g., narcissism, ethical leadership, and ego depletion).

Jason A. Colquitt, University of Georgia, **Co-Chair**

D. Ramona Bobocel, University of Waterloo, **Co-Chair**

Jason A. Colquitt, University of Georgia, Ryan Outlaw, University of Georgia, Michael D. Baer, University of Georgia, **Beyond Justice: The Effects of Procedural Convenience on Citizenship**

Joel Koopman, Michigan State University, Fadel K. Matta, Michigan State University, Brent A. Scott, Michigan State University, Donald E. Conlon, Michigan State University, **Don't Forget the Target While Focusing on the Actor**

Joel Evans, SKK Graduate School of Business, Jennifer S. Anderson, University of Arizona, Stephen W. Gilliland, University of Arizona, **Employees Who Observe Un/Fair Customer Treatment: Effects on Service Performance**

David B. Whiteside, Wilfrid Laurier University, Laurie Barclay, Wilfrid Laurier University, **When Motivation Isn't Enough: The Role of Depletion in Fairness**

Submitter: Jason Colquitt, colq@uga.edu

### 39. Symposium/Forum: 11:00 AM–12:20 PM Room 323A

#### What Is Balance? Gaining Consistent Definition, Assessment, and Prediction

Work-family balance is a popular yet inconsistently defined topic that is more often becoming the subject of scientific inquiry.

Emphasizing the individual perspective on balance, this symposium incorporates 5 papers that explore how balance is defined and measured, its correlates, and how it changes over time.

Wendy J. Casper, University of Texas at Arlington, **Co-Chair**

Heather N. Odle-Dusseau, Gettysburg College, **Co-Chair**

Wendy J. Casper, University of Texas at Arlington, Sara De Hauw, Vlerick Business School, Julie Ho Wayne, Wake Forest University, Jeffrey H. Greenhaus, Drexel University, **A Review of the Meaning and Measurement of Work-Life Balance**

Jeffrey H. Greenhaus, Drexel University, Jonathan C. Ziegert, Drexel University, Tammy D. Allen, University of South Florida, **Relationships of Work-Family Conflict and Enrichment With Work-Family Balance**

Heather N. Odle-Dusseau, Gettysburg College, Julie Holiday Wayne, Wake Forest University, Russell A. Matthews, Bowling Green State University, **Predicting Work-Family Balance: Authenticity in Work and Family Roles**

Morgan Wilson, University of Illinois-Chicago, Jenny M. Hoobler, University of Illinois-Chicago, **Employee Responsiveness to Work-Nonwork Technological Interruptions and Work-Family Balance**

Marcus M. Butts, University of Texas at Arlington, Lillian T. Eby, University of Georgia, Tammy D. Allen, University of South Florida, Melissa Mitchell, University of Georgia, Jessica L. Mulenburgh, University of Georgia, **Work-Nonwork Balance and Health-Related Outcomes: A Latent Growth Modeling Approach**

Submitter: Heather Odle-Dusseau, hodle@gettysburg.edu

### 40. Panel Discussion: 11:00 AM–11:50 AM Room 323B

#### Challenges Facing Project Teams: Towards a Specific Research Agenda

Projects are how many organizations conduct their business, develop and implement innovations, and proactively adjust to become more efficient and effective. Yet, projects often fail because of "human factors." A panel of world renowned scholars will discuss how I-O psychology can contribute specifically to help project teams succeed.

Francois Chiochio, University of Ottawa, **Chair**

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

Brian Hobbs, Université du Québec à Montréal (UQAM), **Panelist**

Eduardo Salas, University of Central Florida, **Panelist**

Richard J. Klimoski, George Mason University, **Panelist**

Submitter: Francois Chiochio, chiochio@telfer.uottawa.ca

### 41. Symposium/Forum: 11:00 AM–12:20 PM Room 323C

#### A Critical Review of Mechanical Turk as a Research Tool

Crowdsourcing is a quick way to gather information, and Amazon's Mechanical Turk (MTurk) is the dominant crowdsourcing application for researchers. Despite research touting MTurk, a number of concerns remain. Professionals are brought together to discuss advantages and disadvantages of MTurk to determine its utility for data collection for psychological research.

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

Jeff Foster, Hogan Assessment Systems, Blaine H. Gaddis, Hogan Assessment Systems, **Lessons Learned From Using MTurk to Pilot New Items**

Peter D. Harms, University of Nebraska, Lincoln, Justin A. DeSimone, University of Nebraska, Lincoln, **Questioning the Quality of MTurk Data: A Data Cleaning Perspective**

Mark Woolsey, Southwest Missouri State University, Robert G. Jones, Missouri State University, **Issues in Developing a Cross-Cultural Crowdsourcing Survey**



Katelyn J. Cavanaugh, Old Dominion University, Rachel C. Callan, Old Dominion University, Richard N. Landers, Old Dominion University, **Comparison of MTurk Workers and Undergraduates in Online Training Study**

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

Submitter: Blaine Gaddis, bgaddis@hoganassessments.com

## 42. Symposium/Forum: 11:00 AM–12:20 PM Room 327

### Pushing the Boundaries of Psychological Contract Theory and Research

After 2 decades of research focused on a select variety of topics and use of limited research methodologies, the study of psychological contracts has recently expanded into vibrant new areas of research, capitalizing on methodologies that push the boundaries of extant knowledge. This symposium showcases exciting examples of such work.

Samantha D. Montes, University of Toronto, **Chair**

Yannick Griep, Vrije Universiteit Brussel, Tim Vantilborgh, Vrije Universiteit Brussel, Roland Pepermans, Vrije Universiteit Brussel, **Psychological Contract Breach and Counterproductive Work Behavior: A Dynamic Model**

Maria Tomprou, Carnegie Mellon University, **Relations Among Psychological Contract Type, Employee Contributions, and Employer Investments**

Samantha D. Montes, University of Toronto Scarborough, David Zweig, University of Toronto Scarborough, **Do Promises Matter? Yes, to the Disagreeable, Neurotic, and Unconscientious**

Lisa Schurer Lambert, Georgia State University, Jeff Schatten, Georgia State University, **Perceptions of Job Mobility Moderating Psychological Contract Evaluation**

Prashant Bordia, Australian National University, Simon L. D. Restubog, Australian National University, Sarbari Bordia, Australian National University, Robert L. Tang, De La Salle-College of Saint Benilde, **Examining Breach of Employee Obligations in a Resource Context**

Stefan T. Mol, University of Amsterdam, Merel P. Knoppe, Gemeente Zaanstad, Matthijs Bal, University Amsterdam, Marjolein ten Hoonte, Randstad Netherlands, **Temporary Employees' Dual Psychological Contracts: Serial Mediation and Parallel Spillover**

Submitter: Samantha Montes, montes@utsc.utoronto.ca

## 43. Community of Interest: 11:00 AM–12:20 PM Room 328

### Evidence Based Practice: How Empirical Findings Should Guide Us

Alison R. Eyring, Organisation Solutions Pte, Ltd., **Host**

Sven Kepes, Virginia Commonwealth University, **Host**

Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE), **Coordinator**

## 44. Special Events: 11:00 AM–11:50 AM Theatre 310

### How Big of a Change Will Big Data Bring?

In this session, 4 scientists–practitioners come together to discuss what Big Data means in the field of I-O psychology and its implications. The speakers will then engage in a “fun” debate on whether Big Data is likely to bring about incremental or revolutionary changes to the field.

Madhura Chakrabarti, Dell Inc., **Co-Chair**

Elizabeth A. McCune, Microsoft Corporation, **Co-Chair**

Kathryn Dekas, Google, **Presenter**

Scott C. Erker, Development Dimensions International (DDI), **Presenter**

Charles A. Handler, Logi-Serve LLC, **Presenter**

Michael R. Dolen, CEB, **Presenter**

Submitter: Elizabeth McCune, elizabeth.mccune@live.com

## 45. Poster Session: 11:30 AM–12:20 PM Ballroom C

### Leadership and Leadership Development

#### 45-1 Evaluation of Leadership Development Coaching: The Impact of Personality

This study explores factors that relate to perceptions of leadership coaching effectiveness. It finds that personality characteristics of the coaching participant relate to their perceptions of effectiveness. Further, coach–participant personality profile match on “dark side” personality characteristics relate to perceptions of the value and usefulness of the coaching session.

Heather M. Bolen, Hogan Assessment Systems

Kimberly S. Nei, Hogan Assessment Systems

Karen M. Fuhrmeister, Hogan Assessment Systems

Submitter: Heather Bolen, hbolen@hoganassessments.com

#### 45-2 Executive Coaching Research: Toward a Context-General Model

This paper develops a context-general model of executive coaching that highlights the mediating psychological variables that help to explicate the complex relationship of coaching. In addition, it outlines a comprehensive literature review of academic and practitioner executive coaching from 2005 to the present. This integration has implications for coaches and HR professionals alike.

Christopher Coultas, University of Central Florida

Shirley Sonesh, University of Central Florida

Lauren E. Benishek, Institute for Simulation and Training

Eduardo Salas, University of Central Florida

Submitter: Chris Coultas, ccoultas@ist.ucf.edu

#### 45-3 Trust-Based Relationship: A Key Factor for a Multisource Feedback Program

This study examined the potential organizational level benefits of multi-source feedback programs (MSF) within a moderated-mediation framework. It was found that MSF enhanced the competitiveness of human capital when trust-based relationships among employees were established within an organization. In addition, a conditional indirect effect of MSF was found to predict organizational financial performance.

Kyoung Yong Kim, University of Houston

William D. Presson, University of Houston

Submitter: Kyoung Yong Kim, kimx1616@umn.edu

#### 45-4 Leader Coaching and Employee Performance: A Multilevel Moderated Mediation Model

This multilevel study used multisource and lagged data to examine the relationships between leader coaching and employee performance. Our results indicated that career commitment served as the mediator between these 2 variables, and future work self-salience strengthened the relationship between leader coaching and employee career commitment.

Weipeng Lin, Peking University

Qi Zhang, Peking University

Lei Wang, Peking University  
 Kun Yu, Peking University  
 Jingjing Ma, Peking University  
 Wenqi Wei, Peking University

Submitter: Weipeng Lin, linweipeng11@gmail.com

#### **45-5 Understanding the Unique Importance of Self-Awareness in Leader Development**

Leadership scholars often operationalize self-awareness as self–other agreement about behavior. However, this approach offers little developmental utility for leaders. This paper establishes a 3-dimensional direct measure of self-awareness, validated against actual 360-degree rated behavior and self–other agreement measures. Incremental validity beyond that of other leader effectiveness predictors is also assessed.

Richard R. Reilly, Stevens Institute of Technology  
 Peter G. Dominick, Stevens Institute of Technology  
 Allison S. Gabriel, Virginia Commonwealth University

Submitter: Richard Reilly, rreilly@stevens.edu

#### **45-6 Leadership Group Coaching: Do Competencies, Career Mobility, and Retention Improve?**

In this study, leadership group coaching was evaluated within a large healthcare organization. Results indicate that individuals who completed the program, in comparison with those who did not, showed significantly improved leadership competencies and significantly higher retention rates 1 year post program. Implications for leadership development programs are discussed.

Courtney L. Holladay, University of Texas, MD Anderson Cancer Center  
 Jessica M. Reyes Liske, University of Texas, MD Anderson Cancer Center

Submitter: Jessica Reyes Liske, jesreyes@mdanderson.org

#### **45-7 How Does Coaching Work? A Mixed-Method Analysis**

This poster focuses on exploring how executive coaching works. Through the use of semistructured interviews, unique issues involved in executive coaching were identified, and subsequently, a longitudinal survey to further investigate the mediating mechanisms that are involved in successful coaching engagements was developed.

Shirley Sonesh, University of Central Florida  
 Christopher Coultas, University of Central Florida  
 Eduardo Salas, University of Central Florida

Submitter: Shirley Sonesh, ssonesh@ist.ucf.edu

#### **45-8 Leader–Member Exchange and Employee Creativity: The Role of Positive Emotion**

It was hypothesized that the relationship between leader–member exchange (LMX) and employee creativity is mediated by positive emotion. The analysis of responses obtained from 146 employees and their 36 supervisors from Malaysian organizations indicated a significant positive effect of LMX on creativity, but the effect was fully mediated by positive emotion.

Mahfooz A. Ansari, University of Lethbridge  
 Rehana Aafaqi, University of Lethbridge  
 Tan Siew Len, Intel Products (M) Sdn. Bhd.

Submitter: Mahfooz Ansari, mahfooz.ansari@uleth.ca

#### **45-9 Abusive Supervision and Proactivity: A Social Identity Perspective**

This poster investigated the effect of abusive supervision on subordinates' proactive behavior. Results showed that subordinates' perceived insider status mediates the negative relationship between abusive supervision and proactive behavior. Further, it was found that the negative relationship between abusive supervision and perceived insider status is stronger for female than male subordinates.

Kan Ouyang, The Hong Kong Polytechnic University  
 Wing Lam, The Hong Kong Polytechnic University  
 Ziguang Chen, City University of Hong Kong

Submitter: Ziguang Chen, mgzgchen@cityu.edu.hk

#### **45-10 A Field Study of Leader Humor and Leader–Member Exchange Quality**

This research conceptualizes humor as a socioemotional exchange resource and explores leader humor as an antecedent of LMX. It was found that leader humor significantly predicts LMX, and LMX also mediates the effects of leader humor on key outcomes. Support for these relationships is found using both same-source and cross-dyad responses.

Cecily D. Cooper, University of Miami  
 Dejun Tony Kong, University of Richmond

Submitter: Cecily Cooper, cecily@miami.edu

#### **45-11 Upward Influence Tactics, Upward Influence Effectiveness, LMX, and Trust**

This poster examined the relationship between upward influence tactics and upward influence effectiveness, leader–member exchange, and trust in the national population of industry/university cooperative research centers supported by the National Science Foundation. Upward influence tactics were significantly related to all outcomes.

Donald D. Davis, Old Dominion University  
 Nathan Bjornberg, Old Dominion University

Submitter: Donald Davis, DDDavis@odu.edu

#### **45-12 Leader Listening and Subordinate Attitudes: A Cross-Cultural Experimental Study**

The impact of expectations of and differences in leader listening skill on subordinate satisfaction, engagement, and behavior will be studied experimentally across 3 different cultures: the U.S., France, and Morocco.

Nawal Es-Sabahi, Hofstra University  
 Seymour Adler, Aon Hewitt

Submitter: Nawal Es-Sabahi, nawal.essabahi@hotmail.fr

#### **45-13 Context of Error: A Situation Bound for Disaster**

This experimental study investigates the role of context as an antecedent of error (task, interpersonal, ethical) and performance outcomes (quality, originality, elegance). Results indicate that some contexts have a stronger negative effect on performance than others, but this relationship can be moderated by team expertise and support for the leader.

Dawn L. Eubanks, The University of Warwick  
 Lily Cushenbery, Penn State University  
 Sam T. Hunter, Penn State University  
 Andra Serban, The University of Warwick

Submitter: Dawn Eubanks, dawn.eubanks@wbs.ac.uk

#### 45-14 Network Characteristics and Leader Use of Collective Influence Tactics

Leadership is a social process and team leadership, in particular, requires the consideration of the social context in which it operates. This study focuses on evaluating how the characteristics of a team's social network relate to the collectivistic influence strategies that leaders choose to accomplish team tasks.

Tamara L. Friedrich, University of Warwick  
Jennifer A. Griffith, University of Oklahoma  
Michael D. Mumford, University of Oklahoma  
Submitter: Tamara Friedrich, tamara.friedrich@gmail.com

#### 45-15 Impact of Aggressive Humor on Dysfunctional Resistance

This study investigates aggressive humor with abusive supervision, negative emotions at work and dysfunctional resistance. A sample of 235 full-time working employees participated in the study. Aggressive humor was related to dysfunctional resistance. Finally it moderated the relationship between abusive supervision and dysfunctional resistance.

Ashita Goswami, Central Michigan University  
Prakash K. Nair, Infosys Ltd  
Michael Grossenbacher, Central Michigan University  
Submitter: Ashita Goswami, goswa1a@cmich.edu

#### 45-16 Authentic Leadership and Voice: Mediating Role of Follower Voice Efficacy

This study proposed, tested, and found that authentic leadership affected followers' voice via their voice self-efficacy. The results showed that high leader-member exchange (LMX) enhanced the positive effect of authentic leadership on followers' voice self-efficacy and that authentic leadership was positively (negatively) associated with followers' voice when LMX was high (low).

Lei Huang, University of Nebraska-Lincoln  
Fred Luthans, University of Nebraska  
Submitter: Peter Harms, pharms2@unl.edu

#### 45-17 Antecedents and Consequences of Destructive Leadership: A Resource Depletion Perspective

This study examines a multilevel relationship among supervisors' emotional exhaustion, destructive leadership, and subordinate deviance. Results show that destructive leadership mediates the positive relationship between supervisors' emotional exhaustion and subordinate deviance only when supervisors are faced with underperforming subordinates and exhibit lower self-monitoring.

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

#### 45-18 When Supervisors Lash Out: A Self-Control Model of Abusive Supervision

Drawing upon self-control theory, it is predicted that subordinate poor performance elicits supervisor hostility, which in turn results in abusive supervision. Moreover, supervisor self-control mitigates both the experience of hostility and the behavioral enactment of hostility. In a multilevel field study with supervisor-subordinate teams, support was found for the proposed model.



Huiwen Lian, The Hong Kong University of Science and Technology  
Lindie H. Liang, University of Waterloo  
Douglas J. Brown, University of Waterloo  
Lance Ferris, The Pennsylvania State University  
Submitter: Lindie Liang, lindie.liang@gmail.com

#### 45-19 Antecedents of Influence Behavior: A Multilevel Approach

This study applied social relations analysis to network reports of interpersonal influence tactics to appropriately isolate individual level effects and identified several individual differences (i.e., personality traits, attachment styles, demographics, and personal history) that predict the influence tactics that individuals employ and receive.

Kevin M. Mullaney, University of Illinois at Urbana-Champaign  
Daniel A. Newman, University of Illinois at Urbana-Champaign  
Submitter: Kevin Mullaney, mullaney.family@gmail.com

#### 45-20 How Followers Experience Leader Influence Tactics: A Two-Factor Model

Using meta-analytic structural equation modeling, the factor structure of follower perceptions of leader influence tactics was assessed, finding support for a 2-factor structure of hard and soft influence through comparison of competitive models and assessment of the incremental and specific validity of the 2 factors.

Kevin M. Mullaney, University of Illinois at Urbana-Champaign  
Daniel A. Newman, University of Illinois at Urbana-Champaign  
Submitter: Kevin Mullaney, mullaney.family@gmail.com

#### 45-21 "Social Death": The Curvilinear Effect of Leader-Member Exchange on Ostracism

This study was conducted to demonstrate there are exceptions to the norm that high-quality LMX relationships are equivalent to positive outcomes. A curvilinear relationship is hypothesized and supported suggesting members in low- and high-quality LMX relationships are subjected to more ostracism, a negative organizational outcome, than members in middle-quality relationships.

Terry A. Nelson, University of Alaska Anchorage  
Peter Wright, University of Memphis  
Kori Callison, University of Houston  
Submitter: Terry Nelson, terry.nelson@uaa.alaska.edu

#### 45-22 The Androgyny of Leadership: Expectations of Male and Female Leaders

Mental models of male and female leaders were compared using social networking techniques that created holistic models of expectations of leaders in terms of gender stereotypes, implicit leadership theories, and transformational leadership traits. Expectations for male leaders were largely similar to those for females. However, certain noteworthy differences are discussed.

Alycia L. Perez, Research Facilitation Team/Army Analytics Group  
Rosalie Hall, Durham University Business School  
Amy F. Dravecky, University of Akron  
Submitter: Alycia Perez, alycia.l.perez.ctr@mail.mil

#### 45-23 Leadership Expression in Context

This poster examined CEOs' facial expressions in favorable, neutral, and unfavorable contexts. It was found that CEOs tended to use more positive emotion and facial expressions in negative con-



texts. This finding suggests that using emotional expression could help CEOs regulate emotions and, consequently, lead effectively.

Elizabeth Peyton, Wright State University  
Debra Steele-Johnson, Wright State University  
Jerred Holt, Lumir Research Institute  
Darrell S. Kelly, Wright State University  
Submitter: Elizabeth Peyton, peyton.15@wright.edu

#### **45-24 Leadership Acuity: Matching Team Members to Tasks During Role Assignment**

This paper introduces a new concept called leadership acuity, which is used to explain why some leaders are better than others at configuring team members into roles. It is argued that leadership acuity is a joint function of ascertaining team member characteristics and subtasks in broader goal pursuit.

Alex Rubenstein, University of Florida  
Submitter: Alex Rubenstein, alex.rubenstein@warrington.ufl.edu

#### **45-25 An Examination of the Cascading Effect of Shared Leadership**

This study examines how shared leadership flows. It illustrates that supervisors' perceptions of shared leadership in their work groups cascades to impact the shared leadership of lower-level teams. This flow is moderated by supervisors' satisfaction and mediated by lower team empowerment climate, and is ultimately related to reduced conflict.

Jaclyn Shor, Drexel University  
Jonathan C. Ziegert, Drexel University  
Submitter: Jaclyn Shor, jacmargolis@gmail.com

#### **45-26 Leader's and Follower's Power Distance Moderating Abusive Supervision-Voice Relations**

One experiment and one field study were conducted to test a social hierarchy abusive supervision-employee voice model that explicates the mediating role of leader-member exchange (LMX) and moderating roles of power distance orientations (PDO). Results show that follower PDO mitigates first stage relation whereas leader PDO exacerbates second stage relation.

Riki Takeuchi, The Hong Kong University of Science and Technology  
Cass Shum, The Hong Kong University of Science and Technology  
Huiwen Lian, The Hong Kong University of Science and Technology  
Submitter: Cass Shum, cass.shum@gmail.com

#### **45-27 Measuring the Dark Triad of World-Class Leaders at a Distance**

The study of the Dark Triad, neuroticism, psychopathy, and Machiavellianism, among world-class leaders has become an important topic, but access to these leaders is difficult. We describe a computerized content analysis procedure that allows researchers to measure components of the Dark Triad from publicly available *Fortune* 100 CEO interviews.

William D. Spangler, Binghamton University, SUNY  
Alka Gupta, Lynchburg College  
Alexander R. Knights, Binghamton University, SUNY  
Submitter: William Spangler, spangler@binghamton.edu

#### **45-28 Effects of Leadership Themes in Presidential Rhetoric on Follower Evaluation**

Transformational leadership and social identity theories were used to identify key variables in follower reactions to U.S. presidential speeches. Datasets were acquired from The Roper Center for Public Opinion ( $N = 3,552$ ). Consistent with theory, data revealed significant effects of leadership themes and political party affiliation on follower reactions.

Oriel J. Strickland, California State University-Sacramento  
Kolbi Coutts, California State University-Sacramento  
Submitter: Oriel Strickland, ojstrick@csus.edu

#### **45-29 The Art of Followership: Applying Aesthetics to Implicit Followership Theories**

This poster investigated the application of implicit followership theories (IFTs) as an art form by inconspicuously triggering IFTs in participants using word-art posters. Results show IFTs can be triggered via aesthetic forms and can shape action tendencies. Findings contribute to the emerging fields of IFTs and organizational aesthetics.

Thomas Sy, University of California, Riverside  
Dov Eden, Tel Aviv University  
Submitter: Thomas Sy, thomas.sy@ucr.edu

#### **45-30 Effects of Different Implicitly Endorsed Leadership Styles in Three Cultures**

This study investigated how implicitly endorsed leadership styles impacted actual performance outcomes in 3 different cultures. Results indicated that the effects of leadership styles vary across different cultures. Charismatic leadership was related to some aspects of performance in North America, Team-oriented leadership in Asia, and participative leadership in Latin America.

King Yii Tang, Korn Ferry  
Guangrong Dai, Korn Ferry  
Submitter: King Yii Tang, king.tang@kornferry.com

#### **45-31 Ethical Leadership and Customer Loyalty Over Time**

Because it is unclear how ethical leadership affects an organization's bottom line, this poster examined its influence on customer loyalty (i.e., repeat purchases) over several months. In doing so, ethical leaders' initial and longer-term effects were scrutinized as they encourage followers to establish, develop, and maintain profitable relationships with customers.

Shannon G. Taylor, University of Central Florida  
Craig D. Crossley, University of Central Florida  
David XH Wo, University of Central Florida  
Ronald F. Piccolo, Rollins College  
Submitter: Shannon Taylor, sgtaylor@ucf.edu

#### **45-32 Learning Goal Orientation, Supervisor Support, Role Clarity, and Customer Orientation**

In this study 354 hotel employees provided information on their learning goal orientation, perceived supervisor support, role clarity, and customer orientation. This poster tested moderating and moderated-mediation effects of learning orientation and found that it serves as a substitute for leadership. Role clarity mediated between supervisor support and customer orientation.

Klaus J. Templer, SIM University  
 Jeffrey C. Kennedy, Nanyang Business School  
 Riyang Phang, Nanyang Technological University  
 Submitter: Klaus J. Templer, kjtempler@unisim.edu.sg

#### 45-33 A Meta-Analysis of a Multiattribute Leadership Framework

This study seeks to integrate and expand upon the work of Hoffman, Woehr, Maldagen-Youngjohn, and Lyons (2010) and DeRue, Nahrgang, Wellman, and Humphrey (2011) by examining the relationship among 7 larger sets of trait- and state-like predictors of leadership effectiveness.

Alan J. Tomassetti, George Mason University  
 Vias Nicolaides, George Mason University  
 Carolyn J. Winslow, George Mason University  
 Kristen L. Randolph, Army Research Institute  
 Leonard Y. Pierce, George Mason University  
 Mike Brady, George Mason University  
 Celise Remy-Lewis, George Mason University  
 Stephen J. Zaccaro, George Mason University  
 Submitter: Alan Tomassetti, atomasse@gmu.edu

#### 45-34 Transformational Leadership and Voice: When Felt Obligation Matters?

Data from 77 Chinese companies (389 employees and their 135 managers) were used to test an integrated model of leadership and voice. The results show that followers' power distance orientation moderates the mediation effect of felt obligation to the leader in the relationship between transformational leadership and voice.

Xiao-Hua (Frank) Wang, Renmin University of China  
 Jinyun Duan, Soochow University  
 Jiing-Lih Farh, Hong Kong University of Science and Technology  
 Jiao (Lily) Li, University of Western Ontario  
 Jun Yang, Renmin University of China  
 Submitter: Xiaohua (Frank) Wang, psyfrank@gmail.com

#### 45-35 Ideal Leaders and Gender: A Person-Centered Approach

Contrary to previous research examining role congruity in gender and leadership, taking a person-oriented approach shows ideal leaders are characterized as a combination of both masculine and feminine attributes. However, female targets are still less likely to be perceived as similar to an ideal leader.

Sarah F. Wills, Virginia Tech  
 Roseanne J. Foti, Virginia Tech  
 Submitter: Sarah Wills, sarahfwills@gmail.com

#### 45-36 Reexamining Antecedents of Follower-Rated LMX: Context Matters

Servant leadership is a key antecedent of follower-rated LMX. However, past research may have overlooked multilevel effects. Data reanalyzed via HLM revealed that collective perceptions of servant leadership have significant contextual and cross-level interaction effects on follower-rated LMX. In contrast, leaders' self-ratings of their own leadership had no effect.

Michael P. Wilmot, University of Minnesota-Twin Cities  
 Submitter: Michael Wilmot, wilmo040@umn.edu

#### 45-37 Differentiated Leadership and Individual and Team Creativity: A Multilevel Investigation

Data from 566 employees in 61 R&D teams found that individual-focused transformational leadership has a positive effect on employee

creativity, whereas differentiation in leadership behavior is curvilinearly related to team creativity. Team social integration plays differential roles in moderating the within-team versus between-team relationships.

Zhen Zhang, Arizona State University  
 Yaping Gong, Hong Kong University of Science & Technology  
 Jiwen Song, Renmin University of China  
 Junfeng Wu, University of Illinois at Chicago  
 Submitter: Zhen Zhang, zhen.zhang@asu.edu

#### 46. Special Events: 11:30 AM–12:50 PM Room 318A

##### Alliance Invited Session: I-O's Alignment With the International Labor Organization's Decent Work Agenda

The purpose of this panel is to discuss the implications of I-O psychology's potential alignment with the International Labour Organization's (ILO) decent work agenda and to highlight significant opportunities for I-O as a profession to contribute to the ILO's work on a global level.

John C. Scott, APTMetrics, Inc., **Chair**  
 Stuart C. Carr, Massey University, **Presenter**  
 Telma Viale, United Nations, **Presenter**  
 Walter Reichman, OrgVitality, **Presenter**  
 Mary O'Neill Berry, Sirota Survey Intelligence, **Presenter**  
 Malcolm MacLachlan, Trinity College Dublin, Ireland, **Presenter**  
 Submitter: John Scott, jscott@aptmetrics.com

#### 47. Roundtable/Conversation Hour: 11:30 AM–12:20 PM Room 324

##### A Modern Family: The Work–Family Interface Among LGBT Employees

The session will encourage a conversation for researchers interested in work–family issues as well as LGBT issues to establish a research agenda inclusive of LGBT employees. Participants will discuss the unique challenges faced by LGBT individuals in the work–family interface and how to achieve inclusion of this marginalized group.

Thomas Sasso, University of Guelph, **Host**  
 Nicholas P. Salter, Ramapo College of New Jersey, **Host**  
 Submitter: Thomas Sasso, tsasso@uoguelph.ca

#### 48. Symposium/Forum: 12:00 PM–1:20 PM Room 317B

##### Measurement Equivalence of Personality Measures Across Different Methods and Cultures

Due to the popularity of personality measures in psychological research, it is imperative to examine whether the factor structure of these measures holds across different methods and cultures. This symposium presents 4 papers that investigate the measurement equivalence of personality measures across different methods and cultures.

Gargi Sawhney, Old Dominion University, **Co-Chair**  
 Konstantin Cigularov, Old Dominion University, **Co-Chair**  
 Gargi Sawhney, Old Dominion University, Konstantin Cigularov, Old Dominion University, **Examining Measurement Equivalence of the Big Five Personality Inventory**  
 Avi Fleischer, Illinois Institute of Technology, Alan D. Mead, Illinois Institute of Technology, Jonas Neuhengen, Illinois Institute of Technology, **Comparability of Big Five Scores From Online and Traditional Samples**  
 Liwen Liu, University of Illinois at Urbana-Champaign, Meghan A. Thornton, Purdue University, Fritz Drasgow, University of Illinois at Urbana-Champaign, Samuel D. Gosling, University of Texas, Jeff Potter,

Atof Inc., **Effect Size Analysis of Measurement Equivalence Across Thirty-Five Countries**

Mengyang Cao, University of Illinois at Urbana-Champaign, Qianqi Song, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, James Rounds, University of Illinois at Urbana-Champaign, **Testing Cross-Cultural Measurement**

**Equivalence of an Ideal-Point-Based Vocational Interest Scale**

Scott B. Morris, Illinois Institute of Technology, **Discussant**

Submitter: Gargi Sawhney, gargisawhney85@gmail.com

**49. Panel Discussion: 12:00 PM–12:50 PM**

**Room 318B**

**Bringing Competency Models to Life: Lessons Learned From Competency-Based Practices**

The purpose of this panel is to discuss the large-scale development and implementation of competency models within and across organizations. This panel will discuss how competency models can be used to support a wide range of HR processes and employee populations (i.e., individual contributors/leaders, people/thought leaders, different industries, private/public sector).

Rachael Klein, University of Minnesota, **Co-Chair**

Kristin Sanderson, PDRI, **Co-Chair**

Sarah Kirkendall, Kellogg Company, **Panelist**

Ben Porr, Federal Management Partners, Inc., **Panelist**

Donna Roland, CEB, **Panelist**

Dustin W. Scott, C<sup>2</sup> Technologies, **Panelist**

Submitter: Kristin Sanderson, kristinsanderson@hotmail.com

**50. Panel Discussion: 12:00 PM–1:20 PM**

**Room 323B**

**Employee Resilience: Trait, State, or Process and Does It Matter?**

What is resilience and what are its implications for individual, group, and organizational effectiveness? A panel of leading theorists and researchers discuss resilience as a trait, state, or process; the validity of the concept; nomological network; how resilience may have its effects; and how resilience can be developed and managed.

Angelo S. DeNisi, Tulane University, **Chair**

Thomas E. Becker, University of Delaware, **Panelist**

Diane Ferry, University of Delaware, **Panelist**

Fred Luthans, University of Nebraska, **Panelist**

John Schaubroeck, Michigan State University, **Panelist**

Submitter: Thomas Becker, becker@udel.edu

**51. Special Events: 12:00 PM–12:50 PM**

**Theatre 310**

**Mergers and Startups: End of I-O as We Know It**

As the consulting industry undergoes consolidation and a startup boom, I-O psychologists face yet another existential crisis. On one end, traditional I-O firms are being acquired by publicly traded conglomerates; on the other, VC backed startups are building HR-related technology. The impact of these trends on our field will be discussed.

Martin Lanik, Global Assessor Pool LLC, **Chair**

Tony Anello, CEB|SHL, **Presenter**

Natalie M. Baumgartner, RoundPegg, **Presenter**

Lisa M. Collings, DigitalGlobe, **Presenter**

Joy F. Hazucha, Korn Ferry, **Presenter**

Annmarie Neal, Center for Leadership Innovation, **Presenter**

Submitter: Martin Lanik, martin.lanik@GlobalAssessorPool.com

**52. Poster Session: 12:30 PM–1:20 PM**

**Ballroom C**

**Careers/Mentoring/Socialization/Retirement/Turnover**

**52-1 I-O Psychologists in Business Schools: It's Action Time**

This poster documents that I-O psychologists affiliated with business schools are now a majority of editorial board members and authors for *Journal of Applied Psychology* and *Personnel Psychology*. A study involving 171 SIOP Fellows and past presidents suggests very different perspectives on this phenomenon ranging from very negative to very positive.

Herman Aguinis, Indiana University

Kyle J. Bradley, Indiana University

Apryl Rogers Brodersen, Metro State University of Denver

Submitter: Herman Aguinis, haguinis@indiana.edu

**52-2 Supervisor Fairness and Support, Organizational Socialization Tactics and Newcomers' Adjustment**

This poster examined the effects of supervisory justice, perceived supervisor support (PSS), and organizational socialization tactics on newcomers' adjustment using a 3-wave study of 219 French newcomers. The findings suggest that institutionalized tactics are both more consistent and complementary with supportive and fair supervision than individualized tactics.

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

Assaad El Akremi, University of Toulouse 1

Ikram Nasr, EM Lyon

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

**52-3 The Role of Activated and Deactivated Affect in Job Search**

This study differentiates activated from deactivated affect to examine opposing predictions of affect-as-information theory and social cognitive theory by tracking the affect job seekers experience and effort they invest during their search. Results indicate differences between activated and deactivated affect and provide support for both affect-as-information and social cognitive predictions.

Serge P. da Motta Veiga, Lehigh University

Daniel B. Turban, University of Missouri

Submitter: Serge da Motta Veiga, spdmv@lehigh.edu

**52-4 Applying Self-Determination Theory to Predict Career Adjustment**

This study investigates how autonomy and competence support at work contribute to need satisfaction, intrinsic motivation, and positive career attitudes in a test of self-determination theory. Results were fully supportive of SDT with data collected at 2 points in time from adults in established careers.

Taylor K. Lauricella, The College of New Jersey

Jason Dahling, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

**52-5 Working Until 65: Employees' Personal Strength and Perceived Opportunities Matter**

In a large Western-European organization, employees' intentions to work until legal retirement age were studied. The theory of



planned behavior proved useful to this context. In addition, personal strength (vigor) related positively to intentions to work longer, whereas a negative relation was found with employees' perceived opportunities from retirement.

Jeroen Decoster, Ghent University

Eva Deraus, Ghent University

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

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#### **52-6 The Role of Psychological Aging Experience in Post-retirement Employment**

This poster investigated the role of psychological aging experience in postretirement employment. Results indicated that retirees who experienced aging as personal growth were more likely to engage in postretirement employment, but those who experienced aging as gaining self-knowledge were less likely to engage in postretirement employment.

Ulrike Fasbender, Leuphana University Lüneburg

Juergen Deller, Leuphana University of Lüneburg

Mo Wang, University of Florida

Submitter: Juergen Deller, deller@leuphana.de

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#### **52-7 Quality or Quantity: Which Is the Best Road to Tenure?**

The dilution effect is diminished evaluation of a list of high-quality items resulting from adding low-quality items. Randomly assigned professors rated a tenure candidate with a diluted list of publications lower in quality and higher in productivity but no more likely to get their vote for tenure.

Dov Eden, Tel Aviv University

Ravit Hezkiau-Ludwig, University of Toronto

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

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#### **52-8 Down but Not Out: A Pluralist Lens to Newcomer Adjustment**

This poster examined the mechanisms by which organizational newcomers use social capital and personal resources to achieve effective adjustment. A 3-way interaction is hypothesized among contact status, tie strength, and core self-evaluations—the interaction of tie strength and core self-evaluations is proposed to be stronger for newcomers with low contact status.

Ruolian Fang, National University of Singapore

Daniel J. McAllister, National University of Singapore

Michelle K. Duffy, University of Minnesota

Submitter: Ruolian Fang, bizrf@nus.edu.sg

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#### **52-9 Human Resource (HR) Information Sources and Trends Over Time**

This research was conducted to explore how organizational newcomers obtain information about human resource (HR) practices. Using a longitudinal design and a sample of 456 newcomers, this study examines how individuals attend to formal and informal sources to gather information about HR practices over the first three months of employment.

Angela Langevin Heavey, Florida International University

Submitter: Angela Heavey, aheavey@fiu.edu

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#### **52-10 The Potential Impact of Absence and Turnover on Non-withdrawing Employees**

This paper presents a theoretical framework that explores how employee turnover and withdrawal behaviors may influence the job

satisfaction, organizational commitment, and burnout level of a critical component of the organization: nonwithdrawing employees.

Angela Langevin Heavey, Florida International University

Submitter: Angela Heavey, aheavey@fiu.edu

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#### **52-11 An Integration of Social Cognitive and Calling Career Theories**

This study expands upon the career choice literature by examining the effects of callings on career choice. Drawing from social cognitive career theory and calling theory, evidence is provided that calling provides unique predictive power beyond that of self-efficacy for career outcome expectations, interests, and goals.

Samuel E. Kaminsky, George Washington University

Tara S. Behrend, George Washington University

Submitter: Samuel Kaminsky, samuel.e.kaminsky@gmail.com

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#### **52-12 Bridging the Gap Between Theory and Empirical Research on Mentoring**

The possible perceptual differences about mentoring behavior between men and women is examined. Specifically, in this study analyzing both of individual level and each relationship level data from mentor's and protégé's perspectives, the possible perceptual differences between men and women as they relate to mentoring behaviors is explored.

Elizabeth T. Welsh, University of St. Thomas

Kyoung Yong Kim, University of Houston

Myung sun Kim, University of Houston

Submitter: Kyoung Yong Kim, kimx1616@umn.edu

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#### **52-13 A Meta-Analytic Comparison of Mentoring Scales Currently in Use**

In this meta-analysis, mentoring functions relate to mentor and protégé benefits. The type of mentoring measure employed moderated this relationship. Specifically, Scandura's (1992) measure that included role modeling, psychosocial support (PS), and career development (CD) was more strongly related to outcomes than measures that included only PS and CD.

Katie Kirkpatrick-Husk, Seattle Pacific University

Joshua D. Weaver, Seattle Pacific University

Dana L. Kendall, Seattle Pacific University

Submitter: Katie Kirkpatrick-Husk, katiekirkpatrick92@gmail.com

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#### **52-14 Revenge Exacerbates the Effects of Negative Mentoring Experiences on Mentors**

This study examined the link between negative mentoring experiences (i.e., interpersonal problems) perceived by mentors and their work-family conflict by focusing on the mediating role of emotional exhaustion and the moderating role of revenge. The results from a field survey of 187 mentors in China supported all the hypotheses.

Jian Yi, Shanghai University of Finance and Economics

Ho Kwong Kwan, Shanghai University of Finance and Economics

Yi-ling Hu, East China Normal University

Submitter: Dong Liu, dong.liu@scheller.gatech.edu

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#### **52-15 Workplace Mentoring: The Impact of Humor Style and Frequency**

This poster examined the effects of mentor positive humor style and humor frequency on mentoring satisfaction and subsequent

job attitudes in a sample of protégés in a formal mentoring program at a large state psychiatric hospital. Both humor variables had positive direct effects on mentoring satisfaction.

Zachary M. Love, ECU Office of Innovation and Economic Development  
Mark C. Bowler, East Carolina University

Submitter: Zachary Love, zlove1253@gmail.com

### **52-16 Standing Out: The Impact of Résumé Characteristics on Employability Ratings**

This exploratory study examined the effects of résumé characteristics on employability ratings. Participants were HR professionals and recruiters ( $N = 42$ ) who reviewed 336 total résumés. HLM was used to analyze results, with 3 dimensions (total numbers, key words matching the job description, and total words) emerging as statistically significant.

James R. Longabaugh, Seattle Pacific University  
Jillian McLellan, Seattle Pacific University

Submitter: Jillian McLellan, jrnc0619@gmail.com

### **52-17 Job Crafting: A Way to Satisfy Psychological Needs at Work**

The relationships among job crafting, psychological need fulfillment at work, and work-related well-being were examined. Three forms of job crafting were positively associated with need fulfillment and one was negatively associated with need fulfillment. Further, need fulfillment mediated the relationship between job crafting and well-being.

Priyanka Mitra, Baruch College and The Graduate Center, CUNY  
Michael M. Denunzio, Baruch College and The Graduate Center, CUNY  
Kristin L. Sommer, Baruch College and The Graduate Center, CUNY

Submitter: Priyanka Mitra, pmitra@gc.cuny.edu

### **52-18 Generations at Work: Desired Work Characteristics and Job Search Behaviors**

Generations are thought to differ in their desires at work, but Millennials, GenX, and Baby Boomers all want the same things and use the Internet as part of their job search to attain them. Only the oldest generation in the workforce, Traditionalists, differ in their job search desires and behaviors.

Yoshie Nakai, Eastern Kentucky University  
Aaron J. Kraus, University of Akron  
Andrea F. Snell, University of Akron

Submitter: Yoshie Nakai, yoshie.nakai@eku.edu

### **52-19 Beyond Personality: The Power of Proactive Development Intentions**

Results of this longitudinal study suggest that proactive development behaviors (goal setting, people networks, stretch assignments, reflection) appear to be as important, and often are more important, than personality in the prediction of protean career outcomes such as work engagement, development activity involvement, career satisfaction, and psychological well-being.

Paul R. Yost, Seattle Pacific University  
Emily M. Pelosi, Seattle Pacific University  
Marisa Bossen, Seattle Pacific University  
Daniel Hallak, Seattle Pacific University  
John R. Terrill, Seattle Pacific University

Submitter: Emily Pelosi, pelosi@spu.edu

### **52-20 When People Fit: Using Critical Events to Explain Fit Emergence**

This poster offers a model regarding how fit perceptions manifest and when fit decisions are reached. Incorporating multiple psychological theories, it is proposed that fit decisions are outcomes of accumulating signals embedded within critical events over time. Several moderating factors are identified, and implications of the model are discussed.

Alex Rubenstein, University of Florida

Submitter: Alex Rubenstein, alex.rubenstein@warrington.ufl.edu

### **52-21 Protégés and Mentors Gender-Role Congruence With Engagement and Mentoring Effectiveness**

This study examined mentoring effectiveness and its utilization to help increase STEM student retention and engagement. Perceived similarity between protégés and mentors on surface- and deep-level characteristics and its influence on the perceived effectiveness of the mentoring relationship as well as the protégé's level of engagement were investigated.

Catherine Savage, Illinois Institute of Technology  
Roya Ayman, Illinois Institute of Technology

Submitter: Catherine Savage, catherinemsavage@lewisu.edu

### **52-22 Psychologists' Career Success: They Get More If They Want Less!**

Two studies explored the role of career ambition for psychologists' career success. Whereas extrinsic success was positively predicted by career orientation, achievement motivation was negatively (not positively) related to intrinsic success and diminished it over time. Cross-lagged findings revealed intrinsic success to predict extrinsic success (not vice versa).

Kathleen Otto, Philipps University of Marburg  
Sonja Sobiraj, University of Bielefeld

Submitter: Tabea Scheel, tabea.scheel@univie.ac.at

### **52-23 Career Interests, Personality, and the Dark Triad**

This poster explored whether the Dark Triad would add incremental prediction in broad scales of career interests beyond that of the 5-actor model (FFM). Our findings indicated that the Dark Triad accounted for incremental prediction and unique variance in career interests as measured by the Jackson Career Explorer (JCE).

Travis J. Schneider, University of Western Ontario  
Julie J. Carswell, Sigma Assessment Systems  
Matthew J. W. McLarnon, University of Western Ontario

Submitter: Travis Schneider, tschnei3@uwo.ca

### **52-24 The Development of Social Networks in the Workplace**

A grounded theory approach was used to develop a theoretical framework identifying factors that contribute to the development of employees' social networks in organizations. Data show that the variables that contribute to the development of employees' social networks include organization-related, employee-related, and coworker-related characteristics.

Sabrina D. Volpone, University of New Mexico  
Derek R. Avery, Temple University

Submitter: Sabrina Volpone, sabrinavolpone@aol.com

**52-25 Career Interests and Emotional Intelligence of Adults With Asperger's Syndrome**

Relations among Asperger's Syndrome (AS), emotional intelligence (EI), and interest in 15 career areas were examined. AS entails several symptoms relevant to the workplace (e.g., communication deficits, difficulties adapting to change). Findings offer support for EI as a mediator between AS and career interests in science and personal service.

Benjamin J. Walser, University of Tulsa

Robert P. Tett, University of Tulsa

Submitter: Benjamin Walser, bjwalser@hotmail.com

**52-26 Mentor–Mentee Similarity in Affective Traits and Mentors' Information Sharing**

Drawing on the similarity-attraction paradigm, this poster proposes that mentor–mentee similarity in affective traits will lead mentors to more willingly share information, especially implicit information involving personal experience rather than explicit information involving objective task requirements. Moreover, such similarity effects will occur only for positive affectivity, not for negative affectivity.

Yi Wang, Bowling Green State University

Chiahuei Wu, London School of Economics and Political Science

Xiang Yao, Peking University

Anjier Chen, Peking University

Submitter: Yi Wang, wanglala19990@hotmail.com

**52-27 Investigating Job Autonomy and Newcomer Proactivity: A Self-Regulatory Perspective**

This study investigates how job autonomy influences newcomer proactivity using person–environment fit and self-regulatory perspectives. Longitudinal surveys reveal that misfit between organizational supplies and individual needs on autonomy predicted certain proactive behaviors, which were in turn linked to newcomer adaptation outcomes.

Kang Yang Trevor Yu, Nanyang Business School

Submitter: Kang Yang Trevor Yu, akyyu@ntu.edu.sg

**52-28 Nonstandard Work From a Person–Environment Fit Perspective: An Empirical Study**

This study explores temporal attachment among contingent workers. Engagement and proactive socialization are highlighted to explain how contingent employees approach and adapt respectively to their jobs. Results from longitudinal surveys indicate that temporal attachment was linked to engagement. Proactive behaviors also mediated the relationship between engagement and job satisfaction.

Kang Yang Trevor Yu, Nanyang Business School

Submitter: Kang Yang Trevor Yu, akyyu@ntu.edu.sg

**52-29 Relational Ambivalence With Managers: Should I Stay or Go?**

The effects of employees' relational ambivalence toward their manager on turnover intent, turnover and internal transfer were examined. Using a 3-wave study of 111 banking employee–manager dyads, findings suggest that relational ambivalence is positively associated with turnover intent and subsequent turnover but not internal transfers.

Kyle E. Ingram, University of Greenwich

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

Stefan Thau, INSEAD

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

**52-30 Exploring the Proximal Withdrawal States With Moderated Regression**

A major aim and contribution of this paper is to be among the first empirical studies of how a new construct recently proposed to explain employee turnover relates to job satisfaction, an important turnover antecedent. This study's results were supported in a sample of 443 insurance company employees.

Justin D. Purl, Ohio University

Kristina Nicholson, Ohio University

Allison N. Tenbrink, Ohio University

Rodger W. Griffeth, Ohio University

Kathleen Hall, Ohio University

Lisa S. Paik, Ohio University

Xiaofei Li, Ohio University

Leah R Halper, Ohio University

Submitter: Rodger Griffeth, griffeth@ohio.edu

**52-31 The Pearly Gates: Job Search Alternatives in the Turnover Process**

The role that external circumstances, "gateways" (access to financial resources; presence of job offers), play in influencing job search and turnover intentions is examined. Examination of the posited direct relationships yields surprising results, while integration of "gateways" as a moderating component adds depth to the much studied affect–turnover intention relationship.

Julie I. Hancock, Rutgers University

David G. Allen, University of Memphis

James M. Vardaman, Mississippi State University

Nolan T. Gaffney, University of North Texas

Submitter: Julie Hancock, julie.hancock@rutgers.edu

**52-32 What Alleviates the Negative Consequences of Abusive Supervision?**

Drawing from the conservation of resources theory, this study explores how the moderating role of self-efficacy and the perception of authenticity affect the relationship between abusive supervision and subordinates' task performance and withdrawal behavior. Results revealed both of the moderators play roles in weakening, obviously.

Meng-Han Huang, Ming Chuan University

Chin-Tian Hsu, Ming Chuan University

Hsi-Fang Lai, National Taiwan University

Submitter: Hsi-Fang Lai, d02741001@ntu.edu.tw

**52-33 An Exploratory Integration: Unfolding and Traditional Turnover Models**

This study proposed a turnover model incorporating work-related shocks with traditional turnover predictors (i.e., job satisfaction, perceived alternatives, and organizational commitment) and examined how these variables relate to turnover intention and turnover.

Xiaofei Li, Ohio University

Lisa S. Paik, Ohio University

Leah R. Halper, Ohio University

Rodger W. Griffeth, Ohio University

Justin D. Purl, Ohio University

Kathleen Hall, Ohio University

Submitter: Xiaofei Li, xl273011@ohio.edu



**52-34 Examining the Effects of Turnover Intentions on OCBs and WDBs**

The impact of employees' turnover intentions (TI) on their workplace behaviors was examined. Results indicated that TI related to both OCB and WDB, and both relationships were mediated by the 2 types of psychological contract.

Ke Mai, University of Arizona

Aleksander P. J. Ellis, University of Arizona

Jessica S. Christian, University of North Carolina

Submitter: Ke Mai, kemai@email.arizona.edu

**52-35 Anchors or Stepping Stones? Corporate Reputation and Voluntary Turnover**

The purpose of this study is to understand whether reputation serves as an "anchor," resulting in lower voluntary turnover, or as a "stepping stone," resulting in higher voluntary turnover. Moreover, contingency factors such as industry dynamics and compensation levels that make anchoring or stepping stone effects more likely are investigated.

Erin Makarius, University of Akron

Charles Stevens, Lehigh University

Submitter: Erin Makarius, makarius@uakron.edu

**52-36 Exploring Complementary Leader and Follower Correlates of Employee Absence**

Results from 2 studies across call centers suggest that individual differentiators of employee absenteeism complement findings based on the characteristics of leaders. Using individual-level follower data and site-level leader data, lower absence rates link with better management, more seasoned leadership, and greater stability in the leader role.

Nathan J. Dunlap, Towers Watson

Nathan A. Schneeberger, Towers Watson

Patrick Kulesa, Towers Watson

Submitter: Nathan Schneeberger, nschneeberger01@yahoo.com

**52-37 Shocks and Satisfaction Predicting Turnover and Turnover Intention**

This study was conducted to investigate whether shocks and job satisfaction interact to predict turnover and turnover intentions. There have been only a handful of predictive shock studies to date, and this study expands on the literature by investigating a previously untested moderator hypothesis.

Allison N. Tenbrink, Ohio University

Rodger W. Griffeth, Ohio University

Submitter: Allison Tenbrink, at177306@ohio.edu

**52-38 Burned Out but Won't Quit: Volunteer Fit, Burnout and Spirituality**

Using a 7-organization sample of volunteers, the job demands-resource model was used to examine whether burnout mediated the effect of volunteer fit on intentions to quit and whether volunteer spirituality moderated these linkages. Results supported the mediating role of burnout but only partially supported the moderating role of volunteer spirituality.

Lisa L. Scherer, University of Nebraska-Omaha

Joseph A. Allen, University of Nebraska-Omaha

Elizabeth Harp, University of Nebraska at Omaha

Submitter: Joseph Allen, josephallen@unomaha.edu

**52-39 The Role of Passion in Job Burnout at Career Start**

Using a 12-month cross-lagged panel among 689 novice teachers, the relationships among job autonomy, passion, and burnout (emotional exhaustion, cynicism, reduced professional efficacy) is examined. Results revealed unidirectional effects of job autonomy on harmonious and obsessive passion and of harmonious passion on professional efficacy and obsessive passion on exhaustion.

Claude Fernet, Université du Québec à Trois-Rivières

Geneviève L. Lavigne, McGill University

Robert J. Vallerand, McGill University

Stephanie Austin, Université du Québec à Trois-Rivières

Submitter: Claude Fernet, claud.fernet@uqtr.ca

**53. Symposium/Forum: 12:30 PM–1:20 PM  
Room 303AB****Strategies for Improving Virtual Team Processes and Emergent States**

Virtual teams frequently experience barriers to developing effective team processes and states. This symposium presents boundary conditions and interventions for improving team effectiveness. Papers focus on the form of virtuality, use of critical thinking training, and use of story narratives as strategies to overcome virtual teamwork challenges.

Matthew S. Prewett, Central Michigan University, *Chair*

Matthew I. Brown, Central Michigan University, Jared M. Quinn, Central

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

Michael Grossenbacher, Central Michigan University, *Improving Team*

*Coordination: Forms of Virtuality During Transition Processes*

Mark Grichanik, University of South Florida, Michael D. Coovert, University of

South Florida, Winston R. Bennett, Training Research Laboratory,

*Collaborative Critical Thinking Training and Virtual Team Development*

Susan Mohammed, Pennsylvania State University, Rachel M. Tesler,

Pennsylvania State University, Katherine Hamilton, Pennsylvania State

University, Vincent Mancuso, Pennsylvania State University, Michael

McNeese, Pennsylvania State University, *Improving Temporal Mental*

*Model Similarity in Distributed Decision Making Teams*

Bradley Kirkman, North Carolina State University, *Discussant*

Submitter: Matthew Prewett, prewe1ms@cmich.edu

**54. Master Tutorial: 12:30 PM–1:50 PM  
Room 304A**

**1.5 CE credits  
for attending**

**Humor in the Workplace (LOL)**

This session examines humor in the workplace, including its theoretical bases; its consideration from the perspective of dependent, independent, and intervening variables; and describes avenues of research opportunities for I-O psychologists to pursue in understanding its manifestation. Examples will be used to animate the concepts being presented.

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

Submitter: Paul Muchinsky, pmmuchin@uncg.edu

**55. Symposium/Forum: 12:30 PM–1:50 PM  
Room 304B****Implicit Leadership Theories (3): Influences on Perceiving Leaders**

The symposium aims to shed light on how implicit leadership theories affect the perception of leaders in different ways and in combination with other variables. How we see (our) leaders is not independent of general ideas about leaders.

Roseanne J. Foti, Virginia Tech, **Chair**  
 Birgit Schyns, Durham University, **Co-Chair**  
 Patrick T. Coyle, Virginia Tech, Roseanne J. Foti, Virginia Tech, **Examining Prototypes, Cooperation and Congruence in Exchange Relationships**  
 Jessica E. Dinh, University of Akron, Robert G. Lord, Durham University, **Dynamic Approaches to Leadership Perception**  
 Stefanie K. Johnson, University of Colorado Denver, Steve Walczak, University of Colorado Denver, Thomas Sy, University of California, Riverside, **Do Stress and ILTs Influence How We View Our Leaders?**  
 Lena F. Staudigl, Durham University, Birgit Schyns, Durham University, **Implicit Leadership-Theories, Attachment Style, and Leader-Member Exchange**  
 Joerg Felfe, Helmut Schmidt Universität, Magdalena Gatzka, Helmut Schmidt Universität, **Romance of Leadership and Leadership Perception**  
 Submitter: Birgit Schyns, birgit.schyns@durham.ac.uk

## 56. Symposium/Forum: 12:30 PM–1:50 PM Room 306A

### Trust in Organizations Across Levels: Interpersonal, Team, and Multiteam

Five presentations discussing emerging research on trust in organizations are included. Together, they reflect a novel and nuanced approach to trust, one that considers different parties in a dyad, a team, or a multiteam system, and that acknowledges different forms of trust (e.g., felt trust, trust asymmetry, trust diversity).

C. Ashley Fulmer, National University of Singapore, **Co-Chair**  
 Jessica L. Wildman, Florida Institute of Technology, **Co-Chair**  
 Jessica L. Wildman, Florida Institute of Technology, Thomas S. Skiba, Florida Institute of Technology, **Two Way Street: Distinguishing Between Feeling Trust and Feeling Trusted**  
 Amanda L. Thayer, University of Central Florida, Marissa L. Shuffler, Clemson University, Eduardo Salas, University of Central Florida, **Political Skill's Influence on Dyadic Trust and Distrust in Teams**  
 M. Audrey Korsgaard, University of South Carolina, Marcus Drescher, Technische Universität München, Isabell Welp, Technische Universität München, Rolf T. Wigand, University of Arkansas at Little Rock, Arnold Picot, Ludwig-Maximilians-Universität München, **Predictors of Trust Asymmetry and Diversity in Groups**  
 C. Ashley Fulmer, National University of Singapore, Beng-Chong Lim, Nanyang Technological University, Nicole Chen, National University of Singapore, Wei Lun Ng, National University of Singapore, Paul J. Hanges, University of Maryland, **Examining Trust in Teams: Adaptability, Achievement Orientation, and Team Outcomes**  
 Shawn Burke, University of Central Florida, Deborah DiazGranados, Virginia Commonwealth University, Kyle Heyne, Institute for Simulation and Training, **Examining the Role of Trust in Partially Distributed Multiteam Systems**

Submitter: Jessica Wildman, jwildman@fit.edu

## 57. Symposium/Forum: 12:30 PM–1:50 PM Room 306B

### Psychic Powers Not Required: Advanced Predictive Modeling in Organizations

Conducting advanced prediction models poses unique challenges in an applied setting. In this symposium, 3 organizations will discuss how they use various prediction methodologies, challenges associated with each, and solutions on how they've overcome obstacles. Overarching perspectives will be provided by the Leadership Research Institute.

Tina Malm, Google, Inc., **Chair**  
 Natalie S. Johnson, Google, Inc., **Co-Chair**

Natalie S. Johnson, Google, Inc., Ben Ogorek, Google, Inc., Alexander Carney, Google, Inc., Tina Malm, Google, Inc., **Tomorrowland: Predictive Modeling at Google**  
 Brandon G. Roberts, Qualcomm Inc., Jamie Tobey, Qualcomm Inc., **Advising Organizational Strategy Through Employee-Based Predictive Analytics**  
 Sarah A. Sinnett, ConAgra Foods, Sara J. Roberts, ConAgra Foods, **Will They Stay or Will They Go?**  
 Steven M. Rumery, Leadership Research Institute, **Journey Ahead: Tighten Your Bootstraps, Hold On for the Ride**  
 Submitter: Tina Malm, tmalm@google.com

## 58. Symposium/Forum: 12:30 PM–1:50 PM Room 309

### What Is Leadership Potential and How Is it Measured?

Identifying high potentials is a challenge that many organizations face. However, the nature of leadership potential and how it is assessed needs to be resolved. This symposium presents recent conceptualizations and research regarding leadership potential. Issues in the definition, measurement, and application of leadership potential will be presented.

Ronald C. Page, Assessment Associates International, **Co-Chair**  
 Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, **Co-Chair**  
 Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, **Defining and Identifying Potential for Leadership**  
 Ronald C. Page, Assessment Associates International, Nathan D. Page, Assessment Associates International, **An Exploration of the Core Components of Potential**  
 Celine Rojon, University of Edinburgh, Rainer Kurz, Saville Consulting, **A Behavioral Performance Model for Leadership Potential**  
 Hennie J. Kriek, TTS-Top Talent Solutions/University of South Africa, Arnold Dhanesar, MetLife, **Identifying Leadership Potential: A MetLife Case Study**  
 David P. Campbell, Center for Creative Leadership, **Discussant**  
 Submitter: Ronald Page, ronald.page@aai-assessment.com

## 59. Alternative Session Type: 12:30 PM–1:50 PM Room 311

### Starting the Analytics Engine: Practical Approaches and Lessons Learned

This session will present best practices to I-O psychologists tasked with turning human capital data into actionable insights that organizations can use to enact change. Topics will include planning and building a strong analytics foundation, executing on analytics initiatives to gain insight, and reporting results as a catalyst for action.

Michael R. Kemp, Development Dimensions International (DDI), **Chair**  
 Dordaneh Rachel Baghelai, The Chicago School of Professional Psychology, **Presenter**  
 Matthew S. Fleisher, Marriott International, **Presenter**  
 Christopher R. Honts, Central Michigan University, **Presenter**  
 Jing Jin, Development Dimensions International (DDI), **Presenter**  
 Amy K. Legge, University of Central Florida, **Presenter**  
 Submitter: Michael Kemp, Mike.Kemp@ddiworld.com

## 60. Symposium/Forum: 12:30 PM–1:50 PM Room 314

### Linking Organizations, Employees, and Customers Through Emotion Experience and Expression

I-O psychologists often examine customer service employees but rarely pay attention to the dynamic interactions that characterize

this job. Four empirical papers are presented that emphasize an immediate, experiential context, focusing on how employee emotional experiences and expressions play a pivotal, bidirectional role linking organizations to customers and back again.

Jill M. Sundie, University of Texas at San Antonio, **Co-Chair**

Deborah E. Rupp, Purdue University, **Co-Chair**

Lawrence Houston, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, **Black Customers' Sensitivity Versus Adaptivity to White Service Providers' Inauthenticity**

Jill M. Sundie, Arizona State University, Daniel J. Beal, University of Texas at San Antonio, John P. Trougakos, University of Toronto, Reeshad S. Dalal, George Mason University, Howard M. Weiss, Georgia Institute of Technology, **Unfairness, the Inertia of Anger, and Customer Perceptions of Service**

Danielle van Jaarsveld, University of British Columbia, Deborah E. Rupp, Purdue University, Konstantina Kougiannou, Nottingham Trent University, Marion Fortin, University of Toulouse, **Customer Injustice and CWB: Venting and Emotional Labor as Mediators**

Helena Nguyen, University of New South Wales, Markus Groth, University of New South Wales, Stephen J. Frenkel, University of New South Wales, **A Multilevel Investigation of Emotion Regulation and Self-Determination**

Submitter: Daniel Beal, daniel.beal@utsa.edu

## 61. Symposium/Forum: 12:30 PM–1:50 PM

### Room 316C

#### Practical Considerations for Developing and Maintaining Computer Adaptive Testing Programs

The use of computer adaptive testing (CAT) in personnel selection has increased significantly over the past few years. This symposium presents research addressing topics that touch on challenges and necessary considerations associated with administering adaptive testing programs, including test security, cheating, faking, differential item function identification, and score verification methodology.

Sara Lambert Gutierrez, CEB, **Chair**

Anthony S. Boyce, Aon Hewitt, Alan D. Mead, Illinois Institute of Technology, Jeffrey S. Conway, Aon Hewitt/University of South Florida, **Social Desirability Matching to Mitigate Faking on Forced-Choice MUPP-Based Assessments**

Robert E. Gibby, Procter & Gamble, Christine L. Pusilo, Procter & Gamble, Alexander R. Schwall, Development Dimensions International (DDI), Adam Ducey, University of South Florida, Travis J. Drake, Colorado State University, **Driving Content Security Through Computer Adaptive Testing**

Guido Makransky, University of Twente, **The Application of MCAT in Personality and Cognitive Ability Assessment**

Amanda Dainis, CEB, Yin Lin, CEB, **Logistic Regression to Detect Differential Item Functioning in Adaptive Tests**

Darrin Grelle, CEB, **Collusion Detection: Fixed Length Adaptive Verification Simulation**

Submitter: Sara Gutierrez, sara.gutierrez@shl.com

## 62. Symposium/Forum: 12:30 PM–1:50 PM

### Room 317A

#### Understanding Employee Responses to CSR: Explanatory Mechanisms and Boundary Conditions

This symposium comprises 4 studies on the relationships between corporate social responsibility (CSR) and employee attitudes and behaviors (e.g., job satisfaction, and citizenship behavior). Grounded in social exchange, organizational identification, perceived fit, social learning and signaling theories, these 4 papers advance theory by illuminating underlying mechanisms and boundary conditions.

Deshani B. Ganegoda, Australian National University, **Chair**

David A. Jones, University of Vermont, **Co-Chair**

David A. Jones, University of Vermont, Kerstin Alfes, Tilburg University, Amanda D. Shantz, York University, Catherine Truss, University of Kent, **Employee Responses to Community Involvement: Longitudinal Tests of Underlying Mechanisms**

Manuela Priesemuth, Wilfrid Laurier University, Deshani B. Ganegoda, Australian National University, **The Missing Link Between CSR and Prosocial Behavior: Social Learning**

Kalieg R. Zerr, University of Saskatchewan, Chelsea R. Willness, University of Saskatchewan, **Exploring How Employees Develop Perceptions of Their Organization's Environmental Practices**

Meghan A. Thornton, Purdue University, Deborah E. Rupp, Purdue University, **Justice Climate's Behavioral Effects: CSR and Moral Identity as Moderators**

Ante Glavas, University of Notre Dame, **Discussant**

Submitter: Deshani Ganegoda, d.ganegoda@anu.edu.au

## 63. Panel Discussion: 12:30 PM–1:50 PM

### Room 322AB

#### Can You Keep the Startup Culture When a Company Grows?

This session will engage practitioners and researchers in a conversation about the growth of startups into medium or large-sized companies and the obstacles associated with that growth. Panel members will represent companies that have grown as well as researchers who conduct research/consulting activities around the topic of innovation management.

Deborah DiazGranados, Virginia Commonwealth University, **Chair**

Tamara L. Friedrich, University of Warwick, **Chair**

Melissa M. Harrell, Google, **Panelist**

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

Michael M. Woodward, Human Capital Integrated, **Panelist**

Submitter: Deborah DiazGranados, diazgranados@vcu.edu

## 64. Panel Discussion: 12:30 PM–1:50 PM

### Room 323A

#### Recruitment of Individuals With Disabilities: Regulatory, Research, and Employer Perspectives

Recruitment and selection practices may unintentionally exclude individuals with disabilities, and little is known about the experience of disabled candidates. New legislation requires organizations to recruit and retain disabled talent. This panel includes practitioners representing regulatory, research, and employer perspectives, and will discuss processes that can facilitate inclusive recruitment.

Tracy Kantrowitz, CEB, **Chair**

Eric M. Dunleavy, DCI Consulting Group, **Panelist**

Johnny Fuller, BAE Systems, **Panelist**

Arthur Gutman, Florida Institute of Technology, **Panelist**

Ken Lahti, CEB, **Panelist**

Meredith A. Ramsey, CenturyLink, **Panelist**

Submitter: Tracy Kantrowitz, tracy.kantrowitz@shl.com

## 65. Panel Discussion: 12:30 PM–1:50 PM

### Room 323C

#### Meet Me Half-Way: Organizations "Leaning In" for Women's Advancement

This session will offer a stimulating platform for addressing the role that organizations can play in advancing women in business. A select panel of scholars and practitioners will engage the audience



in developing practical strategies and research agendas to enable organizations to "lean in" to address the gender gap.

Aarti Shyamsunder, Catalyst, **Chair**  
 Juliet Bourke, Deloitte Touche Tohmatsu, **Panelist**  
 Charmane Harrison, The Timken Company, **Panelist**  
 Julia M. Fullick, Quinnipiac University, **Panelist**  
 Chloe Lemelle, AT&T, **Panelist**  
 Alexis N. Smith, Oklahoma State University, **Panelist**

Submitter: Aarti Shyamsunder, aarti\_shyamsunder@hotmail.com

## 66. Roundtable/Conversation Hour: 12:30 PM–1:20 PM Room 324

### Jump Starting Your Academic Career: Tips for Success

The objective of this session is to convene new and prospective faculty members in both psychology departments and business schools to discuss how to successfully transition to a new academic position. This session also creates an opportunity to build professional relationships that can have a lasting impact on participants' careers.

Gwenith G. Fisher, Colorado State University, **Host**  
 Larissa Barber, Northern Illinois University, **Host**  
 Benjamin M. Walsh, University of Illinois at Springfield, **Host**

Submitter: Gwenith Fisher, gwen.fisher@colostate.edu

## 67. Alternative Session Type: 12:30 PM–1:20 PM Room 327

### Mindfulness at Work: Research, Teaching, and Practice

Five researchers will provide a brief overview of their research on mindfulness. Participants will then personally experience mindfulness through a brief mindful breath and body awareness exercise. Finally, all participants will be invited to share ideas and experiences on how to apply mindfulness to research, teaching, and practice.

Jochen Reb, Singapore Management University, **Chair**  
 Tammy D. Allen, University of South Florida, **Presenter**  
 Jayanth Narayanan, National University of Singapore, **Presenter**  
 Hannes Leroy, Cornell University, **Presenter**  
 Ravi S. Kudesia, Washington University, **Presenter**

Submitter: Jochen Reb, jreb@smu.edu.sg

## 68. Panel Discussion: 12:30 PM–1:50 PM Room 305B

### Adaptive Training Research: A Call to Action for I-O Psychologists

Organizations continue to spend a significant amount of money on employee training with a growing shift toward personalized and tailored learning, known as adaptive training. This session will provide an overview of adaptive training to I-O psychologists and highlight current research and gaps in the area.

Tiffany R. Poeppelman, Aptima, **Co-Chair**  
 Michael J. Keeney, Aptima, Inc., **Co-Chair**  
 Jeanine Ayers, Aptima, Inc., **Panelist**  
 Martin Bink, U.S. Army Research Institute, **Panelist**  
 Michael Hruska, Problem Solutions, **Panelist**  
 Marty Rosenheck, Cognitive Advisors, **Panelist**  
 Melissa M. Walwanis, Naval Air Warfare Center Training Systems Division (NAWCTSD), **Panelist**

Submitter: Tiffany Poeppelman, tiffanyripley@gmail.com

## 69. Special Events: 1:00 PM–1:50 PM Room 318A

### Distinguished Teaching Contributions Award: Teaching Beyond The Classroom: I-O Psychology Influence in Academe



When thinking of teaching excellence, one likely thinks of classroom activities. However, I-O psychologists have a specialized skill set they can use to positively influence the university community through teaching and applying I-O principles and theories outside the classroom. Three compelling examples from different contexts will be presented.

Janet L. Kottke, California State University-San Bernardino, **Host**  
 Elizabeth L. Shoenfelt, Western Kentucky University, **Presenter**

Submitter: Janet Kottke, jkottke@csusb.edu

## 70. Panel Discussion: 1:00 PM–1:50 PM Room 318B

### Global Leadership Assessment and Development: Designing Programs to Drive Results

Assessing leadership skills and developing leaders on a global scale is a challenge and opportunity for I-O psychologists and leadership development professionals. This panel will provide an overview of innovative global assessment centers and relevant research. Topics will include logistics, cultural issues, measurement and linkages to business results.

Pat M. Caputo, Aon Hewitt, **Chair**  
 Sergio Bernardi, IBM, **Panelist**  
 Corey S. Munoz, BAE Systems, **Panelist**  
 Lyndsey Havill, The Growth Partnership, **Panelist**  
 Lorry A. Olson, Bank of America, **Panelist**

Submitter: Pat Caputo, patcaputo@gmail.com

## 71. Alternative Session Type: 1:00 PM–1:50 PM Theatre 310

### Innovative I-O Practice and Application: The Next Frontier

As organizations navigate the ever changing landscape within the realms of technology, business, and our economy, I-O psychologists are challenged to help lead this change. This IGNITE session will present innovative ways I-O principles are being applied in the real world from a diverse range of panelists.

Kathryn E. Keeton, NASA/Wyle, **Co-Chair**  
 Kelley J. Slack, NASA-JSC/Wyle/LZT, **Co-Chair**  
 Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE), **Presenter**  
 LCDR Thomas C. Foster, Naval Aerospace Medical Institute, **Presenter**  
 David M. Musson, McMaster University, **Presenter**  
 Lacey L. Schmidt, City of Houston, **Presenter**  
 Jat Thompson, Horizon Performance, **Presenter**  
 Sallie J. Weaver, Johns Hopkins School of Medicine, **Presenter**

Submitter: Kathryn Keeton, kathrynekeeton@gmail.com

## 72. Poster Session: 1:30 PM–2:20 PM Ballroom C

### Work and Family/Nonwork Life/Leisure

#### 72-1 Recovery From Work: Examining Attributes of Work and Leisure Activities

Although the recovery literature has proliferated, antecedents of recovery are relatively unknown. This study advances the literature

by examining the nature of work and nonwork activities as antecedents of recovery using an experience sampling design. Results highlight the importance of job characteristics and attributes of leisure activities in recovery.

Eunae Cho, SUNY at Albany  
 Tammy D. Allen, University of South Florida  
 Submitter: Eunae Cho, echo5@albany.edu

### **72-2 FIW and Present Orientation: Exploring the Links to Safety Performance**

Using the energy model framework, psychological fatigue (i.e., cognitive and emotional resource depletion) is identified as an important precursor to workplace safety performance, mediating relationships between situational (i.e., strain-based family interference with work) and dispositional (i.e., present orientation, or the ability to remain real time focused) antecedents to workplace safety.

Matthew R. Grossman, University of South Florida  
 Erin Eatough, The City University of New York, Baruch College  
 Ryan C. Johnson, Portland State University  
 Submitter: Matthew Grossman, mrgrossman@mail.usf.edu

### **72-3 Does a Weekend Away From Work Fully Replenish Resources?**

The carryover effects of Friday interpersonal conflict and role ambiguity onto Monday need for recovery were examined, with occupational self-efficacy and organizational-based self-esteem as mediators. Only occupational self-efficacy mediated the relationship between stressors on Friday and need for recovery on Monday.

Coty S. Hoover, University of Tulsa  
 Jennifer M. Ragsdale, University of Tulsa  
 Submitter: Coty Hoover, coty-hoover@utulsa.edu

### **72-4 Does Weekend Communication Recover Employees' Self-Regulatory Resources?**

Employee's fluctuating self-regulatory resource over the weekend was examined as a function of communication content and co-rumination with available weekend social support. Results demonstrate that a problem-solving aspect to weekend conversations restore employee self-regulation for the start of the work week.

Elizabeth A. Zwierko, University of Tulsa  
 Jennifer M. Ragsdale, University of Tulsa  
 Submitter: Elizabeth Zwierko, ezwierko@gmail.com

### **72-5 A Dispositional, Situational, and Motivational Approach to Work-School Enrichment**

This study examines the roles that proactive personality, work-school facilitation, and accomplishment striving play in the work-school interface. Conservation of resources (COR) theory is used to explain the direct and indirect roles that dispositions, work-school facilitation, and motivation have on self-report performance evaluations and attendance behaviors of employed students.

Daren S. Protolipac, St. Cloud State University  
 Chelsey Stepanek, St. Cloud State University  
 Stephanie Fletcher, St. Cloud State University  
 Laura D. Olean, St. Cloud State University  
 Jaclyn Holt, St. Cloud State University  
 Submitter: Daren Protolipac, dsprotolipac@stcloudstate.edu

### **72-6 Family Regulatory Focus: Scale Development and Validation**

Regulatory focus theory has been applied to a number of different domains and contexts, including recent work in IO/OB on work regulatory focus. This poster develops a measure of family regulatory focus and demonstrates its reliability and incremental validity over work regulatory focus in predicting work, family, and work-family outcomes.

Maryana Arvan, University of South Florida  
 Winny Shen, University of South Florida  
 Kristen M. Shockley, Baruch College and The Graduate Center-CUNY  
 Submitter: Maryana Arvan, msheroiansan@mail.usf.edu

### **72-7 Work-Home Interference and Well-Being: A Cross-Lagged Analysis.**

This research aimed to examine the directionality of the relationship between negative and positive work-home interference (NegWHI and PosWHI), job strain, and job engagement. Through 2 studies and using a cross-lagged panel analysis with 2 measurement times, reciprocal relationships were found between PosWHI-job engagement and NegWHI-job strain.

Audrey Babic, University of Liege  
 Florence Stinghamber, Université Catholique de Louvain  
 Marie Barbier, University of Liege  
 Françoise Bertrand, Belgian Defence Staff  
 Isabelle Hansez, University of Liege  
 Submitter: Audrey Babic, Audrey.Babic@ulg.ac.be

### **72-8 Introverts Are More Sensitive to Work-Home Spillover Than Extraverts**

Extraversion was examined as a moderator of the relationship between negative work-home spillover and stress outcomes. The negative relationships between spillover and work outcomes (satisfaction with balance, work burnout, work engagement), but not general stress outcomes (personal burnout, psychological strain, physical symptoms), were stronger among introverts than extraverts.

Larissa Barber, Northern Illinois University  
 Stacy M. Baer, Northern Illinois University  
 Submitter: Larissa Barber, lbarber@niu.edu

### **72-9 Double Trouble: Interrole Conflict and Outcomes for Second Job Holders**

This study investigated theoretical arguments regarding the relationship between WFC and outcomes for individuals who hold 2 jobs. Results indicated that WFC from 2 jobs is interactive for emotional exhaustion, physical symptoms, and life satisfaction, but additive for exercise. Results are discussed within the context of relevant theory.

Elizabeth M. Boyd, Indiana University-Purdue University Indianapolis  
 Michael T. Sliter, Indiana University-Purdue University Indianapolis  
 Sarah Elizabeth Chatfield, Indiana University-Purdue University Indianapolis  
 Submitter: Elizabeth Boyd, drlizboyd@gmail.com

### **72-10 Work-School Facilitation and Conflict in Relation to Organizational Outcomes**

Researchers have become increasingly concerned with conflict between work and school, however little attention has been focused on the positive influences these 2 roles may have on each other. This poster seeks to further this literature by examining the effects of conflict and facilitation on educational and organizational outcomes.

Courtney A Laughman, Indiana University-Purdue University Indianapolis  
Elizabeth M. Boyd, Indiana University-Purdue University Indianapolis  
David Rusbasan, Marian University

Submitter: Elizabeth Boyd, drlizboyd@gmail.com

### **72-11 Does Work–School Conflict Buffer the Positive Consequences of Work–School Enrichment?**

The possible multidimensional nature of work–school enrichment and the relationship between work–school enrichment, work–school conflict, the dedication component of school engagement and school satisfaction were examined. Findings indicate that different combinations of work–school enrichment and work–school conflict differentially affect student's dedication and satisfaction.

Katrina A. Burch, University of Connecticut  
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

Submitter: Katrina Burch, katrina.burch@uconn.edu

### **72-12 Antecedents and Consequences of the Career Commitment of Employed Mothers**

Due to challenging work and life experiences that disproportionately marginalize women, examining how working mothers maintain commitment to their careers is important and topical. This study explored how aspects of work and family (e.g., family-supportive climates, parental role attitudes, and spousal support) contribute to how committed women are to their careers.

Altovise Rogers, San Jose State University  
Kori Callison, University of Houston  
Lisa M. Penney, University of Houston  
Jennifer N. Reeves, McKesson Corporation

Submitter: Kori Callison, krcallison@uaa.alaska.edu

### **72-13 Antecedents and Consequences of Recovery at Work**

Recovery is the psychophysiological "unwinding" that allows individuals to return to baseline levels of resources following high demands. Drawing on conservation of resources theory and recovery research, this study found that mastery and control at work contributed to recovery at work, which enhanced vigor and positive affect at home.

Johnna Capitano, Drexel University  
Jeffrey H. Greenhaus, Drexel University  
Lieke Ten Brummelhuis, Simon Fraser University

Submitter: Johnna Capitano, jcapitano@drexel.edu

### **72-14 Identification, Trauma, and Work–Family Conflict in High-Reliability Contexts**

Organizational identification is argued to mitigate unwanted work–family conflict. Self-reported data were obtained through online surveys ( $N = 341$ ). As hypothesized, data suggest that organizational identification is negatively related to both attitudes and frequency of work–family conflict even when controlling for attitudes toward scheduling.

John D. Crowe, University of Nebraska-Omaha  
Joseph A. Allen, University of Nebraska-Omaha  
Benjamin E. Baran, Northern Kentucky University  
Katherine Nimrod, Creighton University

Submitter: John Crowe, john.david.crowe@gmail.com

### **72-15 Leaning In and Leaning Out: Developing a Work–Life Trade Offs Scale**

A work-life trade-off scale was developed and validated, reflecting the range of major and minor trade offs people make to manage work and family demands. Trade offs positively correlated with parental status, work–family conflict, guilt, and anxiety. Major, as compared to minor, trade offs more strongly negatively related to job and career satisfaction.

Patricia C. Dahm, University of Minnesota  
Yeonka Kim, University of Minnesota  
Theresa M. Glomb, University of Minnesota

Submitter: Patricia Dahm, dahmx021@umn.edu

### **72-16 A Role Identification Approach to Work–Family Conflict**

The relationship between role identification and work–family conflict was explored. Those who identified with either work or family role experienced less work–family conflict as compared to other respondents. In addition, minimum levels of conflict were experienced when women identified themselves with their work role and men with their family role.

Hakan Ozcelik, California State University, Sacramento  
Irmak Erdogan, Bogazici University  
Jessica Bagger, California State University, Sacramento

Submitter: Irmak Erdogan, irmakerdogan@yahoo.com

### **72-17 Work–Family Conflict and Job Satisfaction: A Meta-Analysis of Cultural Differences**

This poster examines the moderating role of cultural values on the relationship between work–family conflict and job satisfaction by meta-analyzing 36 studies ( $N = 17,181$ ). Results indicate a significant main effect of WIF and FIW on job satisfaction; some relationships are attenuated in collectivistic and high performance orientation cultures.

Kimberly A. French, University of South Florida  
Soner Dumani, University of South Florida  
Tammy D. Allen, University of South Florida  
Kristen M. Shockley, Baruch College and The Graduate Center-CUNY

Submitter: Kimberly French, KFrench0429@gmail.com

### **72-18 Exploring Calling: Events Shaping the Direction of a Person's Life**

Although calling, purpose, meaning, and vocation are often used to describe different ways of perceiving a direction in one's life, there is little consistency in how we define these terms. This poster investigated, through qualitative inquiry, about individual perceptions of calling and the events that shape a calling.

Robert McKenna, Seattle Pacific University  
Deanna M. Haney, Best Buy

Submitter: Deanna Haney, haneyd@spu.edu

### **72-19 Supervisor Support: An Antecedent of Work–Family Boundary Management**

Using a sample of 291 employees, this poster examined the effects of perceived supervisor support in relation to the work and family domain boundaries, with a focus on both conflict and enrichment between the 2 domains. Findings suggest supervisor support does influence boundary management constructs, which then influence conflict and enrichment.



Jaime B. Henning, Eastern Kentucky University  
 Breah Abney, Eastern Kentucky University  
 Russell A. Matthews, Bowling Green State University  
 Submitter: Jaime Henning, jaime.henning@eku.edu

### **72-20 Who Benefits From Family Support? Work Schedule and Family Differences**

This study examined the effects of work schedule and family differences on the relationship between family supportive organizational perceptions (FSOP) and health outcomes. Findings indicate that FSOP is significantly associated with better health and well-being. Further, nonstandard workers and those with dependents benefit most from organizational family support.

Kristen S. Jennings, Clemson University  
 Robert R. Sinclair, Clemson University  
 Cynthia D. Mohr, Portland State University  
 Submitter: Kristen Jennings, ksjenni@clemson.edu

### **72-21 Work-Family Effects of Ethical Leadership**

This study examined the link between ethical leadership perceived by employees and the family satisfaction of their spouses by highlighting the mediating role of employees' ethical leadership at home and the moderating role of identification with leader. The results from a survey of 193 employee-spouse dyads supported all the hypotheses.

Xiao-Yu Liu, University of International Business and Economics  
 Ho Kwong Kwan, Shanghai University of Finance and Economics  
 Frederick HK Yim, Hong Kong Baptist University  
 Submitter: Yongmei Liu, yliu2@iisu.edu

### **72-22 Costs of Off-Task Thoughts: Relationships Between Spillover and Performance**

Cognitive spillover (CS) was identified as an understudied form of work-family spillover that has important organizational consequences. In a longitudinal study of 628 employees, CS was negatively related to performance; this effect was mediated by depletion and role integration was supported as an important antecedent and moderator of these relationships.

Patrick Maloney, Saint Louis University  
 Brandon W. Smit, Saint Louis University  
 Carl P. Maertz, Jr., Saint Louis University  
 Submitter: Patrick Maloney, pmalone4@slu.edu

### **72-23 Retail Employee Shifts, Variability, Control, Flexibility: Relationships to Workplace Attitudes**

Hypotheses concerning the relationship of work schedule variability, flexibility, and control to attitudinal outcome variables in a situation with a wide range of individually based schedules were tested. High flexibility and control were positively related to outcome variables and moderated the negative effects of shift variability on 2 outcome variables.

James E. Martin, Wayne State University  
 Ariel Lechcock, Gettysburg College  
 Submitter: James Martin, james.martin@wayne.edu

### **72-24 Resources as Enablers of Work-Family Enrichment and Work Outcomes**

Relatively little research has explored the personal characteristics of those who benefit from multiple role memberships. This 2-wave

study of 161 employees found that preferences toward integration, positive affectivity, and capitalization support were enablers of work-family enrichment. In turn, work-to-family (not family-to-work) enrichment was related to lower burnout and turnover.

Lindsay Scott, SUNY Brockport  
 Laurel A. McNall, SUNY Brockport  
 Jessica M. Nicklin, University of Hartford  
 Submitter: Laurel McNall, lmcnall@brockport.edu

### **72-25 Teaching Online: Applying Need Theory to the Work-Family Interface**

Warner and Hausdorf's (2007) framework was used to combine need theory with work-life theory in an understudied but important population: online instructors. Results suggest that psychological need satisfaction is especially important for promoting positive work outcomes (work-family enrichment, job satisfaction, performance) and reducing negative work outcomes (work-family conflict, stress).

Jessica M. Nicklin, University of Hartford  
 Laurel A. McNall, SUNY Brockport  
 Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE)  
 Submitter: Jessica Nicklin, jessicamnicklin@gmail.com

### **72-26 Work-Nonwork Boundary Management: Linking Preferences to Behaviors**

This research was conducted to examine usage of unique segmentation tactics. Applying extant knowledge regarding the influence of self-efficacy on behavior, relationships between segmentation preferences and tactics were compared across those high or low on self-efficacy for managing the work-nonwork boundary.

Kathryn M. Packell, Reliant  
 Anupama Narayan, The University of Tulsa  
 Christopher Wright, Corporate Survey.com  
 Submitter: Kathryn Packell, kathryn-packell@utulsa.edu

### **72-27 Positives and Negatives of the Work-School Interface**

This study draws from the extensive research on work and family and examines a model of the antecedents and outcomes of work-school conflict and work-school facilitation.

Neha Singla, CEB  
 Submitter: Neha Singla, nehasingla3@gmail.com

### **72-28 The Effect of Perceived Work-life Support on Employee Outcomes**

Drawing on social exchange theory, this study was conducted to examine the effects of perceived coworker and supervisor work-life support on employee work-life balance, job satisfaction, organizational commitment, and organizational citizenship behaviors. Findings indicate that coworker and supervisor support are related to these outcomes, but not equally.

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

### **72-29 Work and Family Role Demands: Effects on Adult Learners**

This poster drew from conservation-of-resource theory and measured role conflict and role enrichment experienced by 110 adult

learners due to work and family demands. Life satisfaction and academic performance correlated positively with enrichment and negatively with conflict. Regression results showed the value of role enrichment for the explanation of life satisfaction.

Christopher Foo, SIM University

Klaus J. Templer, SIM University

Submitter: Klaus J. Templer, ktempl@unisim.edu.sg

### 72-30 Boundary Work Among Highly Skilled Temporary Workers

Based on a qualitative study of highly skilled temporary workers, it is proposed that in a new environment with different boundary management paradigms employees can manage work-family conflict by changing boundary work tactics, revisiting altered demands, and accessing alternate sources of social support.

Lalitha Urs, University of Minnesota

Erin L. Kelly, University of Minnesota

Aaron M. Schmidt, University of Minnesota

Submitter: Lalitha Urs, lalitha.urs@gmail.com

### 72-31 Cross-Domain Communication and Technology Usage and the Work-Family Interface

Two interlocking studies examine the relationship between cross-domain technology communication and usage and work-family conflict and facilitation, and the moderating effect of work external locus of control. Findings indicate that cross-domain communication and technology usage both have positive effects on conflict and facilitation. Some moderators were supported.

Min Wan, University of Wisconsin-Milwaukee

Margaret A. Shaffer, University of Wisconsin-Milwaukee

Anne Marie Francesco, Hong Kong Baptist University

Janice R. W. Joplin, Southern Illinois University Edwardsville

Theresa Lau, The Hong Kong Polytechnic University

Eric Cheung, San Miguel Corporation

Submitter: min wan, minwan@uwm.edu

### 72-32 Emotional Demands, Work-Family Interface, Performance: Examining Moderating Role of Leisure

A model depicting paths between emotional labor and work outcomes through work-family interface was tested and leisure activities as moderators in these paths examined. Results indicate that although emotional labor yields varying influences on work-family interface, and ultimately work outcomes, active leisure moderates these effects.

Yen-chun Chen, I-Shou University

Cindy Wu, Baylor University

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

### 72-33 A Preliminary Investigation of Work-Work Conflict: Conflict Between Two Jobs

This study explored work-work conflict (WWC), a novel construct that reflects conflict between jobs for people with more than 1 job. Results suggest that WWC has a relationship with primary and secondary job outcomes (burnout, intent to quit, job satisfaction, engagement), supporting source attribution theory. Implications are discussed.

Kevin T. Wynne, Development Dimensions International (DDI)

Lydia E. Hamblin, Wayne State University

Sarah R. Stoddart, Wayne State University

Alyssa McGonagle, Wayne State University

Submitter: Kevin Wynne, k.wynne@wayne.edu

### 72-34 Examining Workaholism and Satisfaction: The Mediating Role of Work-to-Family Conflict

Work-to-family conflict (WFC) was documented as a mediator of the relationship between workaholism (working excessively and compulsively) and job satisfaction, relationship satisfaction, and family disengagement. Further, work overload pressures (pressure from the organization to work excessively) were found to moderate the relationship between workaholism and WFC.

Anna K. Young, University of Connecticut

Katrina A. Burch, University of Connecticut

Janet L. Barnes-Farrell, University of Connecticut

Submitter: Anna Young, anna.young@uconn.edu

### 73. Symposium/Forum: 1:30 PM-2:20 PM Room 303AB

#### Personality's Flynn Effect: Recent Upward Trends in Personality Scores

This symposium evaluates recently shifting norms in personality scores. Four papers utilizing large samples are included and address international and domestic score adjustment, differential score adjustment for protected classes, and comparisons between applicants and incumbents. Implications for the use of personality assessments in selection test batteries are discussed.

Adam H. Kabins, Assess Systems, **Co-Chair**

Keith D. McCook, Assess Systems, **Co-Chair**

Adam H. Kabins, Assess Systems, Keith D. McCook, Assess Systems,

**"Flynn Effect" in Drifting Personality Scores**

Blaine H. Gaddis, Hogan Assessment Systems, Renee F. Yang, Hogan Assessment Systems, **Examining Score Drift in Personality**

**Assessment Scales Across the Globe**

Keith D. McCook, Assess Systems, Adam H. Kabins, Assess Systems, **App-**

**licant Drift: Leveling the Personality Playing Field for Protected Classes**

Kevin Impelman, Batrus Hollweg International, Belinda K. Smith, Kenexa, an IBM Company, Shungwon Ro, Kenexa, an IBM Company,

**Personality Trends Over Time: The Fake Effect?**

Gary J. Greguras, Singapore Management University, **Discussant**

Submitter: Adam Kabins, akabins@assess-systems.com

### 74. Symposium/Forum: 1:30 PM-2:20 PM Room 317B

#### Developments in Goal Research: Where Are We Now

Research on the effect of goals has a long history in the area of work motivation. Different frameworks have been proposed to explain goal effects on performance outcomes. This symposium brings together the latest research on recent developments in goal research, by integrating perspectives of achievement, multiple, and subconscious goals.

Karen Van Dam, Open University, **Chair**

Tanja Bipp, Open University, **Co-Chair**

Nico W. Van Yperen, University of Groningen, Monica Blaga, University of Groningen, Tom Postmes, University of Groningen, **Achievement Goal**

**Research: State of the Art and Looking Ahead**

Tanja Bipp, Open University, Ad Kleingeld, Technische Universiteit

Eindhoven, **The Interactive Performance Effect of Subconscious**

**Goals and Negative Feedback**

SinHui Chong, Michigan State University, Richard P. DeShon, Michigan State University, **The Influences of Social Context on Multiple-Goal**

**Regulation Over Time**

Gary P. Latham, University of Toronto, **Discussant**

Submitter: Karen Van Dam, karen.vandam@ou.nl

## 75. Panel Discussion: 1:30 PM–2:20 PM Room 323B

### Strategic Succession Management: Defining, Assessing, and Developing Future Leadership Talent

This practitioner-oriented panel discussion will examine case studies of the application of strategic succession management programs. Workforce trends will be reviewed and a core framework for optimal succession planning presented. A particular emphasis will be placed on defining talent needs, assessing potential, and developing readiness for future success.

Christopher R. Leupold, Elon University, **Chair**

Nicole G. Pulito, Right Management, **Panelist**

Tracy Pleus, Manitowoc Company, **Panelist**

Maggie Blake Kudick, CUNA Mutual Group, **Panelist**

Submitter: Nicole Pulito, nicole.pulito@right.com

## 76. Roundtable/Conversation Hour: 1:30 PM–2:20 PM Room 324

### Opportunities for I-O Psychology in Cybersecurity Research

This conversation hour brings together I-O psychologists interested in the unique opportunities for research and funding in cybersecurity. Two I-O psychologists involved in federally funded cybersecurity research projects will describe their work and facilitate a discussion among participants to motivate thinking about ways in which their research could involve cybersecurity.

Bradley J. Brummel, The University of Tulsa, **Host**

Reeshad S. Dalal, George Mason University, **Host**

Submitter: Bradley Brummel, bradley-brummel@utulsa.edu

## 77. Panel Discussion: 1:30 PM–2:20 PM Room 327

### Aviation Safety and Security: Multidisciplinary Methods for Enhancing Human Performance

Industrial-organizational (I-O) psychologists and human factors (HF) specialists share the common goal of enhancing human performance in the workplace. This is especially important in safety- and security-critical missions, like aviation. This panel discussion aims to illustrate how a multidisciplinary perspective enhances the science of human performance.

Tracy E. Costigan, American Institutes for Research, **Chair**

Kelley J. Krokos, American Institutes for Research, **Panelist**

Florian Jentsh, University of Central Florida, **Panelist**

Liza Josias, American Institutes for Research, **Panelist**

Lauren Thomas, Psysafe Ltd (Safety Psychologists), **Panelist**

Jennifer King, Transportation Security Administration, **Panelist**

Submitter: Tracy Costigan, tcostigan@air.org

## 78. Symposium/Forum: 2:00 PM–3:20 PM Room 304A

### Does Faking Occur and Matter? It's about When, Not Whether

Faking has been a major concern for organizations considering using personality measures for selection. The conventional wisdom in the faking literature during the last decade has been that faking doesn't occur, doesn't matter, and can't be corrected. This symposium presents results of 4 field studies that challenge this view.

Jinyan Fan, Auburn University, **Chair**

Ronald C. Page, Assessment Associates International, **Chair**

Jinyan Fan, Auburn University, Guoxiang Zhao, Henan University, Yongxin Li, Henan University, Minghui Wang, Henan University, Hui Meng, East China Normal University, **Personality Scores Across Selection and Development Contexts: Evidence for Faking**

Yuan Yuan, Auburn University, Carl Liang, C&D Management Consulting, Inc., Ning Hou, Auburn University, Winnie Peng, C&D Management Consulting, Inc., **Self-Deceptive Enhancement and Impression**

**Management as Moderators of Personality-Performance Relationships**

Ronald C. Page, Assessment Associates International, Michael W. Natali, University of Minnesota, **How Adjusting Personality Scores for**

**Response Distortion May Boost Validity**

Esteban Tristan, Select International, Mei-Chuan Kung, Select International, Megan B. Morris, Wright State University, David A. Periard, Wright State University, Gary N. Burns, Wright State University, **Faking of Safety-**

**Related Measures in Applicant Assessment**

Paul R. Sackett, The University of Minnesota, **Discussant**

Submitter: Jinyan Fan, fanjinyan@yahoo.com

## 79. Symposium/Forum: 2:00 PM–3:20 PM Room 304B

### The Emergence of Abusive Supervisors: What Makes Them Mean?

Abusive supervision focuses on the hostile actions perpetuated by a supervisor against subordinates. This symposium addresses the antecedents to abusive supervision, including leader characteristics, leader self-concepts, and environmental forces. The ultimate aim is to help guide future research into this burgeoning arena.

Kimberly S. Nei, Hogan Assessment Systems, **Chair**

Dan V. Simonet, University of Tulsa, **Co-Chair**

Dan V. Simonet, University of Tulsa, Heather M. Bolen, Hogan

Assessment Systems, Kimberly S. Nei, Hogan Assessment Systems, **Bright and Dark Dispositional Predictors of Abusive Supervision**

Jan Schilling, University of Applied Administrative Sciences Hannover, Birgit Schyns, Durham University, **Antecedents of Abusive**

**Leadership: Narcissism, Machiavellianism, Stress, and Justice**

Chu-Hsiang Chang, Michigan State University, Russell E. Johnson, Michigan State University, **Identity as an Antecedent of Abusive Behavior**

Paul W. Mulvey, North Carolina State University, **The Context of Abusive**

**Supervision**

Mo Wang, University of Florida, **Discussant**

Submitter: Kimberly Nei, khester0603@gmail.com

## 80. Panel Discussion: 2:00 PM–3:20 PM Room 306A

### Leadership Development: Best Practices From Academic and Professional Settings

This session will highlight best practices for developing leadership in academic and professional settings. Panelists will draw upon their experience and research to describe how 360-degree feedback, coaching, case analyses, reflective exercises, teamwork assessments, service learning, and information technology can enhance leaders' self-awareness, moral reasoning, ethical conduct, and social capital.

Elizabeth Karam, Texas Tech University, **Chair**

David V. Day, University of Western Australia, **Panelist**

William L. Gardner, Texas Tech University, **Panelist**

Adam Goodman, Northwestern University, **Panelist**

Fred O. Walumbwa, Arizona State University, **Panelist**

Claudia C. Coglisier, Texas Tech University, **Panelist**

Submitter: William Gardner, william.gardner@ttu.edu



### 81. Panel Discussion: 2:00 PM–3:20 PM Room 306B

#### Beyond the Subject Pool: Creative Sampling Methods in I-O Research

This interactive panel is intended for academic and applied researchers interested in using creative sampling methods, including social media, Mechanical Turk, community-based sampling, and publicly available archival datasets. Experienced panelists, representing multiple content areas, will discuss the scientific/practical advantages and challenges/pitfalls including IRB concerns for each alternative data collection method.

Sandra L. Fisher, Clarkson University, **Co-Chair**  
Karin A. Orvis, U.S. Army Research Institute, **Co-Chair**  
Howard M. Weiss, Georgia Institute of Technology, **Panelist**  
Michael T. Ford, University at Albany, SUNY, **Panelist**  
Richard N. Landers, Old Dominion University, **Panelist**  
Garett N. Howardson, The George Washington University, **Panelist**  
Michael N. Karim, The George Washington University, **Panelist**  
Morrie Mullins, Xavier University, **Panelist**

Submitter: Sandra Fisher, sfisher@clarkson.edu

### 82. Symposium/Forum: 2:00 PM–3:20 PM Room 309

#### Why Assessment Center Exercises Elicit Variable Performance: Unpacking Differences

Assessment center participants frequently display different patterns of performance across exercises. This symposium features 4 studies that probe exercise effects in more depth, examining familiarity with exercise content, variability in performance across exercises by dimension, exercise effects on ability to identify criteria, and a taxonomy of exercise characteristics.

Rodger W. Griffith, Ohio University, **Chair**  
Allison N. Tenbrink, Ohio University, **Co-Chair**  
Kimberly A. Smith-Jentsch, University of Central Florida, Christopher Weise, University of Central Florida, Mitch Tindall, University of Central Florida, Wei Wang, University of Central Florida, **Exercise-Specific Task Experience and the Construct Validity of AC Ratings**  
Alyssa M. Gibbons, Colorado State University, Rodger W. Griffith, Ohio University, Allison N. Tenbrink, Ohio University, Sang Eun Woo, Purdue University, Theresa Martelli, Ohio Dept. of Public Safety, **Variability in Random Exercise Effects by Dimension**  
Wei Wang, University of Central Florida, Mitch Tindall, University of Central Florida, Kimberly A. Smith-Jentsch, University of Central Florida, Christopher Weise, University of Central Florida, **Beyond Cognitive Ability: Personality and Situational Judgment in Exercises**  
Colby L. Kennedy, University of Georgia, Brian J. Hoffman, University of Georgia, Elizabeth L. Monahan, University of Georgia, Chelsea A. Rowe, University of Georgia, **A Taxonomic Review of AC Exercise Characteristics**

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

### 83. Alternative Session Type: 2:00 PM–3:20 PM Room 311

#### IGNITE Session: Important Considerations Throughout The Selection Lifecycle

In this fast-paced session, 10 selection experts are allowed 5 minutes to run through 20 automatically advancing slides dealing with topics related to various points of the selection process. With presentations spanning from candidate reactions to legal considera-

tions, these seasoned practitioners and academics will be sure to IGNITE the audience.

Lilly Lin, Development Dimensions International (DDI), **Chair**  
Scott C. Erker, Development Dimensions International (DDI), **Presenter**  
Laura Eigel, PepsiCo, Frito-Lay Division, **Presenter**  
Deniz S. Ones, University of Minnesota, **Presenter**  
Corina Rice, CSX Transportation, **Presenter**  
Ken Lahti, CEB, **Presenter**  
Nathan R. Kuncel, University of Minnesota, **Presenter**  
Kevin R. Murphy, Lamorinda Consulting, **Presenter**  
Mark A. LoVerde, CEB, **Presenter**  
Jamie L. Winter, Development Dimensions International (DDI), **Presenter**  
Craig R. Dawson, CEB, **Presenter**

Submitter: Lilly Lin, lilly.lin@ddiworld.com

### 84. Panel Discussion: 2:00 PM–3:20 PM Room 314

#### Balancing the Art and Science of CEO Succession Planning

CEO succession planning is becoming increasingly important as CEO tenures decrease and evidence suggesting the perils of external CEO appointments mounts. The literature describes elegant succession strategies, however, in reality, many boards still hire externally and HR/OD professionals experience resistance during implementation. This panel will share their insights and strategies.

Orla M. NicDomhnaill, Institute for Leadership Potential, **Chair**  
Ingo Susing, The Centre for CEO Succession/Johnson Leadership Advisory, **Panelist**  
Tim Ford, Performance Integrity, **Panelist**  
Michael N. Bazigos, McKinsey & Co., **Panelist**  
Katherine Corrie, Leightons Holdings, **Panelist**

Submitter: Orla NicDomhnaill, orlanicd@gmail.com

### 85. Symposium/Forum: 2:00 PM–3:20 PM Room 316C

#### Health and Well-Being in the Army: Working With Big Data

A wealth of data collected by the Army exists within the Person-Event Data Environment (PDE) for use in various streams of research. Several researchers using Big Data in the PDE are linking Army soldier well-being/psychological health to important organizational outcomes such as engagement, retention, and healthcare costs.

Alycia L. Perez, Research Facilitation Team/Army Analytics Group, **Chair**  
Kevin N. Griffith, Research Facilitation Team/Army Analytics Group, **Panelist**  
Loryana L. Vie, University of Pennsylvania, Lawrence M. Scheier, University of Pennsylvania, Paul B. Lester, Research Facilitation Team/Army Analytics Group, Martin EP Seligman, University of Pennsylvania, **Person-Event Data Environment: Leveraging Big Data to Improve Soldier Well-Being**  
Stacy A. Hawkins, Research Facilitation Team/Army Analytics Group, Norma L. Reyes, Research Facilitation Team/Army Analytics Group, Alycia L. Perez, Research Facilitation Team/Army Analytics Group, **Healthy Families, Engaged Employees: Positive Spillover in the Military**  
Loryana L. Vie, University of Pennsylvania, Lawrence M. Scheier, University of Pennsylvania, Martin EP Seligman, University of Pennsylvania, **Prospective Associations Between Military Commitment and Psychosocial Functioning in Soldiers**  
Mitchel Herian, University of Nebraska Public Policy Center, Peter D. Harms, University of Nebraska, Lincoln, **Affect and Perceptions of Health Risk: A Longitudinal Study**  
Kevin N. Griffith, Research Facilitation Team/Army Analytics Group, Yu-

Chu Shen, Naval Postgraduate School, Jesse M. Cunha, Naval Postgraduate School, Jeremy Arkes, Naval Postgraduate School, ***The Third Front: Costs of Army Soldier Psychological Health Issues***

Submitter: Alycia Perez, alycia.l.perez.ctr@mail.mil

## 86. Symposium/Forum: 2:00 PM–3:20 PM Room 317A

### Meta-Analysis Methods for Messy, Incomplete, and Complex Data

This symposium explores applications of meta-analysis to situations with messy, complex, and incomplete data. The presenters will discuss methods for outlier detection, reliability corrections for group-level relationships, heterogeneity assessment with categorical data, and Bayesian methods for updating meta-analytic results.

Scott B. Morris, Illinois Institute of Technology, **Chair**

Jisoo Ock, Rice University, Fred Oswald, Rice University, ***Definitions and Detection of Outlier Effects in Meta-Analysis***

Maura I. Burke, Illinois Institute of Technology, Ronald S. Landis, Illinois Institute of Technology, Michael J. Burke, Tulane University, ***Conducting Meta-Analysis at the Group Level of Analysis***

Scott B. Morris, Illinois Institute of Technology, Jialin Huang, Illinois Institute of Technology, ***Assessing Homogeneity of Effect Size With Dichotomous Data***

Michael T. Brannick, University of South Florida, Nanhua Zhang, Cincinnati Children's Hospital, ***A Bayesian Approximation for Updating a Meta-Analysis***

Michael A. McDaniel, Virginia Commonwealth University, **Discussant**

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

## 87. Special Events: 2:00 PM–3:20 PM Room 318A

### Alliance Invited Session: Research Incubator on Global Youth Unemployment/Underemployment

What are the challenges for youth (ages 15–24) gaining access to jobs they are trained for in today's global workplace? Experts in the area of youth unemployment/underemployment will describe the scope of the issue and coordinate SIOP members in an interactive discussion designed to jumpstart new cross-cultural research collaborations.

Lisa Finkelstein, Northern Illinois University, **Co-Chair**

Elora Voyles, Northern Illinois University, **Co-Chair**

Ute-Christine Klehe, Justus Liebig Universität Giessen, **Presenter**

José M. Peiro, University of Valencia, **Presenter**

Rosalind H. Searle, Coventry University, **Presenter**

Submitter: Lisa Finkelstein, lisaf@niu.edu

## 88. Symposium/Forum: 2:00 PM–3:20 PM Room 318B

### Organizational Neuroscience: Topics, Methods, and Implications

The purpose of this symposium is to introduce neuroscience in building theory, research methodologies, and practical applications. Specific topics to be addressed include emotions/affect and ethical and moral reasoning. Also considered will be neurological scanning techniques, as well as practical implications pertaining to the neuro-enhancement of individuals.

David A. Waldman, Arizona State University, **Chair**

Suzanne J. Peterson, Arizona State University, Christopher S. Reina, Arizona State University, ***Neuroscience as a Basis for Understanding Emotions and Affect***

Sean T. Hannah, Wake Forest University, Danni Wang, Arizona State University, William D. Casebeer, Defense Advanced Research Projects Agency, ***The Neuroscience of Moral Cognition, Conation, and Ethical Leadership***

Pierre Balthazard, St. Bonaventure University, Robert Thatcher, Applied Neuroscience, Inc., ***Neuroimaging Techniques and Organizational Neuroscience Research***

Chris Berka, Advanced Brain Monitoring, Inc., Maja Stikic, Advanced Brain Monitoring, Inc., Stephanie Korszen, Advanced Brain Monitoring, Inc., Robin Johnson, Advanced Brain Monitoring, Inc., ***Neuro-Enhancement of Individuals and Teams in Organizations***

Neal M. Ashkanasy, University of Queensland, **Discussant**

Submitter: David Waldman, waldman@asu.edu

## 89. Panel Discussion: 2:00 PM–3:20 PM Room 322AB

### New Opportunities in Implementation Science and Practice for I-O Psychologists

Implementation science is a rapidly growing research and practice area focusing on how to efficiently and effectively implement innovations in organizations. This panel discussion will highlight areas for which I-O psychologists are particularly well-positioned to provide expertise and advance implementation science and practice.

Gregory A. Aarons, University of California, San Diego, **Chair**

Mark G. Ehrhart, San Diego State University, **Panelist**

Sylvia J. Hysong, Michael E. DeBaakey VA Medical Center, **Panelist**

Sallie J. Weaver, Johns Hopkins School of Medicine, **Panelist**

Bryan J. Weiner, University of Michigan, **Panelist**

Submitter: Gregory Aarons, gaarons@ucsd.edu

## 90. Symposium/Forum: 2:00 PM–3:20 PM Room 323A

### Little Teams, Big Data: Understanding Teams Using Digital Traces

This symposium showcases the use of digital trace data to understand teams. Presentations focus on the type of data captured by digital traces, new types of questions asked when using digital traces, and new tools and techniques used to answer questions about teams.

Leslie A. DeChurch, Georgia Institute of Technology, **Chair**

Raquel Asencio, Georgia Institute of Technology, **Co-Chair**

Leslie A. DeChurch, Georgia Institute of Technology, Noshir Contractor, Northwestern University, Raquel Asencio, Georgia Institute of Technology, Dorothy R. Carter, Georgia Institute of Technology, ***Big Data: Motivating New Theories and Methods to Understand Teams***

Steve W. J. Kozlowski, Michigan State University, ***Big Data: Capturing the Dynamics of Team Processes***

Raquel Asencio, Georgia Institute of Technology, Toshio Murase, Georgia Institute of Technology, Peter W. Seely, Georgia Institute of Technology, Kathryn Dalrymple, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, Barthelemy Chollet, Grenoble Ecole de Management, ***Using Digital Traces and Bipartite Networks to Understand Team Process***

Kara L. Orvis, Pacific Science & Engineering, Arwen Hunter DeCostanza, U.S. Army Research Institute, Andrew Duchon, Aptima, Inc., Tara A. Rench, Aptima, Inc., ***Influence of Multimodal Networks on Leader-Subordinate Shared Mental Models***

Ralph A. Heidl, Michigan State University, Daniel Chaffin, Michigan State University, John R. Hollenbeck, Michigan State University, Roger Calantone, Michigan State University, ***Wearable Sensors and the Measurement of Individual and Collective Behavior***

Submitter: Raquel Asencio, rasenciohodge@gmail.com

### 91. Debate: 2:00 PM–3:20 PM Room 323C

#### Identified Employee Surveys: Complex Ethical Issues and Appropriate Actions

Identified employee surveys retain identifying information on each employee. Unique ethical issues can arise with identified surveys compared to anonymous surveys. This session will build on an earlier SIOP debate with more complex ethical issues that can arise with identified employee surveys and principles for determining appropriate actions.

Lise M. Saari, NYU/Baruch College, **Moderator**

Andrew Biga, JetBlue Airways, **Presenter**

Ralf Kloeckner, Google, **Presenter**

Peter J. Rutigliano, Sirota Consulting, **Presenter**

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

Sara P. Weiner, Kenexa, an IBM Company, **Presenter**

Submitter: Lise Saari, Lise.Saari@nyu.edu

### 92. Community of Interest: 2:00 PM–3:20 PM Room 328

#### Fostering Positive Experiences for New Academics/Practitioners

Daniel S. Miller, Capital One Finance, **Host**

Wendy L. Bedwell, University of South Florida, **Coordinator**

### 93. Symposium/Forum: 2:00 PM–3:20 PM Theatre 310

#### Competency Modeling: Disintegrating Challenges to Extend Theory and Practice

Significant challenges are faced when competency models are used in organizations. Research has attempted to address many of these challenges, yet more is needed. Papers presented herein attempt to address several challenges including those associated with strategy dissemination, stakeholder differences in ratings, relative importance of competencies, and integrated talent management.

Michael A. Campion, Purdue University, **Co-chair**

Michael C. Campion, University of South Carolina, **Co-chair**

Michael C. Campion, University of South Carolina, Michael A. Campion, Purdue University, Juan I. Sanchez, Florida International University, **Competency Modeling: An Examination of the Strategy Dissemination Process**

Juan I. Sanchez, Florida International University, Guangrong Dai, Korn Ferry, Marie-Michele Beauchesne, Florida International University, **Stakeholder Differences in Competency Importance: A Multilevel Design**

Kari R. Strobel, Society for Human Resource Management, James N. Kurtessis, Society for Human Resource Management, David S. Geller, Society for Human Resource Management, Alexander Alonso, Society for Human Resource Management, **A Dominance Analysis Approach to Competency Comparison: Assessing Advancement Potential**

Thomas H. Stone, Oklahoma State University, **Competency Modeling in Talent Management Systems: Working Well?**

Chris L. Lovato, Kenexa, an IBM Company, **Using Competencies to Integrate Talent Management**

Submitter: Michael C. Campion, michael.campion@grad.moore.sc.edu

### 94. Poster Session: 2:30 PM–3:20 PM Ballroom C Personality

#### 94-1 Personal and Professional Implications of Trait Mindfulness: A Meta-Analytic Review

Mindfulness is a quickly growing area of research; however, it has just recently moved into the realm of workplace researchers. This study meta-analytically cumulates the research on mindfulness and considers the impact of mindfulness on personal (i.e., depression, anxiety) and professional (i.e., job satisfaction, burnout, job performance) outcomes.

Josh W. Allen, Florida International University

Jessica Mesmer-Magnus, University of North Carolina-Wilmington  
Chockalingam Viswesvaran, Florida International University

Submitter: Josh Allen, jalle015@fiu.edu

#### 94-2 Stressors, Performance, and the Moderating Effect of General Self-Efficacy

This research aims to justify the challenge stressor–hindrance stressor framework and investigate the moderating role of general self-efficacy (GSE) in the stress process. The findings indicate that the challenge-hindrance stressor framework exists, and employees with high GSE would benefit from increasing challenges in the workplace.

Danyang Du, Peking University

Chang-qin Lu, Peking University

Submitter: Danyang Du, ddy714@pku.edu.cn

#### 94-3 Job Stressors, Job Performance, and Conscientiousness: A Mixed-Method Approach

Using a mixed-method approach, this poster examined job stressors, job performance, an organizational citizenship behavior (job dedication), and the moderating effect of Conscientiousness. It was found that (a) challenge and hindrance stressors predicted job performance/dedication in opposite directions, and (b) employees' Conscientiousness moderated hindrance stressors in relations to performance and dedication.

Cong Liu, Hofstra University

Ying Liu, Renmin University of China

Maura J. Mills, Hofstra University

Jinyan Fan, Auburn University

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

#### 94-4 Relationships Between Personality Traits and Safety Behaviors: A Meta-Analysis

This study meta-analyzed the relationships between the 5-factor model personality traits and safety behaviors. Moderators concerning the conceptualization of both personality and safety behavior were also examined. Results showed that Extraversion, Agreeableness, and Conscientiousness were meaningfully related to safety behaviors while Neuroticism and Openness were unrelated to safety behaviors.

Mallory A. McCord, University of Central Florida

Lindsay Y. Dhanani, University of Central Florida

Jeremy M. Beus, University of Central Florida

Submitter: Mallory McCord, m.mccord@knights.ucf.edu

#### 94-5 Personality and the Motivation for Leadership, Entrepreneurship and Professional Work

Data indicate that although the Big 5 personality traits, low risk aversion, proactive personality and learning goal orientation correlate with leadership and entrepreneurial motivations, high risk aver-



sion and performance goal orientation correlate with the motivation for professional work. This has implications for trait theories and the development of professionals.

Kim-Yin Chan, Nanyang Technological University-Singapore  
Marilyn A. Uy, Nanyang Technological University  
Oleksandr Chernyshenko, Nanyang Technological University  
Ringo Moon-Ho Ho, Nanyang Technological University  
Emma Yoke-Loo Sam, Nanyang Technological University

Submitter: Kim-Yin Chan, akychan@ntu.edu.sg

#### 94-6 Proactive Personality and Customer Service Performance

This poster investigated how a proactive personality influences employees' customer service performance. In line with the proactivity research and emotional dissonance theory, the empirical results showed the mediating effect of emotional labor strategies and the moderating effect of perspective taking in influencing how a proactive personality enhanced service employees' performance.

Yuanyuan Huo, Hong Kong Baptist University  
Ziguang Chen, City University of Hong Kong  
Wing Lam, The Hong Kong Polytechnic University  
Submitter: Ziguang Chen, mgzgchen@cityu.edu.hk

#### 94-7 A Person-Centric Investigation of Personality, Performance, and Attrition



This paper utilized a person-centered approach to investigate relationships among personality, attrition, and performance. Personality data from 4,763 Army recruits were examined with latent profile analyses to identify 5 classes that differed significantly in job performance and 24- and 48-month attrition.

Jeffrey M. Conte, San Diego State University  
Tonia S. Heffner, U.S. Army Research Institute  
Scott C. Roesch, San Diego State University  
Bryan Aasen, San Diego State University

Submitter: Jeffrey Conte, jeff.conte@mail.sdsu.edu

#### 94-8 Bringing Together Persistence: The Creation of a Multidimensional Measure

This study investigates the multidimensionality of persistence through analyzing the concurrent properties of several persistence-like measures and demonstrates that these measures form 3 distinct persistence dimensions. Using these dimensions as a framework, the study then creates and validates a multidimensional persistence measure, further supporting the discovered dimensionality.

Matthew P. Crayne, Pennsylvania State University  
Matt C. Howard, Pennsylvania State University

Submitter: Matthew Crayne, matthew.crayne@gmail.com

#### 94-9 Detecting Socially Desirable Responding by Examining Personality Item Response Patterns

This study develops and tests a new way of detecting impression management behavior in personality assessment, based on recent research that suggests that impression managers will favor certain responses to personality items. Early results suggest this method is sensitive to impression management behavior with relatively few honest responders being misclassified.

Patrick D. Dunlop, University of Western Australia  
David L. Morrison, Murdoch University

Submitter: Patrick Dunlop, patrick.dunlop@uwa.edu.au

#### 94-10 Warning Against Faking: Investigating the Measurement Equivalence of Personality Scales

This study explores the influence of warning statements on the validity of personality measures. Using item response theory, this poster investigated the possibility of differential item functioning across groups that either received a warning to respond honestly or did not. Results indicated that some items demonstrated differential functioning.

Amy DuVernet, Training Industry, Inc.  
Thomas J. Whelan, Javelin HR Solutions  
Stephanie N. Seiler, FurstPerson  
Clara E. Hess, North Carolina State University

Submitter: Amy DuVernet, amyduv@gmail.com

#### 94-11 Effects of Group Cohesion and Emotional Stability on Emotional Exhaustion

This poster examined the interactive effects of group cohesion and Emotional Stability on employee emotional exhaustion. Findings indicate only employees high in Emotional Stability benefit from cohesive teams. The concept of deficiency in emotional stability (DES) in supplement is introduced to current theory in explaining these and related findings.

Benjamin A. Farmer, University of Houston  
Sophie Romay, University of Houston  
Lars U. Johnson, University of Houston  
Sonya M. Stokes, University of Texas at El Paso  
Amanda L. Palmer, Rice University  
Min-Kyu Joo, University of Houston  
Lawrence Roth, St. Cloud State University  
Loring J. Crepeau, Defense Equal Opportunity Management Institute (DEOMI)  
L. A. Witt, University of Houston

Submitter: Benjamin Farmer, bfarmer@uh.edu

#### 94-12 Do Extraverts Prefer Multitasking? Investigation of the Extraversion-Polychronicity Relationship

An experimental examination of polychronicity (i.e., the preference for multitasking) and its correlates was conducted. These relationships were analyzed in 4 different conditions in order to explicate the potential boundary conditions acting upon these correlations. The study found that the correlation between polychronicity and Extraversion is context dependent.

Nicole M. Ginther, Pennsylvania State University  
Rick R. Jacobs, Pennsylvania State University  
Submitter: Nicole Ginther, nicoleginther@gmail.com

#### 94-13 Social Intelligence and Work Attitudes: The Mediating Role of LMX

This study analyzed LMX's mediating role between social intelligence and job satisfaction, and job satisfaction's mediating role between LMX and affective commitment. Results indicate that LMX and job satisfaction act as full mediators. Organizations interested in influencing job attitudes might develop employee social skills and foster high-quality LMX relationships.

Sarah E. Hill, University of Missouri-St. Louis  
Kelli Huber, University of Missouri-St. Louis  
Robert J. Synovec, University of Missouri-St. Louis  
John P. Meriac, University of Missouri-St. Louis

Submitter: Sarah Hill, seht4@umsl.edu

**94-14 Environmental Sustainability and National Personality**

Nationally aggregated personality levels were examined in relation to benchmarks of environmentally sustainable performance. Population levels of Agreeableness and Openness were positively correlated with improved environmental performance, demonstrating isomorphism to individual-level predictors of environmental concern. Results remained significant when controlling for national differences in wealth, education, and population size.

Jacob B. Hirsh, University of Toronto

Submitter: Jacob Hirsh, jacob.hirsh@rotman.utoronto.ca

**94-15 Trait, State, and Task-Contingent Conscientiousness: Predicting Learning and Transfer**

This poster examined the roles of trait, state, and task-contingent Conscientiousness in the learning and transfer of a computer-based training program. State Conscientiousness during training mediated the influence of trait Conscientiousness on self-regulatory mechanisms and subsequent performance. Task-contingent Conscientiousness exerted a direct effect on the dynamic, difficult transfer task.

Jason L. Huang, Wayne State University  
Reed J. Bramble, Wayne State University

Submitter: Jason Huang, jasonhuang@wayne.edu

**94-16 Revisiting the Relationship Between Impression Management and Job Performance**

Although theoretical arguments suggest that impression management should be related to job performance, empirical results have been unsupportive of the association. In this study, 2 samples (both concurrent and predictive designs) found that impression management was related to objective performance for employees in sales jobs.

Dan Ispas, Illinois State University  
Alexandra Ilie, Illinois State University  
Dragos Iliescu, NSPAS University, Bucharest  
Joshua T. Rohlf, Illinois State University  
Kevin L. Askew, University of South Florida  
Michael E. Rossi, University of South Florida

Submitter: Dan Ispas, dispas@gmail.com

**94-17 Investigating Ceiling Effects for Personality Faking in Work Settings**

Operational studies including applicant and incumbent administrations of personality assessments were examined for ceiling effects. The percent maximum value achieved was calculated and it was concluded that, although faking effects are positive across all dimensions of the 5 factor model of personality, reaching the maximum score is a rare occurrence.

Chelsea E. Jensen, University of Minnesota  
Paul R. Sackett, University of Minnesota

Submitter: Chelsea Jensen, jens1177@umn.edu

**94-18 Personality Profiles and Modes of Conflict**

This study was conducted to examine personality profiles and conflict styles. Researchers leveraged a large archival dataset ( $N = 2,436$ ) of individuals who completed the CPI260 and the Thomas-Kilmann Conflict Mode Instrument. Analyses revealed significant differences between personality profiles and which conflict modes they most commonly endorsed.

Craig A. Johnson, CPP Inc.  
Justin Arneson, CPP, Inc.  
Richard C. Thompson, CPP, Inc.

Submitter: Craig Johnson, cjohns38@gmail.com

**94-19 Predicting Optimal Experience (Flow): Individual Differences Versus Task Characteristics**

Despite increased interest in optimal experience or "flow" in I-O psychology, basic questions about the construct remain. In a sample of full-time employees, this poster showed that individual differences (personality) are comparable to the importance of situational factors (task characteristics) in predicting optimal experience at work.

Scott R. Ross, DePauw University  
Katherine Wood, DePauw University  
Heidi N. Keiser, University of Minnesota

Submitter: Heidi Keiser, keise026@umn.edu

**94-20 Examining Modal Personality Differences Between Organizations and Occupations**

This study was conducted to directly examine homogeneity hypotheses regarding personality characteristics at the organizational and occupational level. Through the application of MANOVA, ICC(1), and  $R_{wg}$  analyses, the relationships between variance in personality and organization, occupation, job family, job category, and job title were examined.

Danielle D. King, Michigan State University  
Catherine Ott-Holland, Michigan State University  
Ann Marie Ryan, Michigan State University  
Patrick L. Wadlington, Birkman International, Inc.  
Fabian Elizondo, Birkman International, Inc.

Submitter: Danielle King, dnlking@gmail.com

**94-21 Faking and Socially Desirable Responding: An Experimental Integration**

There is very little cross-fertilization of the faking and socially desirable responding literatures. The concepts of response style and response set are used to integrate the literatures and report the results of an experiment that incorporates procedures borrowed from both research traditions.

Taylor M. Hutchins, Saint Cloud State University  
Amber L. Hancock, Saint Cloud State University  
Eden M. Faust, Saint Cloud State University  
Alicia Stachowski, University of Wisconsin-Stout

Submitter: John Kulas, jtkulas@stcloudstate.edu

**94-22 Explicit and Implicit Predictors of Achievement Orientation Reputation at Work**

This poster examined how self-reported and indirectly (Implicit Association Test) measured achievement orientation relates to other-rated achievement orientation. Findings indicate that both explicit and implicit achievement orientation were associated with reputation. As socioanalytic theory suggests, the social effectiveness construct of political skill moderated the relation between self-rated and other-rated achievement orientation.

Erik Dietl, University of Hohenheim  
James A. Meurs, University of Calgary

Submitter: James Meurs, james.meurs@haskayne.ucalgary.ca

**94-23 An Examination of Warning Type on Personality Faking**

The purpose of this study was to determine if the type of warning influenced faking a personality assessment. Participants completed the assessment in either an unwarned or 1 of 5 warning conditions. Results showed that mean trait scores were lower when warned, but scores did not vary across warning type.

Tyree D. Mitchell, DePaul University  
Christopher K. Adair, DePaul University

Submitter: Tyree Mitchell, tyree.mitchell@yahoo.com

**94-24 Circumplex Traits Versus Facet Traits**

This study compared the criterion validity of circumplex traits and personality facets in explaining variance in counterproductive work behavior (CWB). Results suggest circumplex traits explain unique variance in CWBs beyond that of personality facets, indicating that circumplex traits' blend of personality factors, rather than narrowness, drives these unique relationships.

Megan B. Morris, Wright State University  
Gary N. Burns, Wright State University  
David A. Periard, Wright State University

Submitter: Megan Morris, morris.156@wright.edu

**94-25 The Workplace IPIP: A Contextualized Measure of Personality**

Two studies were conducted in order to create and validate a work-specific, contextualized measure of personality. Results provide evidence of construct validity of a free, public access, contextualized measure of the 5-factor model of personality.

Haley Myers, University of North Carolina Charlotte  
Eric D. Heggstad, University of North Carolina Charlotte  
Jill E. Ellingson, Ohio State University

Submitter: Haley Myers, hmyers11@uncc.edu

**94-26 The Faking Warning in Conventional and Forced-Choice Personality Measures**

Faking warnings and forced-choice formats are promising methods to combat applicant faking. This poster investigated the potential of these 2 methods simultaneously to combat applicant faking on personality inventories. This study examined the degrees to which the warning applied to each the forced-choice and single-stimulus measures.

Naomi Lee, University of Calgary  
Thomas A. O'Neill, University of Calgary  
Jelena Radan, University of Calgary  
Stephanie J. Law, University of Calgary  
Rhys J. Lewis, Sokanu  
Julie J. Carswell, Sigma Assessment Systems

Submitter: Thomas O'Neill, toneill7@gmail.com

**94-27 The Paradox of ADHD Disinhibition in Entrepreneurs**

Relatively little is known about the psychology of entrepreneurs. This research examined the effects of behavioral (ADHD) disinhibition in founders on attracting a start-up team. Results suggest that although disinhibition may facilitate initiating opportunity pursuit, it undermines founders' ability to attract others (e.g. potential employees) to the new firm.

Daniel A. Lerner, Duesto Business School  
Joseph G. Rosse, University of Colorado, Boulder  
Submitter: Joseph Rosse, joseph.rosse@colorado.edu

**94-28 A Psychopathic Advantage? Relations Between Psychopathy, Engagement, and Abusive Supervision**

This poster examined the relationships between primary and secondary subclinical psychopathy and engagement via positive affect. Two experiments and one field study showed high-secondary psychopathy individuals to be less engaged in general, but high-primary psychopathy individuals reported higher levels of engagement than low-primary psychopathy individuals under high levels of abusive supervision.

Charlice Hurst, Richard Ivey School of Business  
Yongsuik Jung, Richard Ivey School of Business  
Lauren Simon, Portland State University  
Dante Pirouz, Richard Ivey School of Business/The Brain and Mind Institute  
Submitter: Lauren Simon, lausimon@pdx.edu

**94-29 Group Personality Composition and Conflict Asymmetry: Effects on Team Learning**

This poster empirically examined an antecedent of conflict asymmetry and predicted that dispersion in group personality composition of Neuroticism is positively related to asymmetry in conflict perceptions. It was found that conflict asymmetry has a strong negative impact on team learning; however, this impact is reduced when conflict resolution norms are employed.

Aakarsh Naidu, Indian School of Business  
Ruchi Sinha, Indian School of Business  
Submitter: Ruchi Sinha, ruchi\_sinha@isb.edu

**94-30 Social Desirability in Personality Assessment: A New Perspective**

This poster attempts to further our understanding of social desirability in personality assessment by extending Edwards' (1957) methodology for measuring social desirability. Personality item responses, direct content validity ratings of the items, and first factor loadings were utilized to help understand the pattern of correlations often found between personality scale scores.

Alicia Stachowski, University of Wisconsin-Stout  
John Kulas, Saint Cloud State University  
Submitter: Alicia Stachowski, stachowskia@uwstout.edu

**94-31 Intelligence and Openness to Experience Relations Across the Lifespan**

Forty samples with more than 9,220 participants were amassed to examine the trajectory of relations between general mental ability and Openness to Experience between the ages of 15 and 75. Results indicate that general mental ability becomes more strongly associated with Openness to Experience as individuals get older.

Kevin C. Stanek, University of Minnesota  
Deniz S. Ones, University of Minnesota  
Submitter: Kevin Stanek, stane040@umn.edu

**94-32 Fear of Success: The Impostor Phenomenon in the Work Context**

This study was conducted to explore the relevance of the impostor phenomenon in the work context. Results show that impostors are rather dissatisfied with their jobs, are less inclined to display OCB, and tend to have a higher continuance commitment. However, social support can buffer some of the negative effects.



Jasmine Vergauwe, Ghent University  
 Bart Wille, Ghent University  
 Marjolein L. Feys, Ghent University  
 Filip De Fruyt, Ghent University  
 Frederik Anseel, Ghent University  
 Submitter: Jasmine Vergauwe, jasmine.vergauwe@ugent.be

#### **94-33 The Moderating Effect of Honesty–Humility in Personality-Performance Relationship**

This poster examined how Honesty–Humility, the sixth major factor of personality, may interplay with other personality traits. Findings from 168 full-time Australian managers indicate that Honesty–Humility moderates the relationship between Agreeableness and interpersonal performance, such that the positive effect of Agreeableness was stronger among those high on Honesty–Humility.

Ying Wang, University of Western Australia  
 Patrick D. Dunlop, University of Western Australia  
 Mark Griffin, University of Western Australia  
 Submitter: Ying Wang, wangyinglena@gmail.com

#### **94-34 Nonlinearity in the Extraversion–Job Performance Relationship**

The relationship of enterprising-relevant facets of Extraversion with job performance in the presence of high enterprising job demands is examined. Results show an asymptotic relationship when experiencing high enterprising demands, such that, after a certain threshold, increases in these relevant facets do not result in increasing performance.

Gerhard Blickle, University of Bonn  
 James A. Meurs, University of Calgary  
 Andreas Wihler, University of Bonn  
 Christian Ewen, Universität Bonn  
 Roxanne Merkl, University of Bonn  
 Tamara Missfeld, University of Bonn  
 Submitter: Andreas Wihler, awihler@uni-bonn.de

#### **94-35 Personal Initiative and Job Performance Evaluations: Role of Political Skill**

A model in which the interaction of climate for initiative and the political skill facet social astuteness influences personal initiative, which in turn influences performance evaluations depending on the political skill facet interpersonal influence, is examined. Results show that moderated mediation only occurs when both political skill facets are high.

Andreas Wihler, University of Bonn  
 Gerhard Blickle, University of Bonn  
 B. Parker Ellen III, Florida State University  
 Wayne A. Hochwarter, Florida State University  
 Gerald R. Ferris, Florida State University  
 Submitter: Andreas Wihler, awihler@uni-bonn.de

#### **94-36 Taxometric Analysis Redux: A Replication of Gangestad and Snyder (1985)**

Almost 3 decades ago, Gangestad and Snyder (1985) published taxometric evidence indicating that the latent structure of self-monitoring is categorical. A replication study ( $N = 2951$ ) using modern taxometric procedures was conducted to retest this claim. Results provided evidence of latent dimensional structure. There are implications for IO/OB researchers.

Michael P. Wilmot, University of Minnesota-Twin Cities  
 Submitter: Michael Wilmot, wilmo040@umn.edu

#### **94-37 Meta-analysis of organization-based self-esteem: Updates and extensions**

Drawing from sociometer theory, this meta-analysis ( $k = 132$ ,  $N = 38,635$ ) provides updated estimates of the relationships between organization-based self-esteem (OBSE) and associated job attitudes, perceptions, behaviors, and personality traits. Results indicate significant relationships between OBSE and many variables, particularly leadership styles, job satisfaction, and performance.

Peter P. Yu, Baruch College & Graduate Center, CUNY  
 Christine R. Smith, Baruch College & Graduate Center, CUNY  
 Eric Knudsen, Baruch College & Graduate Center, CUNY  
 Laura Sywulak, Baruch College & Graduate Center, CUNY  
 Kristen M. Shockley, Baruch College & Graduate Center, CUNY  
 Submitter: Peter Yu, peter.yu@baruch.cuny.edu

#### **94-38 Extending Research on Contextualized Personality Scales**

Use of contextualized personality scales has been touted as an effective means of improving the validity of personality measures. The majority of research in this domain has been conducted with student or job incumbent samples. This investigation directly compares contextualized and noncontextualized personality scales with a job applicant sample.

David M. Fisher, Stanard & Associates, Inc.  
 Submitter: David Fisher, dfisher@stanard.com

#### **94-39 Measuring Personality Through SJTs: Some Preliminary Findings**

This poster examined the criterion-related validity of an interactionist measure of personality using SJTs. Conscientiousness as measured by the SJT showed incremental validity above its generic questionnaire measure, confirming our expectation that the contextualization of personality measure has certain benefits.

Myrjam Van de Vijver, University of Ghent  
 Submitter: Myrjam Van de Vijver, myrjam.vandevijver@ugent.be

### **95. Symposium/Forum: 2:30 PM–3:20 PM Room 303AB**

#### **Work and Family Across the Globe: Considerations of Cultural Context**

Work–family research originated in Western samples, but recently researchers have begun to explore these issues in other cultural contexts. This symposium presents a set of papers that advance cross-cultural work–family research by providing qualitative and quantitative reviews of the literature and incorporating understudied conceptualizations of cultural variations.

Kristen M. Shockley, Baruch College & Graduate Center, CUNY, **Chair**  
 Kristen M. Shockley, Baruch College & Graduate Center, CUNY, Jill Douek, Baruch College & Graduate Center, CUNY, Christine R. Smith, Baruch College & Graduate Center, CUNY, Peter P. Yu, Baruch College & Graduate Center, CUNY, Soner Dumani, University of South Florida, Kimberly A. French, University of South Florida, **Cross-Cultural Work–Family Research: The State of the Literature**  
 Tammy D. Allen, University of South Florida, Kimberly A. French, University of South Florida, Soner Dumani, University of South Florida, Kristen M. Shockley, Baruch College & Graduate Center, CUNY, **Meta-Analysis of Work–Family Conflict Mean Differences: Does National Context Matter?**

Mireia Las Heras Maestro, Universidad de Navarra, Sowon Kim, Ecole Hôtelière de Lausanne, Pablo Ignacio Escribano, Universidad de Navarra, ***When Governments Help: Why Work-Family Balance Satisfaction Matter in Turnover Intentions?***

Laurent M. Lapierre, University of Ottawa, ***Discussant***

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

## 96. Panel Discussion: 2:30 PM–3:20 PM

### Room 317B

#### Careers for I-O Psychologists in Humanitarian Work Psychology

Humanitarian work psychology is a recent innovation within I-O psychology that works to enhance human welfare. This innovation is expanding the boundaries of I-O psychology and attracting psychologists and students to it. This panel will describe the type of jobs and career lines that psychologists can undertake to practice HWP.

Walter Reichman, OrgVitality, ***Co-Chair***

Mary O. Berry, Sirota, ***Co-Chair***

Lori Foster Thompson, North Carolina State University, ***Panelist***

Rustin D. Meyer, Georgia Tech, ***Panelist***

Su C. Foo, Women for Women International, ***Panelist***

Kristen Kirkland, Every Mother Counts, ***Panelist***

Submitter: Walter Reichman, walterreichman@gmail.com

## 97. Symposium/Forum: 2:30 PM–3:20 PM

### Room 323B

#### Understanding the Allocation of Resources to Competing Demands

There is considerable theoretical and practical benefits to understanding how individuals balance competing demands on their time and attention. Utilizing a range of theoretical and methodological approaches, the studies in this session examine the process of multiple-goal self-regulation, identifying important predictors and consequences of resource allocation.

Aaron M. Schmidt, University of Minnesota, ***Chair***

Aaron M. Schmidt, University of Minnesota, James W. Beck, University of Waterloo, Laura N. Wallace, University of Minnesota, Lalitha Urs, University of Minnesota, Amanda Kreun, University of Minnesota-Twin Cities, ***When to Learn and When to Perform?***

Timothy Ballard, University of Western Australia, Gillian B. Yeo, University of Western Australia, Shayne Loft, University of Queensland, Andrew F. Neal, University of Queensland, ***Approach-Avoidance Framing and Uncertainty on Prioritization During Multiple-Goal Striving***  
Xiaofei Li, Ohio University, Jeffrey B. Vancouver, Ohio University, ***Computationally Modeling the Effects of Normative Feedback***  
Katie Piccone, Florida Institute of Technology, Patrick D. Converse, Florida Institute of Technology, ***Activated Affect and Resource Allocation***

Submitter: Aaron Schmidt, aschmidt@umn.edu

## 98. Roundtable/Conversation Hour: 2:30 PM–3:20 PM

### Room 324

#### Greater Good: Making a Difference With I-O, Part II

The objective of this roundtable/conversation hour is to bring together like-minded individuals who are using or want to use their I-O skills and expertise to contribute to the greater good of society. Thus, a community of interest can be established to promote additional prosocial activities after the conference.

Christine E. Corbet, Right Management, ***Host***

Sean Cruse, United Nations Global Compact, ***Host***

Kathy MacKay, Aon Hewitt, ***Host***

Submitter: Christine Corbet, christine.corbet@right.com

## 99. Panel Discussion: 2:30 PM–3:20 PM

### Room 327

#### Lessons Learned (and Still Learning) Through HR Transformations

By leveraging insights and experiences from different perspectives and organizations, this panel will highlight learnings and challenges at various stages of HR transformations as well as describe steps taken to overcome potential obstacles. The panel will also focus on the role and value of I-O professionals during the transformation stages.

Gary Johnsen, Deloitte, ***Chair***

Trent J. Burner, Wal-Mart Stores, Inc., ***Panelist***

Michael Tuller, PepsiCo, ***Panelist***

Marc Wenzel, Shaker Consulting Group, ***Panelist***

Submitter: Michael Tuller, michael.tuller1@pepsico.com

# Don't Miss These Special Sessions on Friday!



## SIOP BOOK SERIES SESSIONS

### Learn About the SIOP Professional Practice Book Series

7:30am–8:30am 305B (CC)

Nancy Tippins, ***Chair***; Eduardo Salas, Morgan McCall, Bernardo Ferdman, ***Presenters***

### Learn About the SIOP Organizational Frontiers Book Series

11:00am–12:00noon 305B (CC)

Richard Klimoski, ***Chair***; Lori Foster Thompson, ***Presenter***



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July 15 – August 15  
October 15 – November 15

#### APPLICATION PERIODS

April 16 – July 5  
August 16 – October 15

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### DON'T MISS THE PARTY!

Stop by Booth #306 on Thursday at 2 PM to celebrate the launch of this new journal and meet the editors and authors! Refreshments will be served.

#### TABLE OF CONTENTS:

- *An Ounce of Prevention Is Worth a Pound of Cure: Improving Research Quality Before Data Collection*, Herman Aguinis, Robert J. Vandenberg
- *Burnout and Work Engagement: The JD-R Approach*, Arnold B. Bakker, Evangelina Demerouti, Ana Isabel Sanz-Vergel
- *Compassion at Work*, Jane E. Dutton, Kristina M. Workman, Ashley E. Hardin
- *Constructively Managing Conflict in Organizations*, Dean Tjosvold, Alfred S.H. Wong, Nancy Yi Feng Chen
- *Coworkers Behaving Badly: The Impact of Coworker Deviant Behavior Upon Individual Employees*, Sandra L. Robinson, Wei Wang, Christian Kiewitz
- *Delineating and Reviewing the Role of Newcomer Capital on Organizational Socialization*, Talya N. Bauer, Berrin Erdogan
- *Emotional Intelligence in Organizations*, Stéphane Côté
- *Employee Voice and Silence*, Elizabeth W. Morrison
- *Intercultural Competence*, Kwok Leung, Soon Ang, Mei Ling Tan
- *Learning in the Twenty-First-Century Workplace*, Raymond A. Noe, Alena D.M. Clarke, Howard J. Klein
- *Pay Dispersion*, Jason Shaw
- *Personality and Cognitive Ability as Predictors of Effective Performance at Work*, Neal Schmitt
- *Perspectives on Power in Organizations*, Cameron Anderson, Sebastien Brion
- *Psychological Safety: The History, Renaissance, and Future of an Interpersonal Construct*, Amy C. Edmondson, Zhike Lei
- *Research on Workplace Creativity: A Review and Redirection*, Jing Zhou, Inga J. Hoever
- *Talent Management: Conceptual Approaches and Practical Challenges*, Peter Cappelli, JR Keller
- *The Contemporary Career: A Work-Home Perspective*, Jeffrey H. Greenhaus, Ellen Ernst Kossek
- *The Fascinating Psychological Microfoundations of Strategy and Competitive Advantage*, Robert E. Ployhart, Donald Hale, Jr.
- *The Psychology of Entrepreneurship*, Michael Frese, Michael M. Gielnik
- *The Story of Why We Stay: A Review of Job Embeddedness*, Thomas William Lee, Tyler C. Burch, Terence R. Mitchell
- *What Was, What Is, and What May Be in OP/OB*, Lyman W. Porter, Benjamin Schneider
- *Where Global and Virtual Meet: The Value of Examining the Intersection of These Elements in Twenty-First-Century Teams*, C.B. Gibson, L. Huang, B.L. Kirkman, D.L. Shapiro
- *Work-Family Boundary Dynamics*, Tammy D. Allen, Eunae Cho, Laurenz L. Meier





# Maintain Balance

## Next Generation Personnel Risk Measures from General Dynamics Information Technology



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Visit us in **Booth #302** to discuss how our assessments, surveys and custom solutions – including our newest personnel risk management measures – can help you maintain balance.

**Please plan to join us at these sessions:**

**Completing Assessments on Mobile Devices: Comparability and Ease of Use** • Saturday, May 17, 2014, 11:00 a.m. – 12:00 p.m., Ballroom C. • Paper Presentation: Kelly Dages, *General Dynamics IT*, John Jones, *General Dynamics IT*, Michael Cunningham, *University of Louisville*, Seth Zimmer, *AT&T*, John Muros, *AT&T*

**Evidence-Based Practice in Pre-Employment Integrity Testing: Validity, Applicability, and Usability** • Thursday, May 15, 2014, 11:00 a.m. – 12:30 p.m., Room 303AB. • Co-Chairs: Deniz Ones and Brenton Wiernik, *University of Minnesota*. Presenters include: John Jones, *General Dynamics IT*, Dylan Cooper, *University of Arizona*, Dara Pickering, *Hogan Assessment Systems*, Stephen Dilchert, *Baruch College, CUNY* and others.

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	Ballroom C	Room 303AB	Room 304A	Room 304B	Room 306A	Room 306B	Room 309	Room 311	Room 314	Room 316C	Room 317A	
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8:00 AM												
8:30 AM	122 Testing/ Assessment						123 Crucial Developments in Licensure of I-Os					
9:00 AM	142 Leadership	125 Challenges to Self-Determination Theory in Organizational Psychology		126 Master Collaboration: Technology & Assessment: Research Gaps, Best Practices	127 Using & Interpreting Statistical Corrections in Selection Contexts	128 Ethics as a Practice: Fostering Moral Development in the Workplace	143 A Conversation With SIOP Leadership	129 Holistic Challenges, Narrow Answers: Can We Collaborate?	130 Does Hierarchy Help or Hinder? Consequences for Individuals & Teams		131 New Directions in Behavioral Ethics Research	132 The Science & Practice of CSR, Sustainability, & Humanitarian Work
9:30 AM												
10:00 AM												
10:30 AM	Coffee Break Ballroom BC											
11:00 AM	145 Diversity & Cross-Cultural Issues	146 Ordering the Complexity: Establishing Key Differences in Multiteam Systems	147 Generational Differences in the Workplace: Managing Millennials	148 Using MPlus for Structural Equation Modeling in I-O Research	149 Not Green but Still Growing: I-Os' at Midcareer	150 Pivot Tables to P-Values: Creating an Internal HR Analytics Function	151 Dist. Early Career Contrib. Award (Science)	152 Are Interactions Really Worth the Trouble?	153 Social Media in Selection: Validity, Applicant Rxns, & Legality	154 Advances in the Measure/ App of Forced-Choice Assess	155 Not All Shall Lead: Unique/IC Jobs	
11:30 AM												
12:00 PM	167 Org. Climate, Performance, Strategic HR				168 For Your Eyes Only: I-O Application to Insider Espionage		169 Dist. Early Career Contrib. Award (Practice)		170 The Promise & Perils of Big Data in I-O Psychology	176 Advancing Women in the STEM Workplace: Barriers & Strategies	171 Whither Situations in Leadership: Do They Matter & How So?	172 Tech. Advances in Employee Training & Dev.
12:30 PM		174 Exploring Unique Safety Experiences of Contractors				175 Cruising the Validity Transportation Highway: Are We There Yet?		188 Engineering Internships to Enhance Reputation				
1:00 PM	187 Job Performance/ Citizenship Behavior						192 Within-Group Variability: Legal Context	201 Does Leadership Still Lack Something? Integrating Emotions/ Distance	202 Expat I-Os: Advice on Life as an Int'l Academic	193 Leveraging Social Network Analysis in I-O Sci/Practice	203 Comparing Apples to Oranges: Leveraging Mapping Drive Survey Action	189 Alliance: How International Is I-O? 6 Continents
1:30 PM		191 The Employee Segmentation Continuum			199 Best of Both Worlds:Blended Learning in Science & Practice	200 An Integrative Approach to Safety: Group & Individual Level Predictors	213 New Directions for Incivility Research			214 Analyzing Big Data: The Next Frontier in Org Stats		194 Contextualizing Workplace Incivility
2:00 PM	198 Job Attitudes/ Engagement									204 "Recasting" Leader Development: Motivating & Enabling		
2:30 PM		212 Action-Oriented Employee Feedback										
3:00 PM												

## FRIDAY SPECIAL EVENTS:

**Aloha Breakfast:** 6:00 am to 7:00 am; Coral Ballroom, Hilton Hawaiian Village

**Learn About the SIOP Professional Practice Book Series:** 7:30 am to 8:30 am 305B

**Learn About the SIOP Organizational Frontiers Book Series:** 11:00 am to 12:00 noon 305B

**Lesbian, Gay, Bisexual, and Transgender Committee and Allies:** 2:30 pm to 3:30 pm; Room 301A

**Science Funding Speed Mentoring Session:** 4:00 pm to 6:00 pm; Hibiscus Room, Hilton Hawaiian Village

**Practice Speed Mentoring Session:** 4:00 pm to 6:00 pm; Kahili Suite, Hilton Hawaiian Village

**Lesbian, Gay, Bisexual, and Transgender Committee and Allies Social Hour:** 4:30 pm to 5:30 pm; Nautilus Suite, Hilton Hawaiian Village

**Graduate Hooding Ceremony:** 4:30 pm to 5:30 pm; Village Green, Hilton Hawaiian Village

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8:00 AM											
8:30 AM		124 Powerful Management of Diversity									
9:00 AM	133 Working Longer: The Changing Nature of the Retirement Landscape	144 Navigating the Labyrinth	134 Assessing & Facilitating Change Readiness in Healthcare	135 Mentoring Graduate Students: Scientific Findings & Practical Tips	136 Workshift, Telework, Flexwork: The Psychology of Work Outside The Office	137 We Have Work-Family Needs Tool: Considering Neglected Populations	138 Striking the Right Chord: Assessment Feedback that Maximizes Leader Dev.		139 Natural Disasters & Organizations: The I-O Role	140 Promises & Pitfalls of Big Data in Organizations	141 The Dark Side of Personality & Leadership
9:30 AM											
10:00 AM											
10:30 AM											
11:00 AM	156 Current Thinking & Research About the ASA cycle	157 Competing Coaches & Coachees: Mock Licensing Board Hearing	158 Challenges & Innovations of Using Game-Like Assessments in Selection	159 Engagement: Examining its Role as a Motivational Concept	160 Future Time Perspective at Work: Different Conceptualizations, Findings	161 The Future of Emotional Labor: Reasons for Optimism & Concern	162 Going Global With Assessments: Geographic Findings & Benchmarking	163 Leisure Activities & Individual Differences in the Context of Recovery	164 Opting Out & Opting In: Research Agenda	165 Using I-O to Help the Armed Forces & Veterans	166 Connections That IGNITE I-O Research & Practice
11:30 AM									173 Branching Into Higher Education From I-O Roots		
12:00 PM											
12:30 PM	177 From a Distance: Which Indiv. Diff. Matter in Virt.	178 Exploring the Continuum of Emp. Choice in Work-Family	179 Employee Work Engagement & Job Performance	180 The Competency Modeling Handbook	181 Interests: New Frontier for Personnel Selection	182 LGBT Research & Practice: New Avenues for Creating Safe Workplaces	183 Multilevel Emotional Labor: Advancing Research to the Next Level	184 A Conversation on Sexual Harassment	190 Research Incubator: Nurturing Emergent Themes in Mentoring	185 Assessment Gamification: Current Practice & Future Trends	186 I-O Psychologists in Business Schools: Brain Drain or Eye Opener?
1:00 PM											
1:30 PM	195 Facilitating Team Growth in Response to Adversity	196 Computational Modeling	205 Investigating the Effects of Person-Environment Fit Across Varying Contexts	206 Multi-language Supply & Demand in the Assessment Industry	207 Interplay of Stable Individual Differences & Mood	208 Gender Beyond the Binary: Implications for I-O Research & Practice	209 Electronic Cottage or Electronic Prison? Technology & Work-Life	197 Fostering I-O's Involvement in Corp. Well-Being, 2	210 Current & Emerging Directions in Employee Motivation/Engagement	211 IGNITE & Discuss: Perspectives on High Potential	
2:00 PM											
2:30 PM	216 Building a Bridge West	217 SIOP-SHRM Science of HR Series: Promoting I-O	218 Innovations in Assessment & Testing	219 Improving & Communicating Strat. Internal Value of I-O							
3:00 PM											

Posters

Invited Sessions

Friday Seminar

Master Tutorial

Executive Board Sessions

**Careers/Mentoring/Socialization/Onboarding/Retirement**

- 104 I-O Psychology's Contributions to Patching the STEM Career Pipeline, Rm 306A, 7:30 AM
- 112 Executive Board Invited Session: Career Study of People With Advanced Degrees in I-O Psychology, Rm 318A, 7:30 AM
- 133 Working Longer: The Changing Nature of the Retirement Landscape, Rm 317B, 9:00 AM
- 135 Mentoring Graduate Students: Scientific Findings and Practical Tips, Rm 322AB, 9:00 AM
- 149 Not Green but Still Growing: I-O Psychologists' Development at Midcareer, Rm 306A, 11:00 AM
- 169 Distinguished Early Career Contribution Award (Practice): Top 10 Things I Learned From Great I-Os, Rm 309, 12:00 PM
- 190 Research Incubator: Nurturing Emergent Themes in Mentoring, Rm 327, 1:00 PM
- 202 Expat I-Os: Advice on Life as an International Academic, Rm 309, 2:00 PM

**Coaching/Leadership Development**

- 117 Building a Volunteer Leadership Pipeline for I-O Psychologists, Rm 323C, 7:30 AM
- 138 Striking the Right Chord: Assessment Feedback That Maximizes Leader Development, Rm 323C, 9:00 AM
- 155 Not All Shall Lead: Selection and Development for Unique/IC Jobs, Rm 317A, 11:00 AM
- 204 "Recasting" Leader Development: Motivating and Enabling Self-Directed, Experiential Learning, Rm 317A, 2:00 PM

**Consulting Practices/Ethical Issues**

- 129 Holistic Challenges, Narrow Answers: Can We Collaborate to Drive Results?, Rm 311, 9:00 AM
- 157 Competing Coaches and Coachees: Mock Licensing Board Hearing, Rm 318A, 11:00 AM
- 162 Going Global With Assessments: Geographic Findings and Benchmarking Challenges, Rm 323C, 11:00 AM

**Counterproductive Behavior/Workplace Deviance**

- 131 New Directions in Behavioral Ethics Research: Theoretical and Methodological Advances, Rm 316C, 9:00 AM
- 168 For Your Eyes Only: I-O Application to Insider Espionage, Rm 306A, 12:00 PM
- 194 Contextualizing Workplace Incivility, Rm 316C, 1:30 PM
- 213 New Directions for Incivility Research: Group Effects, Emotions, and Cognition, Rm 306A, 2:30 PM

**Emotions/Emotional Labor**

- 161 The Future of Emotional Labor: Reasons for Optimism and Concern, Rm 323B, 11:00 AM
- 183 Multilevel Emotional Labor: Advancing Research to the Next Level, Rm 323C, 12:30 PM
- 207 Interplay of Stable Individual Differences and Mood, Rm 323A, 2:00 PM

**Global/International/Cross-Cultural Issues**

- 118 Cultural Encounters: The Impact of Cultural Differences on Interpersonal Processes in Work Organizations, Rm 324, 7:30 AM
- 132 The Science and Practice of CSR, Sustainability, and Humanitarian Work, Rm 317A, 9:00 AM
- 145 Posters 1–15, Ballrm C, 11:00 AM
- 189 Alliance Invited Session: How International Is I-O? Perspectives From Six Continents, Rm 317A, 1:00 PM
- 216 Building a Bridge West: How to Effectively Influence Chinese Stakeholders, Rm 317B, 2:30 PM

**Groups/Teams**

- 100 Posters 1–39, Ballrm C, 7:30 AM
- 106 Competition Within and Between Teams: Its Origins and Consequences, Rm 309, 7:30 AM
- 124 Powerful Management of Diversity: Chances for Leadership, Rm 318A, 8:30 AM
- 130 Does Hierarchy Help or Hinder? Consequences for Individuals and Teams, Rm 314, 9:00 AM
- 146 Ordering the Complexity: Establishing Key Differences in Multiteam Systems, Rm 303AB, 11:00 AM

- 177 From a Distance: Which Individual Differences Matter in Virtual Teams?, Rm 317B, 12:30 PM
- 195 Facilitating Team Growth in Response to Adversity, Rm 317B, 1:30 PM

**Human Factors/Ergonomics**

- 77 Aviation Safety and Security: Multidisciplinary Methods for Enhancing Human Performance, Rm 327, 1:30 PM
- 122 Poster 1, Ballrm C, 8:30 AM

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

- 108 Discrimination in the Workplace: Contemporary Issues Facing Women Today, Rm 314, 7:30 AM
- 144 Navigating the Labyrinth: New Insights Into Women's Career Advancement, Rm 318A, 9:30 AM
- 145 Posters 16–38, Ballrm C, 11:00 AM
- 164 Opting Out and Opting In: Developing a Research Agenda, Rm 327, 11:00 AM
- 176 Advancing Women in the STEM Workplace: Barriers and Strategies, Rm 314, 12:30 PM
- 182 LGBT Research and Practice: New Avenues for Creating Safe Workplaces, Rm 323B, 12:30 PM
- 208 Gender Beyond the Binary: Implications for I-O Research and Practice, Rm 323B, 2:00 PM

**Innovation/Creativity**

- 166 Connections That IGNITE I-O Research and Practice, Theatre 310, 11:00 AM
- 167 Posters 1–15, Ballrm C, 12:00 PM

**Job Analysis/Job Design/Competency Modeling**

- 180 The Competency Modeling Handbook: Competency Modeling in Context, Rm 322AB, 12:30 PM

**Job Attitudes/Engagement**

- 116 Advancing Corporate Social Responsibility Theory Through I-O Psychology, Rm 323B, 7:30 AM
- 159 Engagement: Examining Its Role as a Motivational Concept, Rm 322AB, 11:00 AM
- 179 Employee Work Engagement and Job Performance, Rm 318B, 12:30 PM
- 198 Posters 1–36, Ballrm C, 2:00 PM
- 212 Action-Oriented Employee Feedback: Insights Beyond the Engagement Survey, Rm 303AB, 2:30 PM

**Job Performance/Citizenship Behavior**

- 187 Posters 1–22, Ballrm C, 1:00 PM

**Leadership**

- 113 Exploring Learning Agility's Links With Other Constructs, Rm 318B, 7:30 AM
- 142 Posters 1–36, Ballrm C, 9:30 AM
- 143 Executive Board Invited Session: A Conversation With SIOP Leadership, Rm 309, 9:30 AM
- 167 Poster 16, Ballrm C, 12:00 PM
- 171 Whither Situations in Leadership: Do They Matter and How So?, Rm 316C, 12:00 PM
- 201 Does Leadership Still Lack Something? Integrating Emotions/Distance Into Leadership Theorizing, Rm 306B, 2:00 PM
- 205 Investigating the Effects of Person–Environment Fit Across Varying Contexts, Rm 318B, 2:00 PM
- 211 IGNITE and Discuss: Perspectives on High Potential, Theatre 310, 2:00 PM

**Legal Issues/Employment Law**

- 184 A Conversation on Sexual Harassment: Confessions of an Expert Witness, Rm 324, 12:30 PM
- 187 Poster 23, Ballrm C, 1:00 PM
- 192 Within-Group Variability: Methodological and Statistical Advancements in the Legal Context, Rm 306A, 1:30 PM

**Measurement/Statistical Techniques**

- 102 Biological Foundations of Organizational Behavior, Rm 304A, 7:30 AM
- 148 Using MPlus for Structural Equation Modeling in I-O Research, Rm 304B, 11:00 AM
- 193 Leveraging Social Network Analysis in I-O Science and Practice, Rm 311, 1:30 PM



214 Analyzing Big Data: The Next Frontier in Organizational Statistical Techniques, Rm 311, 2:30 PM

#### **Motivation/Rewards/Compensation**

- 125 Challenges to Self-Determination Theory in Organizational Psychology, Rm 303AB, 9:00 AM  
 151 Distinguished Early Career Contribution Award (Science): Using Implicit Measures for Organizational Research, Rm 309, 11:00 AM  
 160 Future Time Perspective at Work: Different Conceptualizations, Different Findings, Rm 323A, 11:00 AM  
 210 Current and Emerging Directions in Employee Motivation/Engagement, Rm 328, 2:00 PM

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

- 119 Widening the Safety Lens by Exploring Macro-Organizational Factors, Rm 327, 7:30 AM  
 121 A Lifespan Perspective on Stress and Well-Being at Work, Theatre 310, 7:30 AM  
 139 Natural Disasters and Organizations: The I-O Role, Rm 327, 9:00 AM  
 142 Posters 37–40, Ballrm C, 9:30 AM  
 163 Leisure Activities and Individual Differences in the Context of Recovery, Rm 324, 11:00 AM  
 167 Poster 17, Ballrm C, 12:00 PM  
 174 Exploring the Unique Safety Experiences of Contractor Employees, Rm 303AB, 12:30 PM  
 197 Fostering I-O Psychology's Involvement in Corporate Well-Being, Part 2, Rm 324, 1:30 PM  
 200 An Integrative Approach to Safety: Group and Individual Level Predictors, Rm 304B, 2:00 PM

#### **Organizational Culture/Climate**

- 147 Generational Differences in the Workplace: Managing Millennials, Rm 304A, 11:00 AM  
 167 Posters 18–26, Ballrm C, 12:00 PM

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

- 105 Physical Environment and Performance in Organizations, Rm 306B, 7:30 AM  
 134 Assessing and Facilitating Change Readiness in Healthcare, Rm 318B, 9:00 AM  
 136 Workshift, Telework, Flexwork: The Psychology of Work Outside the Office, Rm 323A, 9:00 AM  
 167 Posters 27–32, Ballrm C, 12:00 PM  
 173 Branching Into Higher Education From I-O Roots, Rm 327, 12:00 PM

#### **Performance Appraisal/Feedback/Performance Management**

- 187 Posters 24–39 Constructs, Ballrm C, 1:00 PM

#### **Personality**

- 110 Personality Dynamics at Work: Conceptual, Empirical, and Methodological Advances, Rm 317A, 7:30 AM  
 141 The Dark Side of Personality and Leadership, Theatre 310, 9:00 AM  
 181 Interests: New Frontier for Personnel Selection, Rm 323A, 12:30 PM

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

- 101 Conducting Qualitative Research: Methodologies and Strategies for I-O Psychologists, Rm 303AB, 7:30 AM  
 109 Building and Testing Temporal Theories in I-O Psychology, Rm 316C, 7:30 AM  
 152 Are Interactions Really Worth the Trouble?, Rm 311, 11:00 AM  
 170 The Promise and Perils of Big Data in I-O Psychology, Rm 311, 12:00 PM  
 196 Computational Modeling: Advancing Research on Team Dynamics, Rm 318A, 1:30 PM  
 203 Comparing Apples to Oranges: Leveraging Mapping to Drive Survey Action, Rm 314, 2:00 PM

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

- 153 Social Media in Selection: Validity, Applicant Reactions, and Legality, Rm 314, 11:00 AM  
 156 Current Thinking and Research About the ASA Cycle, Rm 317B, 11:00 AM

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

- 140 Promises and Pitfalls of Big Data in Organizations, Rm 328, 9:00 AM  
 150 Pivot Tables to P-Values: Creating an Internal HR Analytics Function, Rm 306B, 11:00 AM  
 165 Using I-O to Help the Armed Forces and Veterans, Rm 328, 11:00 AM  
 167 Posters 33–38, Ballrm C, 12:00 PM  
 191 The Employee Segmentation Continuum: Creating Respondent Groups to Spur Action, Rm 303AB, 1:30 PM  
 219 Improving and Communicating the Strategic Internal Value of I-O, Rm 327, 2:30 PM

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

- 103 Making the Case for Case-Based Learning in I-O Courses, Rm 304B, 7:30 AM  
 123 Executive Board Invited Session: Crucial Developments in the Licensure of I-O Psychologists, Rm 309, 8:30 AM  
 186 I-O Psychologists in Business Schools: Brain Drain or Eye Opener?, Theatre 310, 12:30 PM  
 188 Engineering Internships to Enhance the Reputation of the Field, Rm 309, 1:00 PM  
 217 Executive Board Invited Session: SIOP–SHRM Science of HR Series: Promoting I-O Psychology to HR, Rm 318A, 2:30 PM

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

- 107 Predictive Analytics: Evolutionary Journey From Local Validation to Big Data, Rm 311, 7:30 AM  
 114 Personality Measurement Without (Much) Faking: Alternatives to Self-Report Likert Scales, Rm 322AB, 7:30 AM  
 115 Social Networking: Selection's Dream Come True or a Virtual Nightmare?, Rm 323A, 7:30 AM  
 122 Posters 2–140, Ballrm C, 8:30 AM  
 126 Master Collaboration: Technology and Assessment: Research Gaps, Best Practices, and Future Agenda, Rm 304B, 9:00 AM  
 127 Using and Interpreting Statistical Corrections in High-Stakes Selection Contexts, Rm 306A, 9:00 AM  
 154 Advances in the Measurement and Application of Forced-Choice Noncognitive Assessments, Rm 316C, 11:00 AM  
 158 Challenges and Innovations of Using Game-Like Assessments in Selection, Rm 318B, 11:00 AM  
 175 Cruising the Validity Transportation Highway: Are We There Yet?, Rm 306B, 12:30 PM  
 185 Assessment Gamification: Current Practice and Future Trends, Rm 328, 12:30 PM  
 187 Poster 40, Ballrm C, 1:00 PM  
 206 Multilanguage Supply and Demand in the Assessment Industry, Rm 322AB, 2:00 PM  
 215 Current Issues in Unmanned Aircraft Systems: Implications for I-O Psychology, Rm 316C, 2:30 PM  
 218 Innovations in Assessment and Testing: Reactions From the Legal Guardians, Rm 324, 2:30 PM

#### **Training**

- 120 Fostering Field-Based/On-the-Job Informal Learning, Rm 328, 7:30 AM  
 128 Ethics as a Practice: Fostering Moral Development in the Workplace, Rm 306B, 9:00 AM  
 172 Technological Advances in Employee Training and Development, Rm 317A, 12:00 PM  
 199 Best of Both Worlds: Blended Learning in Science and Practice, Rm 304A, 2:00 PM

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

- 111 Novel Approaches to Affective Spillover, Rm 317B, 7:30 AM  
 137 We Have Work–Family Needs Too!: Considering Neglected Populations, Rm 323B, 9:00 AM  
 178 Exploring the Continuum of Employee Choice in Work–Family Issues, Rm 318A, 12:30 PM  
 209 Electronic Cottage or Electronic Prison? Technology and Work–Life Balance, Rm 323C, 2:00 PM



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**100. Poster Session: 7:30 AM–8:20 AM**  
**Ballroom C**  
**Groups/Teams**

**100-1 The Influence of Narcissism In the Team Context**

This study investigated the influence of narcissism on team performance, citizenship behaviors, and peer ratings. Results indicated that team-level narcissism negatively influenced task performance and citizenship behaviors, and individual-level narcissism negatively influenced peer ratings. This highlights the need to consider individual differences, particularly narcissism, in the formation of work groups.

Ryan J. Felty, Appalachian State University  
 Brian G. Whitaker, Appalachian State University  
 Jacqueline Z. Bergman, Appalachian State University  
 Shawn Bergman, Appalachian State University  
 Submitter: Jacqueline Bergman, bergmanjz@appstate.edu

**100-2 Complementary Measures of Early Team Dynamics in Establishing Effective Teamwork**

Control theory was used to compare the effects of first impressions and synchronous physiological activity between teammates during early team formation. Analyses of 2-person teams ( $N = 55$ ) indicated that first impressions predict interpersonal outcomes while physiological compliance predicts subjective and objective performance outcomes. Implications for future team research are discussed.

Andrea M. Bizarro, University of Connecticut  
 Robert Henning, University of Connecticut  
 Submitter: Andrea Bizarro, andrea.bizarro@uconn.edu

**100-3 A Longitudinal Study of Metaperceptions and Performance in Virtual Teams**

This is a longitudinal examination of the relationship between team meta-accuracy and team performance in virtual teams. Teams that held more accurate metaperceptions on the trait of competence (i.e., participants accurately perceived how team members perceived their competence) at Time 1 tended to perform better on subsequent team projects.

Jill C. Bradley-Geist, California State University, Fresno  
 Seth A. Kaplan, George Mason University  
 Julie B. Olson-Buchanan, California State University, Fresno  
 Samantha Holland, George Mason University  
 Submitter: Jill Bradley-Geist, jbradley@csufresno.edu

**100-4 Revisiting Strategic Core Theory of Teams: Implications of Greater Interdependence**

This study investigated whether the strategic core theory of teams held in environments of reciprocal interdependence. Data on National Basketball Association teams offered support for hypotheses that career experience, team experience, and job skill predict team performance but that the impact of the strategic core is mitigated by reciprocal interdependence.

B. Parker Ellen III, Florida State University  
 Andrew L. Sutton III, Florida State University  
 Submitter: B. Parker Ellen III, bpe11@my.fsu.edu

**100-5 Decision Making Style Diversity and Faultlines in Teams**

This study extends diversity research to examine intragroup differences in decision styles and both surface-level and deep-level

diversity faultlines. Results revealed that faultline strength moderated the relationship between rational decision-making style diversity and process conflict. Findings support the need to simultaneously examine multiple types of team diversity.

Dinora R. Fitzgerald, Pennsylvania State University  
 Susan Mohammed, Pennsylvania State University  
 Gul Okudan-Kremer, The Pennsylvania State University  
 Submitter: Dinora Fitzgerald, drf5042@psu.edu

**100-6 Time Urgency Diversity, Coordination Difficulties, and Performance in Chef Teams**

Time-related dispositions of members are potentially crucial in teams and are likely to have important implications for team performance. In support, this study found that high task interdependence and low mean Conscientiousness exacerbated the coordination problems experienced by high time urgency diversity teams in 55 student chef teams.

Susan Mohammed, Pennsylvania State University  
 Dinora R. Fitzgerald, Pennsylvania State University  
 David Livert, Pennsylvania State University  
 Kent K. Alipour, Pennsylvania State University  
 Submitter: Dinora Fitzgerald, drf5042@psu.edu

**100-7 Virtual Teamwork: Potential Downfalls and Recommendations for Overcoming Them**

Organizations are growing to rely both on teamwork and the virtual work environment simultaneously. Although virtual teamwork offers organizations a host of benefits, it also can produce unintended negative consequences. This theoretical paper explores potential negative consequences of utilizing virtual teamwork. Further, it offers strategies to mitigate such potential consequences.

David S. Geller, SHRM  
 Submitter: David Geller, davidsgeller@gmail.com

**100-8 Cohesion: Examining Its Development in Virtual, Distributed Teams**

The mechanisms through which cohesion is developed in the context of virtual, distributed teams is examined. Findings revealed that identity, with colocated and distributed subgroups more so than with the team as a whole, plays an important role and that distribution and virtuality influence the development of these identities.

Rebecca Grossman, University of Central Florida  
 Shawn Burke, University of Central Florida  
 Eduardo Salas, University of Central Florida  
 Submitter: Rebecca Grossman, rebeccagrossman@knights.ucf.edu

**100-9 Dynamic Team-Efficacy in Relation to Routine Versus Adaptive Performance**

This laboratory study involving 97 3-person teams examined the dynamic effects of team efficacy on performance across performance episodes characterized by routine and novel demands. Results showed that team efficacy had a positive between-team effect and a negative within-team effect on performance; however, negative within-team effects were offset during novel demands.

Matthew L. Arsenault, University of Oklahoma  
 Derek L. Mracek, University of Oklahoma  
 Jay H. Hardy, University of Oklahoma  
 Eric A. Day, University of Oklahoma  
 Submitter: Jay Hardy, jhhardy@ou.edu



### 100-10 Forming Identifications With Multiple Foci Through Social Interactions at Work

This poster investigates behavioral antecedents of the development of identifications with different foci. Applying a social interaction perspective, social support and feedback from coworkers and supervisors were examined. Using a structural equation modeling approach, results confirm that these antecedents differentially predict identification with the team, the supervisor, and the profession.

Christiane A. Horstmeier, Jacobs University Bremen

Astrid C. Homan, University of Amsterdam

Sven Voelpel, Jacobs University Bremen

Submitter: Christiane Horstmeier, c.horstmeier@jacobs-university.de

### 100-11 Social Ties and Initial Trust in Virtual Teammates

By manipulating social network information, this poster investigated whether the presence of social ties between an individual and a future virtual teammate influences perceived trustworthiness and trusting behavior towards the unknown teammate. Mixed support was found for the hypothesized relationship between social ties and perceived trustworthiness on trusting behavior.

Eric W. Kuo, North Carolina State University

Lori Foster Thompson, North Carolina State University

Submitter: Eric Kuo, ewkuo@ncsu.edu

### 100-12 Does Virtuality Matter? A Meta-Analysis on Team Cognition and Performance

We are a virtual society and competitive organizations parallel this phenomenon. Firms are hiring more virtual teams; thus, it is important to examine the effect virtuality has on their behavior and effectiveness. This meta-analysis addresses this need by investigating whether virtuality moderates the relationship between team cognition and performance.

Christina N. Lacerenza, University of Central Florida

Shannon L. Marlow, University of Central Florida

Kara L. Colley, University of Central Florida

Dana Joseph, University of Central Florida

Eduardo Salas, University of Central Florida

Submitter: Christina Lacerenza, clacerenza@knights.ucf.edu

### 100-13 How and When Psychological Collectivism Influences Employee Outcomes

With data from 31 teams and 135 employees, this poster examined the mediating role of team identification in linking individuals' psychological collectivism to task performance and job satisfaction, and how individual-level (i.e., role clarity and functional background diversity) and team-level (i.e., psychological collectivism diversity) factors moderated the effect of psychological collectivism.

Yifan Song, Peking University

Yihao Liu, University of Florida

Junqi Shi, Sun Yat-Sen University

Valeria Alterman, University of Florida

Le Zhou, University of Florida

Shenjiang Mo, Sun Yat-sen University

Submitter: Yihao Liu, danielhao323@gmail.com

### 100-14 Leader Proactive Personality, Member Need for Approval, and Team Performance

In an attempt to better understand team performance, this poster examined and demonstrated the interactions among leader proac-

tive personality, individual member need for approval, and team need for approval in relation to team commitment and performance. Findings highlight the role of need for approval in the team context.

Mengqiao Liu, Wayne State University

Jason L. Huang, Wayne State University

Benjamin Biermeier-Hanson, Wayne State University

Yuhui Li, Institute of Psychology, Chinese

Zhen Wang, Renmin University of China

Submitter: Mengqiao Liu, mengqiao.liu@wayne.edu

### 100-15 Leader Versus Team Political Skill: Comparing the Predictive Power

This study explores the impact of team versus leader political skill in a team context. Both were found to be important predictors of team effectiveness, but distributed influence from within the team accounted for the effectiveness of the team above the political skill of the appointed team leader.

Elena Lvina, Concordia University

Gary Johns, Concordia University

Christian Vandenberghe, HEC Montreal

Submitter: Elena Lvina, elenalvina@hotmail.com

### 100-16 Generalized Self-Efficacy and Perceived Conflict in Dyadic Teams

This study examined the crossover relationships between generalized self-efficacy and perceived conflict in dyads working on an interdependent creative task. Using the actor-partner interdependence model, actor and partner effects were found for generalized self-efficacy and task conflict. Only an actor effect was found for generalized self-efficacy and relationship conflict.

Christopher A. Madaj, University of Akron

Dan V. Simonet, University of Tulsa

Anupama Narayan, University of Tulsa

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

### 100-17 Third-Party Violation of Justice and Interpersonal Trust in Dyads

This study utilized the actor-partner interdependence model to examine the relationship between third party violation of justice and trust in dyads. Negative reciprocal effects were found for both procedural and interpersonal justice on member's trust. Lack of third party violation of interpersonal justice was related to enhanced trust in partner.

Shane M. Curtis, The University of Tulsa

Kalli A. Hannam, The University of Tulsa

Anupama Narayan, The University of Tulsa

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

### 100-18 Team Cohesion: A Meta-Analytical Investigation of Its Nomological Network

This meta-analysis examines the nomological network of team level cohesion. It does so by finding support and uncovering the direction and magnitude of relationships that cohesion has with team size, task interdependence, team processes, intragroup conflict, emergent states, and team-member satisfaction.

Vias Nicolaides, George Mason University

Qikun Niu, George Mason University

José M. Cortina, George Mason University

Submitter: Vias Nicolaides, vnicolai@gmu.edu

**100-19 A Team-Centric View of Conflict: Implications for Team Outcomes**

A team-centric approach to study intrateam conflict using latent profile analysis was used. Across 2 samples, 4 intrateam conflict profiles emerged. In Sample 1, the 4 profiles differentially predicted team process and emergent states. In Sample 2, 1 profile emerged as superior to others in predicting team performance.

Thomas A. O'Neill, University of Calgary  
 Matthew J. W. McLarnon, University of Western Ontario  
 Hayden Woodley, University of Western Ontario  
 Natalie J. Allen, University of Western Ontario  
 Submitter: Thomas O'Neill, [toneill@ucalgary.ca](mailto:toneill@ucalgary.ca)

**100-20 How Virtuality and Task Demonstrability Affect Decision-Making Teams**

This poster investigated team processes and emergent states in decision-making teams performing a "hidden profile" task. It manipulated face-to-face and virtual conditions, and instructions involving choosing an optimal solution versus rank-ordering alternatives. These factors interacted to reveal novel insight about their multiplicative effects in decision-making teams.

Thomas A. O'Neill, University of Calgary  
 Samantha E. Hancock, University of Calgary  
 Nicole L. Larson, University of Calgary  
 Stephanie J. Law, University of Calgary  
 Katarina Zivkov, University of Calgary  
 Submitter: Thomas O'Neill, [toneill7@gmail.com](mailto:toneill7@gmail.com)

**100-21 The Role of the Star Player in a Cohesive Group**

This study examines how the highest score of competencies within a group moderates the relationship between group cohesiveness and group performance. Results indicate that the relationship becomes stronger as the highest level of competencies of a group increases.

Hae Sang Park, University of Illinois at Chicago  
 Sooyoung Shin, Yeungnam University  
 Hyoun Sook Lim, University of Connecticut  
 Submitter: Hae Sang Park, [hpark84@uic.edu](mailto:hpark84@uic.edu)

**100-22 Cognitive and Personality Predictors of Peer Trust**

Longitudinal data on 227 individuals in 69 teams demonstrated that individual differences affect cognitive and affective trust over time, with stronger influences on cognitive trust. Peer ratings of trust were subsequently related to each peer's contributions to the team project and overall performance.

Andrew M. Naber, Texas A&M University  
 Stephanie C. Payne, Texas A&M University  
 Sheila S. Webber, Suffolk University  
 Submitter: Stephanie Payne, [scp@tamu.edu](mailto:scp@tamu.edu)

**100-23 Exploring the Emergence and Dynamics of Team Cohesion**

Cohesion is one of the most popularly-studied constructs in research regarding teamwork. In this poster, we highlight its emergent and dynamic nature within an input-process-outcome framework. Using data from teams collaborating over the course of a few weeks, we describe and test temporal relationships among cohesion's various predictors and outcomes.

Marina Pearce, Michigan State University

Steve W. J. Kozlowski, Michigan State University  
 Christine M. Y. Kermond, Michigan State University  
 Heng C. Xie, Michigan State University  
 Submitter: Marina Pearce, [marina@msu.edu](mailto:marina@msu.edu)

**100-24 Field Studies and Longitudinal Experiments on Virtual Teams: A Meta-Analysis**

In Study 1, results show that virtual teams in industry do as well as or better than face-to-face teams on various performance-related and psycho-social outcomes. In Study 2, results demonstrate that experimental studies must adopt longitudinal designs to produce findings relevant to the field.

Radostina Purvanova, Drake University  
 Submitter: Radostina Purvanova, [ina.purvanova@drake.edu](mailto:ina.purvanova@drake.edu)

**100-25 Team Composition and Performance in Face-to-Face, Virtual and Hybrid Teams**

Team-level *g* emerged as the most important predictor of team performance in face-to-face and hybrid teams; in contrast, in virtual teams, a different team input factor—meeting length—emerged as the most influential. Team-level Agreeableness had negative long terms effects in face-to-face and hybrid teams, whereas virtual teams were unaffected.

Radostina Purvanova, Drake University  
 Submitter: Radostina Purvanova, [ina.purvanova@drake.edu](mailto:ina.purvanova@drake.edu)

**100-26 The Bright Side of Meetings: Empowerment Through Satisfying Meetings**

This poster argues that satisfying meetings can empower rather than deplete employees. Time-lagged data were obtained through online surveys ( $N = 248$  (t1),  $N = 148$  (t2)). As hypothesized, meeting satisfaction predicted psychological empowerment. Meeting load moderated this effect. Employees with more meetings were more empowered by satisfying meetings.

Stephanie J. Sands, University of Nebraska-Omaha  
 Joseph A. Allen, University of Nebraska-Omaha  
 Nale K. Lehmann-Willenbrock, VU University Amsterdam  
 Submitter: Stephanie Sands, [ssands@unomaha.edu](mailto:ssands@unomaha.edu)

**100-27 From Perception to Structure: A Typology of Intrateam Conflict**

Organizational research has mainly captured intrateam conflict through the perceptions of its members, neglecting the pattern of actual negative interactions between team members. Adopting a social network approach, this poster proposes a typology of intrateam conflict that is based on the structure of negative ties between its members.

Jung Won Lee, HEC Paris  
 Mathis Schulte, HEC Paris  
 Submitter: Mathis Schulte, [schulte@hec.fr](mailto:schulte@hec.fr)

**100-28 Impact of Virtuality and Leader Centrality on Team Performance**

This study aimed to explore the role of leader centrality and degree of virtuality in a multilevel model of team performance. Centrality and virtuality were found to significantly influence the relationship between team cognitive ability, cohesion, and trust as antecedents of team efficacy and performance.

Andra Serban, The University of Warwick  
 Francis J. Yammarino, Binghamton University  
 Shelley Dionne, Binghamton University  
 Surinder Kahai, Binghamton University  
 Kristin L. Sotak, Binghamton University  
 Submitter: Andra Serban, Andra.Serban@wbs.ac.uk

### 100-29 Leading Together Yet Apart: Collective Leadership in Distributed Virtual Teams

This research examines how leadership emerges as a collective function of teams and how distribution and virtuality impact its emergence. Social network analyses from a study of 188 teams reveal that distribution and virtuality interact to predict the degree of collective leadership, which in turn is positively associated with performance.

Marissa L. Shuffler, Clemson University  
 Shawn Burke, University of Central Florida  
 Nastassia M. Savage, University of Central Florida  
 William S. Kramer, Clemson University  
 Eduardo Salas, University of Central Florida  
 Submitter: Marissa Shuffler, mshuffl@clemson.edu

### 100-30 Pleasure Working With You: Personality, Stress, and Satisfaction in Teams

Using a variant of the input-process-output model, this poster examines both intra- and interpersonal effects of the Big 5 on team satisfaction in via emergent stress in dyads working on a creative task. Using the actor-partner interdependence mediation model, multiple indirect actor and partner effects were found. Conclusions will be discussed.

Dan V. Simonet, University of Tulsa  
 Anupama Narayan, The University of Tulsa  
 Submitter: Dan Simonet, dvsimonet@gmail.com

### 100-31 The Influence of Team Composition on Team Flexible Coordination

This study examines the influence of team-generic and team-specific compositional factors on team flexible coordination. Specifically, collective orientation heterogeneity was examined as a moderator of the relationship between mean collective orientation and flexible coordination. A similar relationship was investigated for the influence of variation in member familiarity on flexible coordination.

Amanda L. Thayer, University of Central Florida  
 Kimberly A. Smith-Jentsch, University of Central Florida  
 Submitter: Amanda Thayer, athayer@ist.ucf.edu

### 100-32 Toward Development and Validation of an Unobtrusive Unit Cohesion Measure

This effort involves the development and validation of an unobtrusive, behavioral measure of military unit cohesion. Items were developed using inductive and deductive approaches. Results provide support for the reliability of the measure and confirmatory factor analysis indicates a 3-factor higher order model best fit the data.

Amanda L. Thayer, University of Central Florida  
 Megan E. Gregory, University of Central Florida  
 Rebecca Grossman, University of Central Florida  
 Shawn Burke, University of Central Florida  
 Eduardo Salas, University of Central Florida  
 Submitter: Amanda Thayer, athayer@ist.ucf.edu

### 100-33 Goal Orientation and the Absorption of Unique Information in Teams

Team decision-making research using the hidden profile paradigm suggests teams can make suboptimal decisions due to failing to share unique information. Using ERGM/p\* social network models, this poster shows that dyadic similarity in prove goal orientation, and dissimilarity in avoid goal orientation, predict dyadic information sharing in teams.

Sidni A. Vaughn, Georgia Institute of Technology  
 Amy M. Wax, Georgia Institute of Technology  
 Daniel A. Newman, University of Illinois at Urbana-Champaign  
 Leslie A. DeChurch, Georgia Institute of Technology  
 Submitter: Sidni Vaughn, sidnivaughn@gmail.com

### 100-34 Homophily, Familiarity, and the Self-Organization of Creative Teams

This study explored the relation between similarity, familiarity, and team self-assembly in high and low performing groups. Results indicated a heavy reliance on familiarity when making selection decisions. Furthermore, low performing teams tended to rely more heavily on familiarity than did high performing teams.

Amy M. Wax, Georgia Institute of Technology  
 Kathryn Dalrymple, Georgia Institute of Technology  
 Leslie A. DeChurch, Georgia Institute of Technology  
 Bruce Walker, Georgia Institute of Technology  
 Noshir Contractor, Northwestern University  
 Submitter: Amy Wax, amymwax@gmail.com

### 100-35 Intergroup Relations, Leader Communication, and Speaking Up in Healthcare Teams

A simulation study with 45 healthcare professionals organized in 4 to 6 person teams revealed an interaction between intergroup relations and leader communication on speaking up. Team leaders' endorsement of the word "we" had a positive impact for team members with negative perceptions of the physician nurse relationship.

Mona Weiss, ETH Zurich  
 Michaela Kolbe, ETH Zurich  
 Gudela Grote, ETH Zurich  
 Micha Dambach, University Hospital Zurich  
 Adrian Marty, University Hospital Zurich  
 Carl Schick, University Hospital Zurich  
 Donat R. Spahn, University Hospital Zurich  
 Bastian Grande, University Hospital Zurich  
 Submitter: Mona Weiss, monaweiss@ethz.ch

### 100-36 Individual and Team Skill Acquisition Over Time

This study investigated the performance trajectories of individuals and teams performing a complex task. Results indicate that individuals and teams display similar rates of skill acquisition. In addition, results demonstrated that declarative knowledge was a stronger predictor of performance at the individual level than the team level of analysis.

Craig D. White, 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  
 Olabisi A. Asenuga, Texas A&M University  
 Inchul Cho, Texas A&M University  
 Nathanael L. Keiser, Texas A&M University



Steven Jarrett, Select International  
 Ryan M. Glaze, Pearson  
 Ira Schurig, Texas A&M University  
 Winfred Arthur, Texas A&M University  
 Submitter: Craig White, cwhite2715@gmail.com

### 100-37 Multiple Commitments and Intergroup Conflicts in Organizations

This poster examined how conflicts between organizational subunits (i.e. teams, departments) are managed based on employees' commitment to both their subunit and the overall organization. Findings from an experimental study indicate that a strong subunit commitment leads to organizationally disruptive conflict handling unless buffered and balanced by a strong organizational commitment.

Joerg Wombacher, University of Applied Sciences Northwestern  
 Joerg Felfe, Helmut Schmidt University  
 Submitter: Joerg Wombacher, joerg.wombacher@fhnw.ch

### 100-38 The Relationship Between Team Proactive Composition and Innovative Performance

The relationships among team proactive personality composition, voice behavior, shared leadership, and innovation are investigated. From 103 project teams with 2 waves of data, as hypothesized, team proactive tendency is positively associated with innovation. Voice behavior mediates the relationship between proactive tendency and innovation, and shared leadership moderates the relationship.

Mei-Yu Yang, Chihlee Institute of Technology  
 Ying-Jie Chen, National Taiwan Normal University  
 Submitter: Mei-Yu Yang, caty@mail.chihlee.edu.tw

### 100-39 Elite Members' Behavioral Influence in Teams

Drawing on minority influence theory, this poster examines how an elite team member influences team processes and ultimately team effectiveness. Specifically, it is found that the elite member's behavioral influences on team processes and team effectiveness are contingent upon his or her network position in the team.

Ning Li, University of Iowa  
 Hailin Zhao, University of Iowa  
 Sheryl Walter, University of Iowa  
 Xinan Zhang, Shanghai Jiao Tong University  
 Jia Yu, University of Iowa  
 Submitter: Hailin Zhao, hailin-zhao@uiowa.edu

### 101. Symposium/Forum: 7:30 AM–8:50 AM Room 303AB

#### Conducting Qualitative Research: Methodologies and Strategies for I-O Psychologists

Qualitative research offers a range of methodologies for studying organizational behavior. Four presentations will outline the strengths and limitations associated with using different qualitative research methodologies and offer insights for adapting these methodologies to conduct research and practice that will advance our understanding and management of behavior in organizations.

Michael J. Burke, Tulane University, **Chair**  
 Kelley O'Reilly, Western Michigan University, **Grounded Theory**  
 Michael J. Zickar, Bowling Green State University, **Workplace**  
**Ethnography for All I-O Psychologists**  
 Disha D. Rupayana, SkillSurvey, Inc., Leigh Puchalski, SkillSurvey, Inc.,

Cynthia A. Hedricks, SkillSurvey, Inc., **Using Text Analysis: What Do References Say About Job Applicants?**

Wendy S. Becker, Shippensburg University, **The Staff Ride: A New Approach to Qualitative Research**

Submitter: Michael Burke, mburke1@tulane.edu

### 102. Friday Seminars: 7:30 AM–10:30 AM

**Room 304A** 3 CE credits for attending. Extra fee/preregistration required.

#### Biological Foundations of Organizational Behavior

This seminar will examine the physiological measurements available to researchers and practitioners in the study of organizations. The focus will be on 3 methods: molecular genetics (genes such as dopamine, serotonin, oxytocin), behavior genetics (using twin samples), and hormones (testosterone, cortisol). The challenges and opportunities of using these methods in the workplace will be discussed. Ethical issues that need to be paid attention to while doing this work will be examined.

Jayanth Narayanan, National University of Singapore, **Presenter**  
 Wen-Dong Li, Kansas State University, **Presenter**  
 Zhaoli Song, National University of Singapore, **Presenter**  
 Marylene Gagne, University of Western Australia, **Coordinator**

### 103. Panel Discussion: 7:30 AM–8:50 AM

**Room 304B**

#### Making the Case for Case-Based Learning in I-O Courses

The purpose of this panel discussion is to highlight the benefits of using case studies and offer insights into how to effectively incorporate them into I-O psychology courses. Panelists will provide tips for developing and selecting case studies, and discuss different approaches to effectively employ case studies in the classroom.

Satoris S. Culbertson, Kansas State University, **Chair**  
 Alexander T. Jackson, Kansas State University, **Co-Chair**  
 Robert B. Davison, Texas Tech University, **Panelist**  
 Edgar E. Kausel, University of Chile, **Panelist**  
 Paul M. Muchinsky, University of North Carolina-Greensboro, **Panelist**  
 Juan I. Sanchez, Florida International University, **Panelist**

Submitter: Satoris Culbertson, satoris@ksu.edu

### 104. Symposium/Forum: 7:30 AM–8:50 AM

**Room 306A**

#### I-O Psychology's Contributions to Patching the STEM Career Pipeline

Preparing students for careers in STEM is an issue of critical national importance. This symposium highlights ways that I-O psychologists are working to address barriers to STEM career pursuit, with a focus on increasing representation of women and minorities. Papers progress chronologically, from high school to college and beyond.

Tara S. Behrend, George Washington University, **Chair**  
 Debra A. Major, Old Dominion University, **Co-Chair**  
 Sharon J. Lynch, George Washington University, Samuel E. Kaminsky, George Washington University, Tara S. Behrend, George Washington University, Nancy Spillane, George Washington University, Erin Peters Burton, George Mason University, **Learning About Careers in Inclusive STEM-Focused High Schools**  
 Kristina N. Bauer, University of West Florida, Debra A. Major, Old Dominion University, Karin A. Orvis, U.S. Army Research Institute, James M. Henson, Old Dominion University, Valerie J. Morganson, University of West Florida, **Trends in Professional Development Among STEM Students: Supports and Barriers**

Kathi N. Miner, Texas A&M University, Jennifer N. McDonald, Texas A&M University, Anne N. Rinn, University of North Texas, **Website Cues as Indicators of College Women's Treatment in STEM**

Amanda J. Koch, Human Resources Research Organization, Paul R. Sackett, University of Minnesota, Nathan R. Kuncel, University of Minnesota, Adam Beatty, Human Resources Research Organization, Philip T. Walmsley, U.S. Office of Personnel Management, **Persistence in STEM Among Undergraduates: Why Do Women Leave?**

Alexis A. Fink, Intel Corporation, **Discussant**

Submitter: Tara Behrend, behrend@gwu.edu

## 105. Symposium/Forum: 7:30 AM–8:50 AM

### Room 306B

#### Physical Environment and Performance in Organizations

Two theoretical and 2 empirical papers describe the physical environment in organizations and performance, including the role of workplace design on performance; how performance is affected by territorial infringement; office configurations, territoriality, and productivity; and the effect of coworking spaces on the emergence of community.

Elizabeth J. Sander, Griffith University, **Co-Chair**

Neal M. Ashkanasy, University of Queensland, **Co-Chair**

Oluremi B. Ayoko, University of Queensland, Neal M. Ashkanasy, University of Queensland, Karen A. Jehn, University of Melbourne, **Office Configurations, Employee Territoriality, and Productivity**

Elizabeth J. Sander, Griffith University, Arran Caza, Griffith University, Peter J. Jordan, Griffith University, **Variety, Customizability, and Appeal: A Model of Workplace Environment**

Graham Brown, University of Victoria, Chris Bell, York University, Sandra Robinson, University of British Columbia, **Territorial Infringement and Performance**

Peter Bacevice, University of Michigan, Lyndon Garrett, University of Michigan, Gretchen Spreitzer, University of Michigan, **Working Alone Together: Coworking Spaces and a New Organizational Archetype**

Submitter: Elizabeth J. Sander, l.sander@griffith.edu.au

## 106. Symposium/Forum: 7:30 AM–8:20 AM

### Room 309

#### Competition Within and Between Teams: Its Origins and Consequences

Performance achievement goals and competition in team settings are important states/processes that have potentially beneficial or detrimental performance effects. This symposium combines 3 empirical studies examining how competition arises and how it affects individual/team performance. The studies focus on competition and/or performance goal orientation within individuals, within teams, and between teams.

Edwin A. J. Van Hooft, University of Amsterdam, **Chair**

Heleen van Mierlo, Erasmus University Rotterdam, **Co-Chair**

Melvyn R. W. Hamstra, University of Amsterdam, **Co-Chair**

Guihyun Park, Singapore Management University, Richard P. DeShon, Michigan State University, **The Effect of Boredom on Intergroup Competition**

Lise Jans, University of Groningen, Melvyn R. W. Hamstra, University of Amsterdam, Tom Postmes, University of Groningen, **Achievement Goals in Work Groups: Social Influences and Effects on Performance**

Heleen van Mierlo, Erasmus University Rotterdam, Edwin A. J. Van Hooft, University of Amsterdam, Gera Noordzij, Erasmus University Rotterdam, **Team Achievement Goals, Cooperation/Competition, and Performance in Elite Sports Teams**

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

Submitter: Edwin Van Hooft, e.a.j.vanhooft@uva.nl

## 107. Panel Discussion: 7:30 AM–8:50 AM

### Room 311

#### Predictive Analytics: Evolutionary Journey From Local Validation to Big Data

Senior experts from applied research organizations and academia discuss the evolution of predictive analytics: how estimating validity from local samples, then generalizing validity from these samples, provides the foundation to the application of validity evidence. Subsequently, the panelists will discuss the importance of predictive analytics in big data.

Alok Bhupatkar, American Institutes for Research, **Chair**

Dwayne G. Norris, American Institutes for Research, **Panelist**

Tobin Kyte, ACT, **Panelist**

Frank A. Bosco, Virginia Commonwealth University, **Panelist**

Matthew Fleisher, Marriott International, **Panelist**

Submitter: Alok Bhupatkar, abhupatkar@air.org

## 108. Symposium/Forum: 7:30 AM–8:50 AM

### Room 314

#### Discrimination in the Workplace: Contemporary Issues Facing Women Today

Although greater gender parity exists in fields previously dominated by men, stereotypes of women's competence and family intentions persist. This symposium examines contemporary workplace issues including communality and women's pursuit of science careers, disclosing pregnancy before job interviews, negotiating for others, gender differences in salary expectations, and reactions to discrimination.

Bettina J. Casad, University of Missouri-St. Louis, **Chair**

Therese Macan, University of Missouri-St. Louis, **Chair**

Bettina J. Casad, University of Missouri-St. Louis, Jessica L. Eastin,

University of Missouri-St. Louis, Emily A. Ingalls, University of Missouri-St. Louis, James L. Cox, University of Missouri-St. Louis, Breanna R.

Wexler, University of Missouri-St. Louis, **Person-Environment Fit: Communal Goals Shape Women STEM Majors' Math Perceptions**

Tracy H. Mulderig, University of Missouri-St. Louis, Therese Macan, University of Missouri-St. Louis, **Pre- and Post-Interview Evaluations of Pregnant Job Applicants**

Jennie Giron, Claremont Graduate University, Michelle Bligh, Claremont Graduate University, **Who Motivates You? Negotiation Outcomes for Self Versus Others**

Emily A. Ingalls, University of Missouri-St. Louis, Mark E. Tubbs, University of Missouri-St. Louis, **The Impact of Job Type and Gender on Salary Expectations**

Alex P. Lindsey, George Mason University, Eden B. King, George Mason University, Shakema Lynch, St. John's University, Michelle (Mikki) Hebl, Rice University, **Factors Influencing Reactions to Gender Discrimination in the Workplace**

Submitter: Bettina Casad, casadbj@umsl.edu

## 109. Master Tutorial: 7:30 AM–8:50 AM

### Room 316C

1.5 CE credits  
for attending

#### Building and Testing Temporal Theories in Psychology

After reviewing differential and temporal theories, participants learn how to avoid assumptions and biases related to temporal thinking, how to observe and quantify temporal phenomena, and how to build temporal theories based on heuristics. Next, they learn making critical choices about studies that can test such theories.

Robert H. Hoeksma, University of Maastricht, **Presenter**

Submitter: Robert H. Hoeksma, r.roe@maastrichtuniversity.nl

**CANCELLED**

### 110. Symposium/Forum: 7:30 AM–8:50 AM Room 317A

#### Personality Dynamics at Work: Conceptual, Empirical, and Methodological Advances

Scholarship on personality continues to be a large area of organizational research. This symposium highlights new developments in this domain that adopt a dynamic rather than static approach to personality functioning. The focus is on changes in traits and states, and how these relate to fluctuations in organizationally relevant criteria.

Bart Wille, Ghent University, **Co-Chair**

Christopher D. Nye, Michigan State University, **Co-Chair**

Bart Wille, Ghent University, Filip De Fruyt, Ghent University, **Long-Term Correlated Change Between Big Five Traits and Work Attitudes**

Christopher D. Nye, Michigan State University, Joshua J. Jackson, Washington University in St. Louis, Rachel T. King, Bowling Green State University, **Does Exiting the Workforce Affect Personality Traits in Older Workers?**

Annika Nuebold, Bielefeld University, Guenter W. Maier, Bielefeld University, **Newcomer Plasticity: A Measurement-Burst Study on Core Self-Evaluations**

Joeri Hofmans, Vrije Universiteit Brussel, Jonas Debusscher, Vrije Universiteit Brussel, Filip De Fruyt, Ghent University, **Time-Lagged Relationships Between Core Self-Evaluations and Performance**

Murray R. Barrick, Texas A&M University, **Discussant**

Submitter: Bart Wille, bart.wille@ugent.be

### 111. Symposium/Forum: 7:30 AM–8:50 AM Room 317B

#### Novel Approaches to Affective Spillover

Affective spillover has received much research attention in recent years. This symposium is a collection of papers that “think outside the box” in their approach, stimulating creative ways to conceptualize affective spillover research. The papers, 1 theoretical and 3 empirical, offer new perspectives in the study of affective spillover.

Remus Ilies, National University of Singapore, **Chair**

Zen W. Goh, National University of Singapore, **Co-Chair**

Remus Ilies, National University of Singapore, Katrina J. Lin, National University of Singapore, **Positive Affective Experiences: Contrast Effect on Job Satisfaction**

Nikos Dimotakis, Georgia State University, Dina Lehet, Georgia State University, **Conscientiousness and Affective Spillover: The Mediating Role of Escape-Focused Coping**

Zen W. Goh, National University of Singapore, **Emotion Boundaries: Managing Affective Spillover With Boundaries**

David T. Wagner, Singapore Management University, Kelly S. Wilson, Purdue University, **Work–Family Integration and the Spillover From Job to Life Satisfaction**

Submitter: Zen Goh, zen.gohwanchen@gmail.com

### 112. Special Events: 7:30 AM–8:20 AM Room 318A

#### Executive Board Invited Session: Career Study of People With Advanced Degrees in I-O Psychology

This study employed interviews with practitioners working in academia, consulting, industry, and government. Career paths in I-O psychology and the critical experiences that define success and lead to advancement within each practice area are identified. Final steps include validating this qualitative work and reporting results to SIOP stakeholders.

Michael L. Trusty, Rolls Royce, **Chair**

Dennis Doverspike, University of Akron, **Presenter**

Alexandra I. Zelin, University of Akron, **Presenter**

Margarita Lider, University of Akron, **Presenter**

Gary W. Carter, PDRI, a CEB Company, **Presenter**

Tracy Kantrowitz, CEB, **Discussant**

Submitter: Michael Trusty, mltrusty3@gmail.com

### 113. Symposium/Forum: 7:30 AM–8:50 AM Room 318B

#### Exploring Learning Agility's Links With Other Constructs

To advance understanding of the meaning of learning agility, findings regarding the link between learning agility and other constructs in its nomological net will be compared and contrasted across 4 different studies. By sharing findings across studies, the conceptual boundaries of learning agility can be explored and refined.

Neta Moye, PDRI, a CEB Company, **Chair**

Josh W. Allen, Florida International University, Chockalingam Viswesvaran, Florida International University, Valentina Bruk-Lee, Florida International University, **Clarifying Learning Agility: A Construct Validation**

Robert W. Stewart, PDRI, a CEB Company, Kenneth T. Bruskiewicz, PDRI, a CEB Company, Neta Moye, PDRI, a CEB Company, **Ability**

**Factors of Learning Agility: Exploring Predictive Utility**

Mark Van Buren, CEB, Warren Howlett, CEB, **Beyond Learning to Application: A Practical Extension of Learning Agility**

Kelsey C. Herb, Organizational Effectiveness Strategies, Suzanne M. Miklos, Organizational Effectiveness Strategies, Louis R. Forbringer, Catholic Health Initiatives, **Learning Agility in Healthcare Performance Outcomes**

Scott DeRue, University of Michigan, **Discussant**

Kenneth P. De Meuse, Tercon Consulting, **Discussant**

Submitter: Neta Moye, neta.moye@pdri.com

### 114. Symposium/Forum: 7:30 AM–8:50 AM Room 322AB

#### Personality Measurement Without (Much) Faking: Alternatives to Self-Report Likert Scales

Although personality measures have been shown to predict employee job performance, concerns remain over the transparent nature of self-report Likert scales. Three alternative approaches will be presented: observer reports, IRT-based forced choice, and a rapid response method. Validation results will be presented and future directions of personality assessment discussed.

Adam W. Meade, North Carolina State University, **Co-Chair**

Neil Christiansen, Central Michigan University, **Co-Chair**

Stephen Stark, University of South Florida, Fritz Drasgow, University of Illinois at Urbana-Champaign, Oleksandr Chernyshenko, Nanyang Technological University, Christopher D. Nye, Michigan State University, Leonard White, U.S. Army Research Institute for the Behavioral and Social Sciences, **Forced Choice Methods for High Stakes Personality Testing**

Bernard E. Voss, Central Michigan University, Scott Alshanski, Central Michigan University, Neil Christiansen, Central Michigan University, **Convergence and Discrimination of Observer Personality Ratings From Work Simulations**

Brian S. Connelly, University of Toronto, Philipp A. Wollscheid, University of Connecticut, **Disentangling Lies, Exaggeration, and Self-Grandeur in Personality With Observer Reports**

Cynthia A. Hedricks, SkillSurvey, Inc., Chet Robie, Wilfrid Laurier University, Robert E. Ployhart, University of South Carolina, Disha D. Rupayana, SkillSurvey, Inc., **Use of Other-Ratings and Technology to Address Applicant Faking**

Adam W. Meade, North Carolina State University, Gabriel Pappalardo, North Carolina State University, **Development of an Efficient and Faking-Resistant Rapid Response Assessment Method**

Submitter: Adam Meade, awmeade@ncsu.edu



### 115. Panel Discussion: 7:30 AM–8:50 AM Room 323A

#### Social Networking: Selection's Dream Come True or a Virtual Nightmare?

Organizations currently use social networking sites for personnel decisions. This practice, however, presents many legal challenges and currently lacks empirical examination. The purpose of this panel discussion is to address the necessary legal considerations and future research needed to use social networking sites for personnel decision making.

Richard J. Chambers, Louisiana Tech University, **Co-Chair**  
Zachary N. J. Horn, Aptima, Inc., **Co-Chair**  
Shawn Bergman, Appalachian State University, **Panelist**  
Jamie L. Winter, Development Dimensions International (DDI), **Panelist**  
Bart Weatherington, University of Tennessee at Chattanooga, **Panelist**  
Kevin B. Tamanini, Development Dimensions International (DDI), **Panelist**  
Jeff Feuquay, Psychology-Law Center, LLC/Russell, Brown & Breckenridge, **Panelist**

Submitter: Richard Chambers, richchambersii@gmail.com

### 116. Symposium/Forum: 7:30 AM–8:50 AM Room 323B

#### Advancing Corporate Social Responsibility Theory Through I-O Psychology

This symposium illustrates that the field of I-O psychology is ideally positioned to address the current gap in theory development to explain the effects of organizations' social and environmental responsibility on stakeholders. Presenters describe advanced-stage theoretical frameworks that delineate key explanatory mechanisms and boundary conditions of these effects.

Chelsea R. Willness, University of Saskatchewan, **Chair**  
Ante Glavas, University of Notre Dame, Herman Aguinis, Indiana University, **Microfoundations of Corporate Social Responsibility**  
Drew Mallory, Purdue University, Deborah E. Rupp, Purdue University, **Leader Member Exchange and Corporate Social Responsibility**  
Akwas I. Opoku-Dakwa, Rutgers-The State University of , **Relational Work Design and Employee Engagement in Corporate Volunteering**  
David A. Jones, University of Vermont, Chelsea R. Willness, University of Saskatchewan, **Environmental Management Practices: Pre- and Post-Hire Effects, Mechanisms, and Moderators**  
Magda Donia, University of Ottawa, Carol-Ann Tetrault Sirsly, Carleton University, **Employee Attributions of Corporate Social Responsibility as Substantive versus Symbolic**

Submitter: Chelsea Willness, willness@edwards.usask.ca

### 117. Alternative Session Type: 7:30 AM–8:50 AM Room 323C

#### Building a Volunteer Leadership Pipeline for I-O Psychologists

This session focuses on the development of I-O psychology volunteer leaders in the UK. It reviews a development program's context, competency framework, components, lessons learned, evaluation, and delegate experience. The discussant considers how it might meet SIOP's leadership needs. Attendees are invited to share their experiences with volunteer leadership development.

Gene K. Johnson, Working Matters Ltd, **Chair**  
Roxane L. Gervais, Health and Safety Laboratory, **Presenter**  
Hazel Stevenson, People Transform Limited, **Presenter**  
Doyin Atewologun, Queen Mary University, **Presenter**

Ingrid K. Hickman, Birkbeck College, **Presenter**  
Kurt Kraiger, Colorado State University, **Presenter**

Submitter: Gene Johnson, johnson\_gene@hotmail.com

### 118. Friday Seminars: 7:30 AM–10:30 AM Room 324

3 CE credits for attending. Extra fee/preregistration required.

#### Cultural Encounters: The Impact of Cultural Differences on Interpersonal Processes in Work Organizations

This seminar will focus on cultural differences and interpersonal processes in organizations. Two experts will summarize how organizational psychologists study cultural differences (e.g., discussing values, cultural distance, and culture tightness-looseness), how these differences operate at different levels of analysis (e.g., individuals, teams, organizations, and nations), and how these differences influence—and can be managed—in interpersonal work encounters (e.g., leading a global team, adapting as an expatriate).

Gilad Chen, University of Maryland, **Presenter**  
Bradley Kirkman, North Carolina State University, **Presenter**  
Lance Ferris, The Pennsylvania State University, **Coordinator**

Submitter: Lance Ferris, lanceferris@gmail.com

### 119. Symposium/Forum: 7:30 AM–8:50 AM Room 327

#### Widening the Safety Lens by Exploring Macro-Organizational Factors

This session advances a recent stream of safety research that identifies the importance of organizational factors typically considered separately to safety in predicting safety outcomes. Practitioners from academia, consulting, and the private sector present results of applied research and discuss relevant experience in managing employee safety within this context.

Autumn D. Krauss, Sentis, **Chair**  
Nick Turner, University of Manitoba, **Human Resource Management Practices and Safety**  
Ia Ko, Denison Consulting, Levi R. Nieminen, Denison Consulting, Lindsey M. Kotrba, Denison Consulting, **From Safety Culture to Effective Organizational Culture (For Safety)**  
Lixin Jiang, University Wisconsin Oshkosh, Tahira M. Probst, Washington State University Vancouver, **Safety-Production Incompatibility and Employee Safety: Impacts of Multiple Climates**  
Tristan Casey, Sentis, Autumn D. Krauss, Sentis, **It's a Jungle Out There: Subcontractor Safety in Australian Construction**  
Robert R. Sinclair, Clemson University, **Discussant**  
Submitter: Allison Ellis, allison.ellis@sentis.net

### 120. Community of Interest: 7:30 AM–8:50 AM Room 328

#### Fostering Field-Based/On-the-Job Informal Learning

Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE), **Host**  
Wendy L. Bedwell, University of South Florida, **Coordinator**

### 121. Symposium/Forum: 7:30 AM–8:50 AM Theatre 310

#### A Lifespan Perspective on Stress and Well-Being at Work

The presentations in this symposium test different propositions of a lifespan perspective on emotion regulation, stress, and well-being in the workplace. Using a variety of methodological approaches

and samples from 3 countries, results go beyond bivariate associations and explore the mechanisms and boundary conditions of linear and curvilinear age effects.

Hannes Zacher, The University of Queensland, **Co-Chair**  
 Susanne Scheibe, University of Groningen, **Co-Chair**  
 Susanne Scheibe, University of Groningen, Katharina Kuba, University of Groningen, **The Older-Age Advantage: Emotion Regulation and Workplace Affect**

Laura Venz, University of Mannheim, Myriam Kalde, University of Mannheim, Sabine Sonnentag, University of Mannheim, **Workplace Affect: A Diary Study on the Role of Age**

Jennifer R. Rineer, Portland State University, Donald M. Truxillo, Portland State University, Leslie B. Hammer, Portland State University, Todd Bodner, Portland State University, Brittne Shepherd, Portland State University, **Job Characteristics Positively Relate to Older Construction Workers' Satisfaction**

Hannes Zacher, The University of Queensland, Nerina Jimmieson, The University of Queensland, Prashant Bordia, Australian National University, **Explaining Curvilinear Relationships Between Age and Occupational Strain and Well-Being**

Mo Wang, University of Florida, **Discussant**

Submitter: Hannes Zacher, h.zacher@psy.uq.edu.au

## 122. Poster Session: 8:30 AM–9:20 AM Ballroom C

### Testing/Assessment

#### 122-1 Calibration of Trust: Is It Overrated?

Three operationalizations of calibration are presented and predictors and outcomes are examined. Only 1 operationalization was significantly associated with task performance and ability to identify aid errors. Combined, the 3 accounted for only 9% and 4% of the variance in these outcomes. Calibration may not be as essential as previously thought.

Stephanie M. Merritt, University of Missouri-St. Louis  
 Deborah Lee, University of Missouri-St. Louis  
 Jennifer L. Unnerstall, University of Missouri-St. Louis  
 Kelli Huber, University of Missouri-St. Louis

Submitter: Stephanie Merritt, merritts@umsl.edu

#### 122-2 Testing Relative Validity of Three Personality Scales for Predicting Performance

This poster examines the relative validity of 3 personality measurement methods (noncontextualized self-ratings, contextualized self-ratings, and observer ratings) for predicting overall job performance and its facets. Results suggest that contextualized measures of Conscientiousness and Neuroticism add incremental validity for predicting performance over the validity of noncontextualized and observer ratings.

Jonathan A. Shaffer, West Texas A&M University  
 Andrew Li, West Texas A&M University  
 Jessica Bagger, California State University, Sacramento

Submitter: Jessica Bagger, baggerj@csus.edu

#### 122-3 Cybervetting: A Common Antecedents Model

Few scholarly efforts have been made to standardize and validate cybervetting practices, despite an increasing number of hiring managers engaging in these practices to screen job applicants. This project advances a theoretical framework connecting online and workplace behavior and attempts to provide empirical evidence for it.

Julia L. Berger, Bowling Green State University  
 Michael J. Zickar, Bowling Green State University  
 Jasmine Y. Khosravi, Bowling Green State University  
 Don C. Zhang, Bowling Green State University  
 Rachel T. King, Bowling Green State University  
 Submitter: Julia Berger, yberger@bgsu.edu

#### 122-4 Does Faking Influence the Process Underlying Responses to Personality Measures?

The study examined the process underlying the response to personality assessments in high-stake contexts. A 3-way ANOVA revealed that respondents adopted a changing person strategy when faking, which implies that respondents still followed an ideal point response process to answer personality items.

Mengyang Cao, University of Illinois at Urbana-Champaign  
 Louis Tay, Purdue University  
 Jing Luo, University of Illinois at Urbana-Champaign  
 Fritz Drasgow, University of Illinois at Urbana-Champaign  
 Submitter: Mengyang Cao, pkucmy@gmail.com

#### 122-5 Investigating the Subpsychopathic Personality of Liars on Selection Tests

A study of over 47,000 customer service applicants indicated that dishonest responding is prevalent in selection settings. The construct of aberrant self-promotion (ASP) plays a role in explaining lying behavior. ASP applicants intentionally lie in more severe forms than normal applicants. Integrity tests can successfully screen out these subpsychopathic individuals.

Luye Chang, Select International, Inc.  
 Amie D. Lawrence, Select International, Inc.  
 Submitter: Luye Chang, SChang@selectintl.com

#### 122-6 Impact of Applicant Retesting on Subgroup Differences and Criterion-Related Validity

This study assessed the impact of applicant retesting on subgroup differences and criterion-related validity using applied data, including tests of cognitive ability, spatial orientation, and job knowledge. Applicants' retest scores were examined across each subtest by total sample and demographic subgroup in relation to academic and performance-based training outcomes.

Cory M. Moclair, Naval Aerospace Medical Institute  
 Lt. Brennan D. Cox, Naval Aerospace Medical Institute  
 LCDR Thomas C. Foster, Naval Aerospace Medical Institute  
 Sabrina M. Drollinger, Naval Aerospace Medical Institute  
 Eric S. Vorm, Naval Aerospace Medical Institute  
 Submitter: Brennan Cox, cox.brennan@gmail.com

#### 122-7 Impact of Retesting and Score Estimation on Criterion-Related Validity

This study examined how multiple testing attempts affected selection test scores and criterion-related validity on a primarily cognitive ability based battery using a true-applicant sample. Implications for retesting policy in organizational settings are discussed.

Sabrina M. Drollinger, Naval Aerospace Medical Institute  
 Cory M. Moclair, Naval Aerospace Medical Institute  
 Lt. Brennan D. Cox, Naval Aerospace Medical Institute  
 LCDR Thomas C. Foster, Naval Aerospace Medical Institute  
 Eric S. Vorm, Naval Aerospace Medical Institute  
 Submitter: Brennan Cox, cox.brennan@gmail.com

**122-8 Evidence That *g* Isn't a Higher-Order Construct: Bifactor Fits Better**

Using data from 13 tests, 29 datasets, and 1,145,532 test takers, stronger support for a bifactor model of general mental ability (*g*) was found than the traditional higher-order model. Under the bifactor model, each test has its own direct loading on *g*-non-*g* factors do not mediate its relationship with *g*.

Kevin A. Byle, U.S. Customs and Border Protection  
 Jeffrey M. Cucina, U.S. Customs and Border Protection  
 Submitter: Jeffrey Cucina, jcucina@gmail.com

**122-9 General Mental Ability as a Latent Variable: Explaining the Unexplained**

This study proposes that general mental ability (*g*) explains more criterion-relevant variance than is captured in tests of *g*. When viewed as a latent variable, *g* accounts for 58% of variance in medium complexity jobs (vs. 44% for tests of *g*) and likely accounts for most overprediction of minority-group performance.

Jeffrey M. Cucina, U.S. Customs and Border Protection  
 Philip T. Walmsley, U.S. Office of Personnel Management  
 Submitter: Jeffrey Cucina, jcucina@gmail.com

**122-10 Reconsidering the Search for Alternatives to General Mental Ability Tests**

For many years, psychologists have searched for high-validity low-adverse impact alternatives to traditional *g*-loaded cognitive ability tests (*g* tests). This poster shows that superior replacements to *g* tests cannot mathematically exist and that traditional *g* tests will always add incremental validity over current and hypothetical alternatives (including *g* tests that lack group differences).

Jeffrey M. Cucina, U.S. Customs and Border Protection  
 Philip T. Walmsley, U.S. Office of Personnel Management  
 Submitter: Jeffrey Cucina, jcucina@gmail.com

**122-11 Role of Mental Abilities and Conscientiousness in Explaining High-School Grades**

This study examined the role of general and specific mental abilities and Conscientiousness in predicting high school academic performance using data from Project TALENT. Conscientiousness and *g* independently predicted high school grades, but there was no support for the multiplicative model. Specific abilities failed to add incremental validity over *g*.

Sharron Thompson Peyton, U.S. Customs and Border Protection  
 Jeffrey M. Cucina, U.S. Customs and Border Protection  
 Chihwei Su, U.S. Customs and Border Protection  
 Kevin A. Byle, U.S. Customs & Border Protection  
 Submitter: Jeffrey Cucina, jcucina@gmail.com

**122-12 Something More Than *g*: Meaningful Memory Uniquely Predicts Training Performance**

Carroll (1993) identified MM as a mental ability factor that reflects individual differences in the ability to learn and recall information that has meaningful relationships. Evidence shows that a Meaningful Memory test predicts training performance ( $p=.511$ ) even after controlling for the effects of general mental ability.

Chihwei Su, U.S. Customs and Border Protection  
 Jeffrey M. Cucina, U.S. Customs and Border Protection

Henry H. Busciglio, U.S. Customs and Border Protection  
 Sharron Thompson Peyton, U.S. Customs and Border Protection  
 Submitter: Jeffrey Cucina, jcucina@gmail.com

**122-13 A Construct-Based Analysis of Behavior Description Interview Ratings**

Drawing on the notion that behavior description interviews (BDIs) assess maximal (vs. typical) performance, this study uses data from 81 individuals to examine personality and cognitive ability factors that likely predict BDI ratings. Results revealed an interactive effect of ambition and sociability on BDI performance.

Allen I. Huffcutt, Bradley University  
 Satoris S. Culbertson, Kansas State University  
 Allen P. Goebel, University of Minnesota  
 Egle Stravinskaite, Bradley University  
 Kyle Dee, Bradley University  
 Alessandra S. Morbidelli, Bradley University  
 Kaylee Moeslein, Bradley University  
 Kirsten Harrison, Bradley University  
 Kelly K. Hernández, Bradley University  
 Melissa Islam, Bradley University  
 Submitter: Satoris Culbertson, satoris@ksu.edu

**122-14 Reanalysis of Employment Interview Validity Incorporating Indirect Range Restriction Methodology**

This study provides a meta-analytic update of the criterion-related validity of employment interviews. Results revealed a mean criterion-related validity of .58 across structure levels after correcting for direct and indirect range restriction and criterion unreliability. Further refinement of the methodology for correcting for range restriction within meta-analyses is discussed.

Allen I. Huffcutt, Bradley University  
 William S. Weyhrauch, Consortium Research Fellows Program  
 Satoris S. Culbertson, Kansas State University  
 Submitter: Satoris Culbertson, satoris@ksu.edu

**122-15 Impact of Situational Strength on Validity of Situational Judgment Items**

The criterion-related validities of situational judgment tests (SJTs) can widely vary. This study examined whether the "situational strength" of SJT scenarios can affect a test's construct and criterion-related validity. A stronger SJT evidenced lower correlations with Openness and Agreeableness scores but strength did not moderate the SJT's criterion-related validities.

Juliya Golubovich, Michigan State University  
 Neal W. Schmitt, Michigan State University  
 Submitter: Juliya Golubovich, JGolubovich@gmail.com

**122-16 Examining Dynamic Validities Across Maintenance And Transition Job Stages**

This poster examined the dynamicity of cognitive and noncognitive predictor validities across maintenance and transition job stages. Consistent with our predictions, the criterion-related validities for the order facet of Conscientiousness and for Cognitive Ability were higher in the transition stage than in the maintenance stage.

Michael B. Harari, Florida International University  
 Andrew J. Laginess, Florida International University  
 Chockalingam Viswesvaran, Florida International University  
 Submitter: Michael Harari, mhara003@fiu.edu



**122-17 Detecting Unproctored Internet Test Cheating: A Question of Power**

This study examined the practice of validating unproctored Internet tests (UITs) by comparing them to proctored retests. Results indicated that the nonlinear test information functions seen in many conventional instruments make standard error of measurement (SEM) cutoffs highly unsuitable and significantly reduce the power of item response theory (IRT) Z-tests.

Robert J. Harvey, Virginia Tech

Submitter: Robert Harvey, harveyrj@vt.edu

**122-18 Different Belief Systems Predict Favorability Toward Different Employment Tests**

The perceived usefulness of cognitive ability testing for selection was associated with believing in scientific determinism and with holding an implicit theory that workers are externally motivated. In contrast, the perceived usefulness of Conscientiousness testing for selection was associated with believing in free will and endorsing a strong work ethic.

Scott Highhouse, Bowling Green State University

Thaddeus B. Rada, Bowling Green State University

Submitter: Scott Highhouse, shighho@bgsu.edu

**122-19 Validity Generalization Across College Applicant Pools: A Longitudinal Study**

Local validity studies rely on the assumption that validity estimates from 1 incumbent sample will generalize to future applicant pools. This is tested using past performance and cognitive ability as predictors across multiple college applicant pools. Results are discussed in terms of the validity generalization and situational specificity hypotheses.

Christopher R. Huber, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Paul R. Sackett, The University of Minnesota

Adam Beatty, University of Minnesota

Submitter: Christopher Huber, huber195@umn.edu

**122-20 Transparent Assessment Center Dimensions: A Threat to Criterion-Related Validity?**

Many ACs reveal information about dimensions to candidates, yet it is unclear whether dimension transparency affects criterion-related validity and candidates' self-presentation. It was found that ratings from a transparent AC were less criterion valid than ratings from a nontransparent AC and that transparency moderates the relation of self-promotion and job performance.

Pia Ingold, University of Zurich

Martin Kleinmann, University of Zurich

Cornelius J. König, Universität des Saarlandes

Klaus G. Melchers, Universität Ulm

Submitter: Pia Ingold, p.ingold@psychologie.uzh.ch

**122-21 S. Rains Wallace Dissertation Award: The Role of Rater Motivation in Validation Studies**

This study examined the role played by rater motivation in personnel selection validation studies. Results indicate that rater motivation can impact the criterion validity. A simple intervention was tested and was successful at increasing rater motivation and manager response rates.

Dan Ispas, Illinois State University

Submitter: Dan Ispas, dispas@gmail.com

**122-22 Revisiting Female Underprediction: Exploring the Role of Conscientiousness**

This study replicates the traditional finding of female underprediction in a sample of 3,191. Secondly, trait and behavioral indicators of Conscientiousness are found to be a partial cause of female underprediction. Finally, decomposing a course grade into cognitive and noncognitive components sheds new light on the phenomenon.

Heidi N. Keiser, University of Minnesota

Paul R. Sackett, University of Minnesota

Tom Brothen, University of Minnesota

Submitter: Heidi Keiser, keise026@umn.edu

**122-23 Revisiting Female Underprediction: Exploring the Role of Course-Taking Patterns**

This study first replicates the traditional finding of female underprediction in a large sample ( $N = 366,616$ ). Secondly, course-taking patterns are explored as a potential cause of female underprediction. Findings reveal that course-taking patterns are a partial explanation for the common finding of differential prediction by gender.

Nathan R. Kuncel, University of Minnesota

Heidi N. Keiser, University of Minnesota

Paul R. Sackett, University of Minnesota

Submitter: Heidi Keiser, keise026@umn.edu

**122-24 To Scare or to Care: Different Warnings Against Applicant Faking**

This study assessed the utility of a reasoning warning statement that aims to minimize personality test faking by communicating the potential consequences of being in a job for which one is a poor fit. Results support the use of this statement as an alternative to the traditional detection/consequence warning.

Vanessa M. Lammers, University of Missouri-St. Louis

Therese Macan, University of Missouri-St. Louis

Ryan J. Hirtz, University of Missouri-St. Louis

Brian H. Kim, Occidental College

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

**122-25 The Impact of Retake Policies on Classification Consistency and Validity**

This paper examines the impact of examination retake policies using a licensure exam as an example. This study investigated how retakes affect assessment validity using multiple lines of evidence. Results suggest that allowing multiple attempts can create false positives, effectively lowering the cut score. Implications for other assessments are discussed.

Kaitlyn G. Mikush, Federation of State Boards of Physical Therapy

Kathakali Sircar, Federation of State Boards of Physical Therapy

Lorin M. Mueller, Federation of State Boards of Physical Therapy

Submitter: Kaitlyn Mikush, KMikush@fsbpt.org

**122-26 A Validation Study of the Recovery-Related Self-Efficacy Scale in Korea**

Upon growing needs for illuminating mechanisms of recovery from job stress, six items of the recovery-related self-efficacy scale were validated in South Korea. Two-wave survey data from 127 workers showed that the scale possessed good psychometric properties. This scale would facilitate research on recovery among Korean workers.

Hyung In Park, Chonnam National University

Hyejeen Lee, Chonnam National University

Submitter: Hyung In Park, park.hyungin@gmail.com

### 122-27 Relative Impact of Method in Selection Model Development

This study compared the impact of 3 methods of analysis (logistic regression, discriminant analysis, multiple linear regression) in selection model development. Comparisons of intercorrelations among predicted scores, model variables selected, and selection decisions by varying cut scores, across 6 samples ( $Ns = 210-1,454$ ), showed negligible differences.

Gregory G. Manley, U.S. Air Force

Mark Rose, U.S. Air Force

Submitter: Mark Rose, mark.rose.7@us.af.mil

### 122-28 The Construct Validity of Blatant Extreme Responding for Faking Detection

The construct validity of blatant extreme responding (BER), a faking-detection technique measuring endorsement of desirable extreme responses of personality scales, is examined. Using a large sample ( $N = 358,033$ ), this poster shows that applicants score higher than incumbents on BER and that BER relates to another measure of faking, an unlikely virtue scale.

Nicolas Roulin, University of Manitoba

Julia Levashina, Kent State University

Jeff A. Weekley, Kenexa, an IBM Company

Erica L. Hauck, Kenexa, an IBM Company

Submitter: Nicolas Roulin, nicolas.roulin@umanitoba.ca

### 122-29 Towards a Signaling Model of Applicant Faking

A model of applicant faking derived from signaling theory, which describes faking as an adaptive process, is proposed. The model highlights applicants' individual characteristics and adaptive responses to competition as antecedents of motivation and capacity to fake, and organizations' actions to make faking costly as antecedents of opportunities/risks to fake.

Nicolas Roulin, University of Manitoba

Steve Binggeli, University of Lausanne

Franciska Krings, University of Lausanne

Submitter: Nicolas Roulin, nicolas.roulin@umanitoba.ca

### 122-30 Automated Scoring in Assessment Centers: How Quantifiable Is Qualitative Data?

A qualitative pilot study is to examine the feasibility of categorizing participants' open-ended responses to an assessment center exercise into a set of behaviors that could be used to develop an automated scoring algorithm. Ten categories emerged from the responses of 14 participants, suggesting such categorization is feasible.

Diana R. Sanchez, Colorado State University

Alyssa M. Gibbons, Colorado State University

Amber M. Anthenien, Colorado State University

Steve Raymer, Colorado State University

Martin Lanik, Global Assessor Pool LLC

Submitter: Diana Sanchez, dianadianasanchez@yahoo.com

### 122-31 Humor Styles Questionnaire: The short work-related version (sw-HSQ)

A short and work-related version of the Humor Styles Questionnaire (Martin et al., 2003) was validated in a student and

a professional sample. The positive affiliative and self-enhancing and the negative self-defeating humor styles were significantly associated with optimism, occupational self-efficacy, and irritation. Aggressive humor seems less relevant at workplaces.

Tabea E. Scheel, University of Vienna

Cornelia Gerdenitsch, University of Vienna

Christian Korunka, University of Vienna

Submitter: Tabea Scheel, tabea.scheel@univie.ac.at

### 122-32 Accuracy of Self-Assessment in a Self-Adaptive Testing Context

Self-adaptive tests tailor test content to test taker based on pretest ability estimates. An assessment where pretest estimates were provided via self-assessment was examined. Overall, individuals were relatively accurate; however, individual differences (e.g., test-taking self-efficacy and goal orientation) influenced self-assessment accuracy. Theoretical and practical implications are discussed.

Daniel S. Stanhope, North Carolina State University

Jennifer T. Lindberg McGinnis, SWA Consulting Inc.

Eric A. Surface, SWA Consulting Inc.

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

### 122-33 Formal and Informal Coaching Effects on SJT Scores and Validity

The use of situational judgment tests (SJTs) as a supplement to traditional selection measures in high-stakes testing is on the rise. As such, it is necessary to assess the degree to which coaching can improve SJT scores. Effects of coaching on scores themselves and subsequent validity were examined.

Melissa S. Stemig, University of Minnesota

Paul R. Sackett, University of Minnesota

Filip Lievens, Ghent University

Submitter: Melissa Stemig, stem0059@umn.edu

### 122-34 Process Redesign of a Consent Decree-Based Police Promotional System

This project evaluated a promotional selection system implemented at a sheriff's department as part of a consent decree. The original system minimized adverse impact against women without concern for cost. In the redesigned system, the changes implemented served to improve selectivity and reduce costs without additional adverse impact against women.

Calvin C. Hoffman, Los Angeles County Sheriff's Department

Carlos Valle, Los Angeles County Sheriff's Department

C. Chy Tashima, Los Angeles County Sheriff's Department

Daniel Kowallis, California State University, San Bernardino

Submitter: C. Chy Tashima, ctashim@lasd.org

### 122-35 A Meta-Analysis of Interview Length on Reliability and Validity

A meta-analysis was conducted to examine the effects of interview length on reliability and validity. Results revealed that the subset of studies reporting length of interviews yielded reliability and validity estimates consistent with more comprehensive meta-analyses. Length of the interview was found to be unrelated to reliability and validity.

Todd J. Thorsteinson, University of Idaho

Submitter: Todd Thorsteinson, tthorste@uidaho.edu

**122-36 Comparing Two Algorithms for Adapting Interviews to Personality Scores**

Two adaptive interviews, tailored based on personality scores, were compared to a structured interview. In a mock selection process, the adaptive interview that verified participants' favorable personality scores was more predictive of role-play ratings and demonstrated higher utility.

Courtney T. Van Overberghe, CEB  
Alan D. Mead, IIT

Submitter: Courtney Van Overberghe, courtney.van@gmail.com

**122-37 Validation of the Global Assessment Tool (GAT)**

The validity of the Global Assessment Tool (GAT) was assessed. Support for the initially proposed factor structure was not found, but an adequate-fitting alternative structure was identified. Using the alternative factors, modest validity in predicting positive urinalyses and separations from the Army among U.S. Army soldiers was found.

Adam J. Vanhove, University of Nebraska-Lincoln  
Loryana L. Vie, University of Pennsylvania  
Mitchel Herian, University of Nebraska Public Policy Center  
Peter D. Harms, University of Nebraska-Lincoln  
Lawrence M. Scheier, University of Pennsylvania  
Justin A. DeSimone, University of Nebraska-Lincoln

Submitter: Adam Vanhove, avanhove2@unl.edu

**122-38 Method Characteristic Effects on Retest Score Gains and Criterion-Related Validity**

This poster sought to empirically assess method characteristics on retest score change and to empirically evaluate the criterion-related validity of assessments that are more and less susceptible to retest effects and a specified criterion. Score changes are moderated by predictor method. Despite retest score changes, criterion-related validity is relatively unaffected.

Anton J. Villado, Rice University  
Jason G. Randall, Rice University  
Christina L. Zimmer, Rice University

Submitter: Anton Villado, antonvillado@rice.edu

**122-39 Investigating the Presence of Nonlinear Personality-Job Performance Relationships**

This study examines Big 5 test data and job performance measures drawn from 123 samples ( $n > 11,000$ ) for evidence of curvilinear relationships in concurrent validation settings. Minimal evidence for curvilinearity is found, suggesting that these effects are unlikely to undermine typical uses of personality test scores in decision making.

Philip T. Walmsley, U.S. Office of Personnel Management  
Paul R. Sackett, The University of Minnesota  
Stephen Nichols, Hogan Assessment Systems

Submitter: Philip Walmsley, walmsley.phil@gmail.com

**122-40 Development and Initial Validation of the Work Interruptions Resiliency Scale**

This research describes the identification of a new construct, work interruptions resiliency, defined as the degree of expedience concerning an individual's task resumption postinterruption. The researchers developed a new measure of work interruptions resiliency, WIRS, per best psychometric practices. Results supported both reliability and validity.

Julie S. Zide, Hofstra University  
Maura J. Mills, Hofstra University  
Comila Shahani-Denning, Hofstra University  
Submitter: Julie Zide, juliesarazide@gmail.com

**123. Special Events: 8:30 AM–9:20 AM  
Room 309****Executive Board Invited Session: Crucial Developments in the Licensure of I-O Psychologists**

This session will feature Dr. Don Crowder, the ASPPB liaison to SIOP, speaking about ASPPB and its involvement in the licensing of I-O psychologists, discussing a recently formed task force on licensing issues for I-O psychologists, and updating members on the recent International Congress of Licensure, Certification, and Credentialing meeting.

Mark S. Nagy, Xavier University, **Chair**  
Don Crowder, Association of State & Provincial Psychology Boards, **Presenter**  
Submitter: Mark Nagy, nagyms@xu.edu

**124. Symposium/Forum: 8:30 AM–9:20 AM  
Room 318A****Powerful Management of Diversity: Chances for Leadership**

Effective diversity management is of crucial interest to many organizations. This symposium explores the role of the leader in this process. Evidence for the moderating influence of leader mood and emotion management is presented, and diversity beliefs and accountability as important mediators through which leaders may manage diversity are discussed.

Astrid C. Homan, University of Amsterdam, **Co-Chair**  
Sebastian Stegmann, Goethe University, **Co-Chair**  
Astrid C. Homan, University of Amsterdam, Gerben A. Van Kleef, University of Amsterdam, Stephane Cote, University of Toronto, Anna Bogo, University of Amsterdam, **Importance of Leader Emotion Management in Dealing With Team Diversity**  
Meir Shemla, Erasmus University Rotterdam, Eric Kearney, Leibniz Universität Hannover, Juergen Wegge, TU Dresden, Sebastian Stegmann, Goethe University, **Team Diversity and Performance: The Moderating Role of Leader Mood**  
Sebastian Stegmann, Goethe University, **Managing Diversity Through Managing Diversity Beliefs: Nature and Origins**  
Burcu Subasi, Erasmus University, Wendy van Ginkel, Erasmus University Rotterdam, Daan van Knippenberg, Erasmus University Rotterdam, **Effects of Relational Demography, Status and Accountability on Individual Performance**

Submitter: Astrid Homan, ac.homan@uva.nl

**125. Symposium/Forum: 9:00 AM–10:20 AM  
Room 303AB****Challenges to Self-Determination Theory in Organizational Psychology**

Self-determination theory (SDT) is an increasingly popular theory of work motivation, with researchers and practitioners alike. In this symposium, four empirical studies are presented that highlight challenges to the theory, with the aim of creating debate to advance scholarship and good practice in this field.

Anja Van den Broeck, KU Leuven, **Chair**  
Rebecca L. Hewett, University of Greenwich, **Co-Chair**  
Jemima Bidee, Vrije Universiteit Brussel, Tim Vantilborgh, Vrije Universiteit Brussel, Joeri Hofmans, Vrije Universiteit Brussel, Roland Pepermans, Vrije Universiteit Brussel, Jurgen Willems, Universität Hamburg, Marc



Jegers, Vrije Universiteit Brussel, **Employees' Daily Well-Being: Influence of Need Frustration and Need Satisfaction**

Rebecca L. Hewett, University of Greenwich, **Bonuses Reduce Autonomous Motivation, But Not Due to Need Thwarting**

Anja Van den Broeck, KU Leuven, Arne Vanderstucken, KU Leuven, Karin Proost, HUBrussel, **Values and Job Search: One Size Doesn't Fit All**

Maree Roche, University of Waikato, Jarrod M. Haar, University of Waikato, **The Challenge of Burnt-Out Leaders in Developing Autonomy Supportive Organizations**

Hannes Leroy, Cornell University, **Discussant**

Submitter: Anja Van den Broeck, vandenbroeck.anja@gmail.com

## 126. Special Events: 9:00 AM–10:20 AM Room 304B

3 CE credits  
for attending

### Master Collaboration: Technology and Assessment: Research Gaps, Best Practices, and Future Agenda

From assessment centers to SJTs to serious games, technological advances are evident across the field of assessment. This session brings together leading practitioners and academics focused on technology and assessment to share the state of the science and practice, identify gaps, and outline opportunities for collaboration in the future.

Hailey A. Herleman, Kenexa, an IBM Company, **Chair**

Scott E. Bryant, Development Dimensions International (DDI), **Presenter**

Ben Hawkes, Kenexa, an IBM Company, **Presenter**

Mark C. Frame, Middle Tennessee State University, **Presenter**

Duncan J R Jackson, The University of East London, **Presenter**

Nancy T. Tippins, CEB Valtera, **Discussant**

Submitter: Hailey Herleman, hherlema@us.ibm.com

## 127. Symposium/Forum: 9:00 AM–10:20 AM Room 306A

### Using and Interpreting Statistical Corrections in High-Stakes Selection Contexts

This symposium presents applications of statistical corrections to validity coefficients in high-stakes selection contexts. Presenters address an array of problems and recommendations associated with correcting to the appropriate applicant pool, corrections for synthetic validity estimates, corrections for point-biserial correlations, and the legal risk associated with specific uncorrected-corrected value combinations.

Kayo Sady, DCI Consulting, **Chair**

Dana M. Dunleavy, Association of American Medical Colleges, Kevin M. Bradley, Association of American Medical Colleges, Marc Kroopnick, Association of American Medical Colleges, **Aggregate and Local**

**Restriction of Range Corrections on Validity Coefficients**  
Jeff W. Johnson, PDRI, a CEB Company, **Computing and Correcting Synthetic Validity Coefficients**

Lorin M. Mueller, Federation of State Boards of Physical Therapy, **Implications of Regression-Based Correlation Corrections for Classification Errors**

Kayo Sady, DCI Consulting, David Morgan, DCI Consulting, **Development of a Corrected–Uncorrected Correlation Risk Management Matrix**

Deborah L. Whetzel, Human Resources Research Organization (HumRRO), **Discussant**

Submitter: Kayo Sady, ksady@dciconsult.com

## 128. Symposium/Forum: 9:00 AM–10:20 AM Room 306B

### Ethics as a Practice: Fostering Moral Development in the Workplace

Ethical behavior in the workplace is a complex and dynamic process. Faced with compliance requirements, organizations tend

to emphasize employee adherence to regulations rather than personal growth. This session stimulates inquiry into organizational ethics training and offers theoretical and empirically driven best practices to cultivate and support adult moral development.

Lauren E. Benishek, Institute for Simulation and Training, **Chair**

Leslie E. Sekerka, Naval Postgraduate School, **Chair**

Marianne M. Jennings, Arizona State University, **Tackling Relativism in Ethics Training for International Firms**

Lauren E. Benishek, Institute for Simulation and Training, Eduardo Salas, University of Central Florida, **Recommendations for Developing Ethics Training**

Cathy Driscoll, Saint Mary's University, Margaret C. McKee, Saint Mary's University, Wendy Carroll, University of Prince Edward Island,

**Exploring Business Ethics Training Practices in Small Firms**

C. E. J. Härtel, University of Queensland, Ivan Butarbutar, Monash University, Sen Sendjaya, Monash University, Andre Pekerti, University of Queensland, Giles Hirst, Monash University, Neal M. Ashkanasy, University of Queensland, **Developing Ethical Leaders: A Servant Leadership Approach**

Emi Makino, Kyushu University, Jeanne Nakamura, Claremont Graduate University, **Embodied Ethics: A Mentoring and Modeling Approach to Ethics Training**

Submitter: Lauren Benishek, lbenishe@ist.ucf.edu

## 129. Panel Discussion: 9:00 AM–10:20 AM Room 311

### Holistic Challenges, Narrow Answers: Can We Collaborate to Drive Results?

This session will explore how I-O, as a field, can combine differing tools/areas of expertise to provide integrated solutions for organizations. Topics will include the need for this line of thinking, the challenges associated, and practical advice on how to break through boundaries to provide more holistic solutions.

Lindsey M. Kotrba, Denison Consulting, **Chair**

Daniel R. Denison, International Institute for Management Development,

#### Panelist

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

Benjamin Schneider, CEB, **Panelist**

Joan Shafer, Playing to Your Strengths, **Panelist**

Submitter: Lindsey Kotrba, lkotrba@denisonculture.com

## 130. Symposium/Forum: 9:00 AM–10:20 AM Room 314

### Does Hierarchy Help or Hinder? Consequences for Individuals and Teams

Most people endorse equality over hierarchy. Yet, researchers have found that hierarchical differentiation is often functional to coordination in industrial organizations. Moreover, groups naturally gravitate toward hierarchy. This symposium comprises five papers on individual and team consequences of hierarchy, providing novel perspectives on the nature and consequences of hierarchy.

Melvyn R. W. Hamstra, University of Amsterdam, **Chair**

Nathanael Fast, University of Southern California, **Chair**

Lindred L. Greer, Stanford University, Maartje E. Schouten, Erasmus

University, Luisa Jakubowski, Free University Amsterdam, Bart De Jong,

Free University Amsterdam, **Meta-Analysing Effects of Team**

**Hierarchy on Team Processes and Outcomes**

Eric M. Anicich, Columbia Business School, Nathanael Fast, University of Southern California, Nir Halevy, Stanford Graduate School of Business,

Adam D. Galinsky, Columbia Business School, **Power Without Status**

**as a Breeding Ground for Conflict**

Nicholas Hays, New York University, Corinne Bendersky, University of California Los Angeles, *The Effects of Status and Power Hierarchies on Competition*

Gavin J. Kilduff, New York University, Adam D. Galinsky, Columbia University, *From Ephemeral to Enduring: Approach-Oriented Mindsets Lead to Greater Status*

Melvyn R. W. Hamstra, University of Amsterdam, N. Pontus Leander, University of Groningen, Jelena Pobric, University of Groningen, *Dealing With Demands of Hierarchies: Motivated Preferences for Nonverbal Posturing*

Submitter: Melvyn Hamstra, m.r.w.hamstra@uva.nl

### 131. Symposium/Forum: 9:00 AM–10:20 AM Room 316C

#### **New Directions in Behavioral Ethics Research: Theoretical and Methodological Advances**

Research has identified several contextual and individual influences of unethical behavior, yet few studies bridge these 2 broad influences by examining their joint effects. This symposium highlights how contextual and individual factors jointly influence unethical behavior in organizations. It also highlights methodologies that are relatively new to behavioral ethics research.

Stephen H. Courtright, Texas A&M University, **Co-Chair**

Chase E. Thiel, Central Washington University, **Co-Chair**

Christopher M. Barnes, University of Washington, Michelle Hong, Virginia Tech, Brent A. Scott, Michigan State University, *Collateral Damage From the Show: Emotional Labor and Unethical Behavior*

Julena M. Bonner, Oklahoma State University, Rebecca L. Greenbaum, Oklahoma State University, David M. Mayer, University of Michigan, *My Boss Is (Morally) Disengaged: Explaining Ethical Leadership and Misconduct*

Stephen H. Courtright, Texas A&M University, *When the Stakes Are High: Organizational Change and Ethical Leadership*

Joel Evans, SKK Graduate School of Business, James B. Oldroyd, Ohio State University, John B. Bingham, Brigham Young University, *Can Cheaters Prosper? Diminishing Effects of Social Sanctions Over Time*

Chase E. Thiel, Central Washington University, David R. Peterson, University of Oklahoma, *Affective Responses in a Virtue-Less Work Environment*

Submitter: Stephen Courtright, scourtright@mays.tamu.edu

### 132. Panel Discussion: 9:00 AM–10:20 AM Room 317A

#### **The Science and Practice of CSR, Sustainability, and Humanitarian Work**

Issues of CSR, sustainability, and humanitarian work are influencing our field, and I-O Psychology is influencing the development/delivery of socially responsible organizational practices. A panel of leading experts actively conducting research, leading change, and representing our field at the United Nations will speak about their experiences and the challenges/opportunities ahead.

John C. Scott, APTMetrics, Inc., **Co-Chair**

Deborah E. Rupp, Purdue University, **Co-Chair**

Sean Cruise, United Nations Global Compact, **Panelist**

David A. Jones, University of Vermont, **Panelist**

Drew Mallory, Purdue University, **Panelist**

Lori Foster Thompson, North Carolina State University, **Panelist**

Sara P. Weiner, Kenexa, an IBM Company, **Panelist**

Submitter: Deborah Rupp, ruppdp@purdue.edu

### 133. Symposium/Forum: 9:00 AM–10:20 AM Room 317B

#### **Working Longer: The Changing Nature of the Retirement Landscape**

This symposium provides a contemporary, global perspective on the retirement process. Papers examine workers' motivations for continuing to work beyond traditional retirement age. Further, they identify individual differences that moderate intentions and decisions to work longer, and examine important outcomes such as health and aging satisfaction.

Gwenith G. Fisher, Colorado State University, **Chair**

Lois E. Tetrick, George Mason University, Lynn Chen, George Mason University, Yan Dong, George Mason University, Janelle H. Cheung, Clemson University, Robert R. Sinclair, Clemson University, Anna C. McFadden, Clemson University, *Understanding Continuance Commitment Among Older Workers*

Hannes Zacher, The University of Queensland, *Proactivity and the Motivation to Continue Working Among Older Workers*

Yujie Zhan, Wilfrid Laurier University, Mo Wang, University of Florida, Junqi Shi, Sun Yat-Sen University, *Motivation and Working After Retirement: Testing the Role of Gender*

Huey Woon Lee, Singapore Management University, Serena Wee, Singapore Management University, *Effect of Perceived Involuntary Retirement on Health and Aging Satisfaction*

Jeanette N. Cleveland, Colorado State University, **Discussant**

Cristina G. Banks, Lamorinda Consulting LLC, **Discussant**

Submitter: Gwenith Fisher, gwen.fisher@colostate.edu

### 134. Symposium/Forum: 9:00 AM–10:20 AM Room 318B

#### **Assessing and Facilitating Change Readiness in Healthcare**

Healthcare organizations are facing profound changes due to healthcare reform and advances in knowledge and technology. Readiness for change has been identified as critical for a successful change implementation. Practitioner presentations will highlight some of the practical considerations of assessing and influencing change readiness in healthcare organizations.

Alice Wastag, Denison Consulting, **Chair**

Ashley M. Guidroz, CHE-Trinity Health, *The Path to Commitment: A Vignette Approach to Change Readiness*

Christopher G. Wise, Wise Healthcare, *Using Organizational Culture to Support Reform in Primary Care*

Chris Cancalosi, gothamCulture LLC, *Organizational Culture and Readiness for Change*

Georges A. Potworowski, University at Albany–SUNY, Lee G. Green, University of Alberta, *Using Macrocognition to Assess Readiness for Change and Change Capacity*

Submitter: Alice Wastag, alicewastag@yahoo.com

### 135. Panel Discussion: 9:00 AM–10:20 AM Room 322AB

#### **Mentoring Graduate Students: Scientific Findings and Practical Tips**

This session will provide both scientific and practical information to faculty members and graduate students to help them develop successful mentoring relationships. Scientific findings of mentoring research will be presented as well as practical tips in mentoring from a panel of faculty mentor–student mentees.

Jennifer D. Nahrgang, Arizona State University, **Chair**

Ellen A. Ensher, Loyola Marymount University, **Panelist**

Susan E. Murphy, University of Edinburgh, *Panelist*  
 Gary P. Latham, University of Toronto, *Panelist*  
 Daniel Skarlicki, University of British Columbia, *Panelist*  
 John R. Hollenbeck, Michigan State University, *Panelist*  
 Jeffery A. LePine, Arizona State University, *Panelist*  
 Submitter: Jennifer Nahrgang, jennifer.nahrgang@asu.edu

### 136. Alternative Session Type: 9:00 AM–10:20 AM Room 323A

#### Workshift, Telework, Flexwork: The Psychology of Work Outside the Office

This dynamic team of researchers and industry leaders will present cutting-edge empirical findings and share business success stories about enabling employees to work when and where they are most effective. This unique session format encourages interaction with the audience and allows for real time feedback, assessment, and practical learnings.

Rhiannon MacDonnell, Cass Business School, *Chair*  
 Laura A. Hambley, The Leadership Store, *Presenter*  
 Brittany Harker Martin, University of Calgary, *Presenter*  
 Sherri Wright-Schwietz, ATB Investor Services, *Presenter*  
 Thomas A. O'Neill, University of Calgary, *Presenter*

Submitter: Laura Hambley, laura@leadershipstore.com

### 137. Panel Discussion: 9:00 AM–10:20 AM Room 323B

#### We Have Work–Family Needs Too!: Considering Neglected Populations.

The session aims to build our capacity to understand and address the needs of underrepresented populations in work and family scholarship. Guidance from experienced work and family scholars will be presented around strategies for conducting more inclusive research and practice. Topics will address theoretical, methodological, and pragmatic challenges and advances.

Mark D. Agars, California State University-San Bernardino, *Chair*  
 Kimberly A. French, University of South Florida, *Co-Chair*  
 Wendy J. Casper, University of Texas at Arlington, *Panelist*  
 Leslie B. Hammer, Portland State University, *Panelist*  
 Eden B. King, George Mason University, *Panelist*  
 Russell A. Matthews, Bowling Green State University, *Panelist*

Submitter: Mark Agars, magars@csusb.edu

### 138. Panel Discussion: 9:00 AM–10:20 AM Room 323C

#### Striking the Right Chord: Assessment Feedback That Maximizes Leader Development

This panel session brings together academics and practitioners with rich expertise and experience with feedback and the critical role that it plays in leader and employee development. During the session, panelists will provide “real-time” reactions to feedback statements, reports, and more, focusing on tangible and diverse recommendations for enhanced practice.

Neta Moye, PDRI, a CEB Company, *Co-Chair*  
 Brodie Gregory, PDRI, a CEB Company, *Co-Chair*  
 Paul E. Levy, University of Akron, *Panelist*  
 Alison L. O'Malley, Butler University, *Panelist*  
 Kenneth P. De Meuse, Tercon Consulting, *Panelist*  
 Erin E. Thornbury, PDRI, a CEB Company, *Panelist*  
 Joyce E. A. Russell, University of Maryland, *Panelist*

Submitter: Neta Moye, neta.moye@pdri.com

### 139. Roundtable/Conversation Hour: 9:00 AM–10:20 AM Room 327

#### Natural Disasters and Organizations: The I-O Role

Approaches to planning for and response to natural disasters have received little attention from I-O psychology. Recent disasters, however, show that this topic does merit applied and scientific attention. This session will focus on I-O research and practice agendas on organizations and natural disasters.

Keith James, Portland State University, *Host*

Submitter: Keith James, KeithJ@pdx.edu

### 140. Community of Interest: 9:00 AM–10:20 AM Room 328

#### Promises and Pitfalls of Big Data in Organizations

Todd Carlisle, Google, *Host*

Anthony S. Boyce, Aon Hewitt, *Coordinator*

### 141. Symposium/Forum: 9:00 AM–10:20 AM Theatre 310

#### The Dark Side of Personality and Leadership

Because of the high prevalence rate of managerial failure, the “dark side” of personality recently received an increased attention in the leadership literature. This symposium brings together a number of novel evolutions in this line of research, on a conceptual as well as methodological level.

Jeff Foster, Hogan Assessment Systems, *Co-Chair*

Jasmine Vergauwe, Ghent University, *Co-Chair*

Filip De Fruyt, Ghent University, Bart Wille, Ghent University, *Multiple Lights on the Dark Side of Personality*

Jeff Foster, Hogan Assessment Systems, Blaine H. Gaddis, Hogan Assessment Systems, Matthew R. Lemming, Purdue University, *The Incremental Validity of Dark Side Personality Over FFM Scales*  
 Peter D. Harms, University of Nebraska, Lincoln, Seth M. Spain, Binghamton University, *Is It Ever Good Being Bad? Dark-Side Personality and Leadership*

Jasmine Vergauwe, Ghent University, Robert B. Kaiser, Kaiser Leadership Solutions, *Leadership and the Dark Side of the Charismatic Personality*

Submitter: Jasmine Vergauwe, jasmine.vergauwe@ugent.be

### 142. Poster Session: 9:30 AM–10:20 AM Ballroom C Leadership

#### 142-1 Reciprocal Effects of Follower Proactivity and LMX: A Longitudinal Analysis

Proactivity of newcomers to an organization and leader–member exchange (LMX) quality were examined longitudinally in 2 cohorts ( $N = 193$ ,  $N = 136$ ) with a time lag of 6 and 12 months respectively. Results across cohorts supported the possibility of a reciprocal relationship. Findings are of theoretical and practical importance.

Felix C. Brodbeck, LMU München

Ralph Woschée, LMU München

Katharina G. Kugler, University of Munich-Germany

Submitter: Felix Brodbeck, brodbeck@psy.lmu.de

#### 142-2 The Effects of the Leader's Trust and Competence on LMX

Applying social exchange theory, this poster examined the effects of leaders' trust and competence on the leader–member exchange (LMX) with their subordinates. This study tested the main and



interaction effects of leader's trust and competence on LMX and the effect of LMX on the subordinate's task performance.

Gukdo Byun, Southern Illinois University Carbondale

Submitter: Gukdo Byun, [gukdo.byun@siu.edu](mailto:gukdo.byun@siu.edu)

#### **142-3 The Trickle-Down Effect of Empowering Leadership: A Moderated Mediation Test**

Applying social learning theory, this study examined how empowering leadership behaviors may have trickle-down effects across levels. The empowering behaviors of upper-level leaders had an indirect effect on subordinate performance through the first-level leaders' empowering behaviors, an effect that was stronger when performance pressure was low rather than high.

Gukdo Byun, Southern Illinois University Carbondale

Steven J. Karau, Southern Illinois University Carbondale

Submitter: Gukdo Byun, [gukdo.byun@siu.edu](mailto:gukdo.byun@siu.edu)

#### **142-4 Servant Leadership on Proactive Customer Service Performance (PCSP)**

Drawing on the model of proactive motivation, this study examined the link between servant leadership and employees' proactive customer service performance by focusing on the 3 mediating factors: self-efficacy, felt obligation, and harmonious passion, representing 3 important motivational paths: can do, reason do, and energized to PCSP.

Flora Chiang, Hong Kong Baptist University

Longzeng Wu, Shanghai University of Finance and Economics

Thomas A. Birtch, University of Cambridge

Zhenyao Cai, Hong Kong Baptist University

Submitter: Zhenyao Cai, [caizhenyao87@gmail.com](mailto:caizhenyao87@gmail.com)

#### **142-5 Enabling and Burdening: Paradoxical Mechanisms of Empowering Leadership**

This study suggests that there are paradoxical mechanisms by which empowering leadership exerts its influence on followers' work role performance. One mechanism of empowering leadership was depicted here as an enabling process (increasing followers' self-efficacy) and the other mechanism of it referred to as a burdening process (increasing followers' job induced tension).

Minyoung Cheong, Binghamton University

Seth M. Spain, Binghamton University

Seokhwa Yun, Seoul National University

Francis J. Yammarino, Binghamton University

Submitter: Minyoung Cheong, [mcheong1@binghamton.edu](mailto:mcheong1@binghamton.edu)

#### **142-6 A Conceptual Investigation of Leaders' Extraversion-Introversion Personality in Collectivism**

This conceptual paper examines leaders' extraversion-introversion and leadership effectiveness in collectivism based on the assumption that the characteristics of introversion (e.g., quietness, thinking before speaking, listening to others) might be compatible with collectivistic societal virtues that appreciate leaders' self-effacement and humbleness with a preferred high-context communication style.

Jeewon Cho, Oregon State University

Submitter: Jeewon Cho, [jeewon.cho@bus.oregonstate.edu](mailto:jeewon.cho@bus.oregonstate.edu)

#### **142-7 Differentiating Perceptions of Leaders and Followers using ILTs and IFTs**

This study examined perceptions of leaders and followers using scales of implicit theories of leadership (ILTs) and followership

(IFTs). Participants described perceptions of both leaders and followers using both scales. Analysis of the characteristics and measurement structure revealed important conceptual considerations for measuring prototypical characteristics of leaders and followers.

Roseanne J. Foti, Virginia Tech

Patrick T. Coyle, Virginia Tech

Bethany Bray, Virginia Tech

Submitter: Patrick Coyle, [coylep23@vt.edu](mailto:coylep23@vt.edu)

#### **142-8 The Influence of Transformational Leadership and Attitudes on Implementation Success**

This paper tested a multilevel model of the relationships among leadership, leader, and employee attitudes toward change and implementation success. Results supported an indirect relationship between transformational leadership and implementation success through employees' attitudes toward change as well as a direct relationship between leaders' and employees' attitudes toward change.

Lauren R. Farahnak, San Diego Public Utilities Department

Mark G. Ehrhart, San Diego State University

Gregory A. Aarons, University of California, San Diego

Submitter: Mark Ehrhart, [mehrhart@mail.sdsu.edu](mailto:mehrhart@mail.sdsu.edu)

#### **142-9 Servant Leadership as a Mediator of Leaders' Traits and Effectiveness**

Very little is known about leader traits associated with servant leadership. In this study, we partially address this issue by showing leader's core self-evaluations were positively related to followers' perceptions of servant leadership and the relationship between leaders' core self-evaluations and leader effectiveness was fully mediated by servant leadership.

Brian Flynn, Georgia Southwestern State University

James W. Smither, La Salle University

Alan G. Walker, Auburn University

Submitter: Brian Flynn, [brian.flynn@gsu.edu](mailto:brian.flynn@gsu.edu)

#### **142-10 Act on Time: Leader's Power Facilitates Timeliness**

We explored leadership relative to timeliness, i.e., act at a suitable time. Two experiments and a field study revealed that sense of power, associated with leaders' hierarchical position, facilitates their ability to act faster/slower, in line with situational demands.

Laura M. Giurge, Erasmus University Rotterdam

Marius van Dijke, Erasmus University Rotterdam

Xue Zheng, Erasmus University Rotterdam

David De Cremer, CEIBS

Submitter: Laura Giurge, [giurge@rsm.nl](mailto:giurge@rsm.nl)

#### **142-11 Charismatic leadership homogeneity: antecedents and consequences in work teams**

This study shows that charisma homogeneity moderated the relationship between charismatic leadership and positive team mood so that when charisma homogeneity was high the aforementioned relationship was intensified. Moreover, charisma homogeneity was positively related to team affective homogeneity, and the frequency of leader-member interaction was positively related to charisma homogeneity.

Vicente Gonzalez-Roma, University of Valencia

Ana M. Hernandez, University of Valencia

Pascale M. Le Blanc, Eindhoven University of Technology

Submitter: Vicente Gonzalez-Roma, [vicente.glez-roma@uv.es](mailto:vicente.glez-roma@uv.es)

**142-12 The Facilitation of Transformational Leadership by Follower Emotional Stability**

This study showed that follower Emotional Stability moderated the relationships between transformational leadership and job satisfaction, intentions to quit, and OCB. Relationships were stronger for those low in Emotional Stability. Transformational leaders therefore can help offset follower neuroticism and still lead to high performance and positive work attitudes.

Russell Guay, University of Northern Iowa  
Mary L. Connerley, University of Northern Iowa  
Submitter: Russell Guay, rguay47564@aol.com

**142-13 Managing Uncertainty and Increasing Creativity Through Transformational Leadership**

A theoretical model is developed with testable propositions that outline how transformational leadership behaviors can be utilized in high-distance leader–follower contexts to effectively manage follower uncertainty and increase individual creative performance.

Christopher J. Hartwell, Purdue University  
Jared C. Law-Penrose, Purdue University  
Bradley J. Alge, Purdue University  
Submitter: Christopher Hartwell, chartwel@purdue.edu

**142-14 Before the Last Flame Goes Out: Transformational Leadership and Burnout**

The relationship between transformational leadership (TFL) and burnout was examined in a 2-wave study conducted over 2 weeks. Drawing on conservation of resources theory (Hobfoll, 1989), it is proposed that the burnout-reducing effect of TFL is mediated by thriving and moderated by openness to experience. Results largely supported the hypotheses.

Kristin Hildenbrand, Aston Business School  
Claudia Alexanra Sacramento, Aston Business School  
Carmen Binnewies, University of Muenster  
Submitter: Kristin Hildenbrand, Kristin\_Hildenbrand@yahoo.com

**142-15 A Validation Study of the Perceived Leader Integrity Scale**

This study examined how leader integrity related to ethical and abusive leadership styles and subordinates' behaviors in a sample of 220 employees. Results showed leader integrity was associated with the 2 leadership styles and predicted subordinates' contextual performance and withdrawal behaviors. Its incremental validity was also demonstrated.

Chia-Lin Ho, Abt Associates  
Submitter: Chia-Lin Ho, chialinroseho@gmail.com

**142-16 Leader-Subordinate Empowerment Role Identity Alignment, Perceived Autonomy, and Job Satisfaction**

This study examines the relationships between leader–subordinate (non)alignment in empowerment role identity and subordinate perceived autonomy and job satisfaction. Based on data from 212 leader–subordinate dyads in Norway, results show that subordinates perceive more autonomy and have higher satisfaction when their empowerment role identities are aligned with their leaders'.

Sut I Wong Humberstad, BI Norwegian Business School  
Zhen Zhang, Arizona State University  
Submitter: Sut I Wong Humberstad, sut.i.w.humberstad@bi.no

**142-17 A Moderated Mediation Model of Abusive Supervision and Knowledge Sharing**

Drawing on insights from COR theory, this study examines the negative effect of abusive supervision on knowledge sharing through emotional exhaustion moderated by organizational justice. Using a moderated mediation framework, all hypotheses were supported. Implications and directions for future research are discussed as well.

Seckyoung L. Kim, Seoul National University  
Soojin Lee, Seoul National University  
Soo Jung Han, Seoul National University  
Suyeon Kang, Seoul National University  
Changwon Go, Seoul National University  
Submitter: Seckyoung Kim, loretta75@naver.com

**142-18 Core Self-Evaluations and Abusive Supervision: A Conditional Process Model**

With employee lateness costing billions of dollars a year to employers, a conditional process model is proposed in which abusive supervision leads to lateness indirectly through leader–member exchange (LMX). LMX fully mediated the abusive supervision–lateness relationship. However, this psychological process applies primarily among workers with low-to-moderate levels of core self-evaluations.

Kori Callison, University of Houston  
Leanne E. Atwater, University of Houston  
L. A. Witt, University of Houston  
Kyoung Yong Kim, University of Houston  
Teri Elkins, Bauer College of Business  
Zahir Latheef, University of Houston  
Dianhan Zheng, University of Houston  
Submitter: Kyoung Yong Kim, kimx1616@umn.edu

**142-19 Goal-Focused Leadership, Leader–Member Exchange, and Task Performance**

This study investigates the relationship between managers' goal-focused leadership and employees' task performance. In addition, the moderating role of employees' goal orientation and mediating role of leader-member exchange (LMX) on the relationship between goal-focused leadership and task performance were examined. The implications of the findings are discussed.

Dongkyu Brian Kim, Ivey Business School  
Dongwon Choi, National University of Singapore  
Submitter: Dongkyu Kim, dkin.phd@ivey.ca

**142-20 How Managers Support Exhausted Employees: A Qualitative Approach**

This study focuses on leadership behaviors dealing with exhausted employees. Relying on action theory, a process model of managers' behavioral reactions to exhausted employees was identified. Person-related factors (emotional intelligence, leadership skills) and organization-related factors (health climate, supportive team climate, decision latitude) are proposed to help managers to support employees.

Caroline Kranabetter, Friedrich Alexander University  
Cornelia Niessen, University of Erlangen-Nürnberg  
Submitter: Caroline Kranabetter, kranabetterc@gmail.com

**142-21 Mistaking Overconfidence for Great Leadership? Derailment Archetypes and Follower Perceptions**

Most research examining the dark side of leadership focuses on derailment traits. This study sought to identify latent derailment profiles

among leaders. Using latent class analysis, results suggested 4 derailment clusters provided the best fit to the data. These latent profiles present theoretically coherent patterns of associations with outcomes.

Tao Li, Talent Q

Alan Bourne, Talent Q

Emma Stirling, Talent Q

Submitter: Tao Li, tonnyli@msn.com

#### **142-22 Abusive Supervision and Psychological Capital: A Mediated Moderation Model**

Embedded in a higher educational setting, this study examines the mechanism through which abusive supervision and team-member support interact to influence psychological capital with supervisor-student exchange mediating the interaction on psychological capital. Multiwave data collected from 222 graduate students in 6 Chinese universities support the mediated moderation model.

Zhenyu Liao, National University of Singapore

Yuchuan Liu, Renmin University of China

Zhaoli Song, National University of Singapore

Lusi Wu, Purdue University

Submitter: Zhenyu Liao, liaozhenyu@nus.edu.sg

#### **142-23 Self-Verification and LMX Congruence: Does Seeing Eye-to-Eye Affect Motivation?**

This study draws on self-verification theory to argue that (in)congruence between leader and subordinate perceptions of leader-member exchange has important consequences for employee work motivation and behavior. Results from a field study demonstrate support for the detrimental impact of LMX incongruence on work engagement and organizational citizenship behavior.

Fadel K. Matta, Michigan State University

Joel Koopman, Michigan State University

Brent A. Scott, Michigan State University

Donald E. Conlon, Michigan State University

Submitter: Fadel Matta, matta@broad.msu.edu

#### **142-24 Employer Perceptions, Preferences, and Hiring Practices of Military Personnel**

Military personnel face many challenges competing for and transitioning into civilian jobs. A quantitative exploratory study was conducted to better understand employer perceptions, preferences, and hiring practices with regard to military personnel; and provide useful information to individuals charged with helping servicemen and servicewomen transition into civilian occupations.

Leslie A. Miller, LanneM TM, LLC/University of Phoenix

Ruby A. Rouse, University of Phoenix

Submitter: Leslie Miller, driesliemiller@hotmail.com

#### **142-25 LMX Development: Integrating Implicit and Need to Belong Theories**

Despite LMX theory's 40 year heritage, the question "How do LMX relationships develop?" continues to challenge scholars. A theoretical model is offered that interconnects implicit (leader, follower, and performance) and belongingness theories as the cognitive mechanisms guiding the LMX relationship.

Terry A. Nelson, University of Alaska Anchorage

Frances Fabian, University of Memphis

Kori Callison, University of Houston

Juanita Trusty, University of Memphis

Christian J. Calderon, University of Memphis

Submitter: Terry Nelson, terry.nelson@uaa.alaska.edu

#### **142-26 McGregor's Theories 50 Years Later: Valid Constructs or Pop Psychology?**

This study investigated indirect effects of supervisor Theory X attitudes on subordinate OCB through subordinate Theory X attitudes about their supervisor and moderating organizational justice and workplace aggression effects using moderated mediation. Data from 210 supervisor-subordinate dyads over 2 waves supported the mediation model and the moderator interaction effects.

Eric M. O'Rourke, Southern California Gas Company

Kimberly E. O'Brien, Central Michigan University

Subhadra Dutta, Molina HealthCare

Submitter: Eric O'Rourke, ericmorourke@gmail.com

#### **142-27 Servant Leadership and Employee Well-Being: The Moderating Role of Motives**

Relationships between servant leadership and employee job satisfaction and role overload, and the moderating role of employee motives, were examined. Results suggest that servant leadership contributes to job satisfaction and reduces overload. Furthermore, relationships between servant leadership and employee outcomes were generally stronger among employees with high selfless motives.

Magda Donia, University of Ottawa

Usman Raja, Brock University

Alexandra J. Panaccio, Concordia University

Submitter: Alexandra Panaccio, apanacci@jmsb.concordia.ca

#### **142-28 Leadership Behaviors and Follower Health: A Meta-Analysis**

The influence of leadership behaviors on followers' health and well-being is quantified using meta-analysis. Leadership behaviors, both effective and ineffective, are consistently related to follower health and well-being. In addition, ineffective leadership behaviors appear to explain more of the variance in follower health outcomes than effective leadership behaviors.

Winnie Shen, University of South Florida

Michele W. Gazica, University of South Florida

Stephanie A. Anel, University of South Florida

Cristina K. Hudson, University of South Florida

Stacey R. Kessler, Montclair State University

Submitter: Winnie Shen, wshen@usf.edu

#### **142-29 Dysfunctional Leadership: Through the Eyes of the Beholders**

In order to overcome the limitations of self-report Likert-based measures of dysfunctional leadership, a new multisource, single-response situational judgment tool was developed. Validation study results from a sample of managers demonstrate the promise of such an approach proposed to be used in the assessment and coaching of senior leaders.

Allison B. Siminovsky, University of Georgia

Aarti Shyamsunder, Catalyst

Purnima Gopalkrishnan, Infosys Leadership Institute

Submitter: Allison Siminovsky, asimino1@gmail.com



**142-30 Contextual Constraints: An Examination of Implicit Followership Theories**

Dynamism of implicit followership theories (IFTs) was explored in a company confronted with organizational change. Culture, supervisor change, and IFTs were measured across 6 months. There were no significant effects of culture change on IFTs. There was significant effects of boss change when regressed on an individual's IFT.

Kathleen B. Snead, Virginia Tech

Roseanne J. Foti, Virginia Tech

Submitter: Katie Snead, kbs87@vt.edu

**142-31 Examining Follower Preferences for Charismatic, Ideological, and Pragmatic Leaders**

This study examined the impact of follower characteristics on preferences for charismatic, ideological, and pragmatic leaders. Using a sample of 122 working professionals, discriminant function analyses revealed significant variability across individuals in their preferences for the 3 leader styles. Results highlight the vital role of followers in the leadership process.

Christian N. Thoroughgood, Pennsylvania State University

Katina Sawyer, Villanova University

Mackenzie Harms, University of Nebraska-Omaha

Lindsey Rock, Villanova University

Submitter: Christian Thoroughgood, christian.thoroughgood@gmail.com

**142-32 Learning Organizations, Empowerment, and Innovation: The Importance of Transformational Leaders**

This study considers the contribution of organizational learning culture to employee outcomes, such as psychological empowerment and innovative behaviors, while investigating the moderating effect of leadership. Transformational leadership showed to be a significant moderator and enhanced the relationships between learning culture and innovation, and learning culture and empowerment.

Leanne M. Torte, California State University-San Bernardino

Janelle A. Gilbert, California State University-San Bernardino

Mark D. Agars, California State University-San Bernardino

Submitter: Leanne Torte, ltortez@gmail.com

**142-33 Two Types of Respect and Their Impact on Job Satisfaction**

This experimental study tested the relationship between respectful leadership and employees' job satisfaction by including self-determination as a mediator and employees' vertical respect for their leaders as a moderator. Support for the moderated mediation was found, corroborating that leader-follower interaction needs to be looked at in concert.

Catharina Decker, German Police University

Niels Van Quaquebeke, Kühne Logistics University

Submitter: Niels Van Quaquebeke, niels.quaquebeke@the-klu.org

**142-34 A Short Form of the Perceived Leadership Integrity Scale (sPLIS)**

A field sample completed the full Perceived Leadership Integrity Scale (PLIS). An EFA was conducted to isolate a unidimensional factor and confirmed with CFA. A short-form version of the PLIS was created removing items based on Hinkin (1998). Following this, IRT parameters were estimated from a second field sample.

Thomas J. Whelan, Javelin HR Solutions

Jack W. Stoughton, North Carolina State University

S. Bart Craig, North Carolina State University

Ken Parry, Bond University

Submitter: Thomas Whelan, whelan.tom@gmail.com

**142-35 Leading by Example and Employees' Organizational Citizenship Behavior**

This poster investigated whether leading by example motivates employees' organizational citizenship behavior (OCB). Data collected from 543 employees from a *Fortune* 500 company found that leading by example was positively related to employees' OCB only when employees have a low level of organizational cynicism.

Jialing Xiao, The Hong Kong Polytechnic University

Xu Huang, The Hong Kong Polytechnic University

Submitter: Jialing Xiao, juleyxiao@msn.com

**142-36 Interaction Between Leader Network Ties and Subordinate Cultural Values**

This study examines the moderating effects of subordinate cultural values on the relationships between leader centrality in advice network and leader-leader exchange, and subordinate outcomes. Leaders' network ties and subordinate cultural values interacted to influence subordinates' trust in leader, extra-role performance, and turnover intention.

Le Zhou, University of Florida

Michele J. Gelfand, University of Maryland

Yixuan Li, University of Florida

Mo Wang, University of Florida

Mert Aktas, Toros University

Sarah E. Frick, University of Florida

Submitter: Le Zhou, zhoule2007@gmail.com

**142-37 Effects of Leadership Competencies and Style on Objective Safety Outcomes**

This study examines the influence of leadership on safety incidents and injuries. By examining effect of manager leadership competencies and style, this study is filling the gap in the research-safety climate effects, specifically leadership, on objective, employee-level outcomes.

Kristin M. Delgado, Select International/Wright State University

Esteban Tristan, Select International

Matthew S. O'Connell, Select International

Ted B. Kinney, Select International

Submitter: Kristin Delgado, kdelgado@selectintl.com

**142-38 Safety Leadership and Employee Safety Behavior: Vision, Collaboration, and Supporting**

This study was conducted to evaluate the construct validity of a model of safety leadership and test the differential prediction of safety compliance and safety citizenship. Transactional and transformational safety leadership, as well as the interaction of 2 dimensions of transformational safety leadership, were positively related to safety behavior.

Tristan Casey, Sentis

Autumn D. Krauss, Sentis

Submitter: Allison Ellis, allison.ellis@sentis.net

**143. Special Events: 9:30 AM-10:20 AM****Room 309****Executive Board Invited Session: A Conversation With SIOP Leadership**

Come meet with SIOP leaders to discuss the latest updates on SIOP's strategic initiatives as well as get answers to your ques-

tions about SIOP activities. Topics will include SIOP's science advocacy efforts including work with Lewis-Burke, branding, and member services.

Tammy D. Allen, University of South Florida, *Host*  
 Douglas H. Reynolds, Development Dimensions International (DDI), *Host*  
 José M. Cortina, George Mason University, *Host*  
 Submitter: Tammy Allen, tallen@mail.usf.edu

#### 144. Symposium/Forum: 9:30 AM–10:20 AM Room 318A

##### Navigating the Labyrinth: New Insights into Women's Career Advancement

Women continue to be underrepresented and underpaid in the workplace. Although gender role stereotypes, work–family integration challenges, organizational processes, and other barriers faced by women have been well documented, some aspects of women's advancement remain understudied. This symposium investigates a few such underexplored predictors of women's advancement in the workplace.

Aarti Shyamsunder, Catalyst, *Chair*  
 Julia M. Fullick, Quinnipiac University, Kimberly A. Smith-Jentsch, University of Central Florida, *Where Are They? The Continued Dearth of Female Graduate Advisors*  
 Sarah Dinolfo, Catalyst, Aarti Shyamsunder, Catalyst, Julie S. Nugent, Catalyst, *Leadership Development: Who Gets the Experiences That Matter for Advancement?*  
 Katie Kirkpatrick-Husk, Seattle Pacific University, Dana L. Kendall, Seattle Pacific University, Hilary G. Roche, Seattle Pacific University, *Sponsorship in Organizations: The Critical Role of Trust*  
 Aparna Joshi, University of Illinois at Urbana-Champaign, Vilmos Misangyi, The Pennsylvania State University, Priyanka Dwivedi, The Pennsylvania State University, *A Configurational Approach to Female Executive Succession and Firm Performance*  
 Submitter: Aarti Shyamsunder, aarti\_shyamsunder@hotmail.com

#### 145. Poster Session: 11:00 AM–11:50 AM Ballroom C

##### Diversity and Cross-Cultural Issues

##### 145-1 The Development and Validation of the Cross-Cultural Cognitive Dissonance Scale

Due to the lack of an empirically sound measure, no research has examined the influence of cross-cultural cognitive dissonance on expatriate outcomes. Over the course of 3 studies, this poster develops and validates a multidimensional, 33-item measure of cross-cultural cognitive dissonance for use within the expatriate population.

Brian G. Whitaker, Appalachian State University  
 Richard Cotton, Appalachian State University  
 Ahmad Hassan, Morehead State University  
 Shawn Bergman, Appalachian State University  
 Jacqueline Z. Bergman, Appalachian State University  
 Submitter: Shawn Bergman, bergmans@appstate.edu

##### 145-2 Effects of Similarity- and Differences-Based Cross-Cultural Training on Predeparture Anxiety

This poster examined the impact of cross-cultural similarity and differences training on anxiety as it relates to experiences abroad. Findings indicate that differences training may increase levels of anxiety,  $F(3, 210) = 3.36, p = .02, \eta^2 = .05$ .

Elizabeth Crider, Central Michigan University  
 Stephen M. Colarelli, Central Michigan University  
 Submitter: Elizabeth Crider, elizanne6@gmail.com

##### 145-3 Effect of Power Distance on Responses to Psychological Contract Breach

This poster builds upon limited research examining how culture influences employee responses to psychological contract breach. Employees with higher power distance orientations respond less negatively to psychological contract breach than those with lower power distance orientations in terms of exit and voice but not for neglect or loyalty.

Kevin S. Cruz, The University of Texas at El Paso  
 Thomas J. Zagenczyk, Clemson University  
 Janelle H. Cheung, Clemson University  
 Kristin Scott, Clemson University  
 Bret Galloway, Clemson University  
 Submitter: Kevin Cruz, kscruz@utep.edu

##### 145-4 The Impact of Cultural and Emotional Intelligence on Intragroup Conflict

The impact of group emotional and cultural intelligence on intragroup task and relationship conflict was investigated. Workgroup EI did not predict less conflict in culturally diverse workgroups whereas workgroup CQ did. This finding supports the position that cultural values play an important role in the interpretation of events.

Magdolna B. Cure, Herbalife International, Inc.  
 Jay Finkelman, The Chicago School of Professional Psychology  
 Nurcan Ensari, Alliant International University  
 Calvin C. Hoffman, LA County Sheriff's Department  
 Submitter: Magdolna Cure, Magdolnab@msn.com

##### 145-5 Organizational and Individual Cultural Intelligence: Interactive Predictors of Expatriate Performance

This poster posited that individual and organizational cultural intelligence (CQ) would interact to predict expatriate task performance such that high organizational CQ would strengthen the positive individual CQ–performance relationship. Findings using a diverse expatriate dataset confirmed this hypothesis for interactions involving metacognitive and motivational dimensions of CQ.

Emily David, Zayed University  
 Sabrina D. Volpone, University of New Mexico  
 Submitter: Emily David, emily.m.david@gmail.com

##### 145-6 Socializing Expatriates and Their Spouses Through Organizational Onboarding

This study empirically tested a theoretical model on expat and spouse adjustment to international assignments. Findings indicate the onboarding practices and social support from host country nationals are important predictors of expat effectiveness.

Maren Dollwet, Claremont Graduate University  
 Rebecca J. Reichard, Claremont Graduate University  
 Maritza R. Salazar, Claremont Graduate University  
 Michelle Bligh, Claremont Graduate University  
 Submitter: Maren Dollwet, maren.dollwet@cgu.edu

### 145-7 Understanding the Antecedents of Perceived Fit Across Cultures



This manuscript reports a cross-cultural study examining 4 antecedents (average salary, past promotion, organizational constraints, and collectivistic values) of person-organization, demands-abilities, and needs-supplies fit. The study draws on the fundamental motivations framework and research on cross-cultural differences to outline antecedent-fit relationships that are culture-invariant and culture-specific.

Marina N. Astakhova, University of Texas at Tyler

Cathy L. Z. DuBois, Kent State University

Submitter: Cathy L. DuBois, cdubois@kent.edu

### 145-8 Development and Initial Validation of the Language at Work Scale

This article summarizes the development of 11-item measure of work-related language ostracism behaviors. Across 2 samples, the authors developed a reliable scale with a 2-factor structure including linguistic and terminological dimensions. Overall, the results of this study indicate that this construct has important implications for employee attitudes and behaviors.

John Fiset, Concordia University

Devasheesh Bhawe, Singapore Management University

Submitter: John Fiset, johnfiset@gmail.com

### 145-9 Using Occupational-Information and Trade Data to Understand Economic Development

A country's exports are important for its economic growth. This proof of concept study used international trade data and occupational information to estimate the occupational characteristics involved in the production of exports. Results are investigated by analyzing trends between occupational characteristics and countries' economic development.

Alexander E. Gloss, North Carolina State University

Lori Foster Thompson, North Carolina State University

Bailey Klinger, Harvard University

Natalie A. Wright, Valdosta State University

Submitter: Alexander Gloss, aegloss@ncsu.edu

### 145-10 Best International Paper Award and John C. Flanagan Award: Developing Cross-Cultural Personality Norms: Which Grouping Method Is Appropriate?



When establishing personality test norms, test developers frequently group countries together to reduce the number of required samples. This study examined the validity of GLOBE cultural clusters and an alternative set of personality-based clusters for reflecting national personality differences. Personality-based clusters received more support. Implications for test development are discussed.

Jack W. Kostal, University of Minnesota

Brenton M. Wiernik, University of Minnesota

Deniz S. Ones, University of Minnesota

Joy F. Hazucha, Korn Ferry

Submitter: Jack Kostal, kosta021@umn.edu

### 145-11 The Role of Resiliency in Cross-Cultural Adjustment in the Military

Resiliency is presented as an important attribute of soldiers that may assist with adapting to and recovering from adverse cross-cultural events.

This study investigated relationships between soldiers' resiliency and well-being after experiencing negative cross-cultural events. Results revealed several important relations, which may help inform guidelines to develop resiliency.

Matthew J. W. McLarnon, University of Western Ontario

Mitchell Rothstein, University of Western Ontario

Jennifer Klafehn, U.S. Army Research Institute

Jessica A. Gallus, US Army Research Institute

Gillian A. King, Holland Bloorview Rehabilitation Hospital (Toronto)

Submitter: Matthew McLarnon, mmclarno@uwo.ca

### 145-12 An Intercultural SJT of Metacognitive Cultural Intelligence and Offshoring Performance

An intercultural situational judgment test of metacognitive cultural intelligence (CQ) is introduced. Metacognitive CQ predicted supervisor-rated job performance over and above work experience and cognitive ability in a sample of 176 Filipino offshoring professionals. Implications for skill models as well as for hiring and development practices of offshoring professionals are discussed.

Thomas Rockstuhl, Nanyang Technological University

Alfred Presbitero, Nanyang Technological University

K. Yee Ng, Nanyang Technological University

Soon Ang, Nanyang Technological University

Submitter: Thomas Rockstuhl, TRockstuhl@ntu.edu.sg

### 145-13 There Goes the Neighborhood: Examining Contextualized Culture Scales' Nomological Network

This study examined the construct validity of Schroeder et al.'s (2013) work- and nonwork-specific measures of individualism and collectivism using a structural equation modeling approach. Evidence for both convergent and discriminant validity was presented, thereby providing additional evidence as to the methodological strength of these measures.

Amber N. Schroeder, Western Kentucky University

Patrick J. Rosopa, Clemson University

Brooke A. Baker, Clemson University

Elizabeth D. Mahaffey, The University of North Carolina at Chapel Hill

Submitter: Amber Schroeder, amber.schroeder@wku.edu

### 145-14 Xenophobia and Xenophilia in Coworker Choices: The Role of Openness

This study investigates how national dissimilarity affects people's first impression of others at zero acquaintance. It was found that culturally open individuals were more likely to perceive others with foreign nationalities as more similar to themselves, which led to higher likelihood of choosing them as a work partner.

Scott Parrigon, Purdue University

Sang Eun Woo, Purdue University

Caitlin M. Porter, Purdue University

Louis Tay, Purdue University

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

### 145-15 Home Away From Home: Community and Expatriate Engagement

This model of expatriate engagement examines the influence of expatriate community proactive tactics on community embeddedness, which in turn influences expatriate work engagement. It is demonstrated that proactive tactics positively influence expatriate



community embeddedness, and the latter leads to work engagement. The relationship is further enhanced by the expatriates' Emotional Stability.

Dilek Yunlu, University of Wisconsin-Milwaukee  
Hong Ren, University of Wisconsin-Milwaukee  
Katy Fodchuk, Advanced Learning Partnerships, Inc.  
Submitter: Dilek Yunlu, dyunlu@yahoo.com

#### **145-16 An Exploration of Gender Bias in Leadership Behavior Recall**

This study was conducted to investigate whether gender discrepancies in leadership behavior recall stem from bias for men or bias against women. Gender discrepancies stem generally from a bias against women; however, this bias is compounded in individuals high in sexism or external motivation to hide sexism by a bias for men.

Juliet Aiken, Georgetown Law  
Submitter: Juliet Aiken, jra76@law.georgetown.edu

#### **145-17 Composition, Climate, and Racioethnic Differences in Graduate Student Retention**

This poster proposed and found that departmental diversity climates and cohort diversity influence racioethnic differences in doctoral students' perceptions of organizational obstruction and commitment to completing the program. Specifically, differences were larger when climates were seen as less supportive of diversity or cohorts contained fewer minorities.

Derek R. Avery, Temple University  
Sabrina D. Volpone, University of New Mexico  
Submitter: Derek Avery, dravery@temple.edu

#### **145-18 Organizational Predictors of Diversity Management Success**

Organizational characteristics were examined as predictors of authentic diversity commitment, adoption of diversity-management practices, and backlash to diversity-management initiatives. Larger organizations were likely to adopt attraction and inclusion diversity practices and experience backlash to inclusion and retention diversity efforts. Service-industry organizations were likely to have an authentic diversity commitment.

Jodie L. Pyatt, Southern Illinois University Edwardsville  
Katie Kufahl, Southern Illinois University Edwardsville  
Joel T. Nadler, Southern Illinois University Edwardsville  
Lynn K. Bartels, Southern Illinois University Edwardsville  
Submitter: Lynn Bartels, lbartel@siue.edu

#### **145-19 Gender Differences in the Propensity to Initiate Negotiations: A Meta-Analysis**

The fact that women are less effective than men in negotiations has been linked to the unequal distribution of resources and opportunities in organizations. This meta-analysis contributes by confirming that women are less prone to initiate negotiations. This effect is robust to methodological artifacts as shown in moderator analyses.

Katharina G. Kugler, University of Munich-Germany  
Kaschner Tamara, Ludwig-Maximilians-Universitaet Muenchen  
Julia Reif, Ludwig-Maximilians-Universitaet Muenchen  
Felix C. Brodbeck, Ludwig-Maximilians-Universitaet Muenchen  
Submitter: Felix Brodbeck, brodbeck@psy.lmu.de

#### **145-20 The Spillover of Race-Related Hate Crimes to the Workplace**

This poster examined whether the experience of being targeted for a racial hate crime in the community spilled over to the workplace. Hate crime experiences intensified the effects of racial harassment at work on employees' stress, as well as their affective commitment and physical well-being. These effects differed by racial/ethnic group.

Kyle P. Ehrhardt, University of Wisconsin-Milwaukee  
Belle Rose Ragins, University of Wisconsin-Milwaukee  
Dianne D. Murphy, University of Wisconsin-Milwaukee  
Marinus van Driel, Van Driel Consulting/DEOMI  
Submitter: Kyle Ehrhardt, kpe@uwm.edu

#### **145-21 Evaluating Diversity and Inclusion Programs Designed to Change Social Attitudes**

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 for the malleability of overt bias assessed by explicit measures was tempered with mixed support for the malleability of automatic bias assessed by implicit measures.

Donald L. Fischer, Missouri State University  
Adena Young-Jones, APA  
Sequana L. Tolon, Missouri State University  
Submitter: Donald Fischer, donaldfischer@missouristate.edu

#### **145-22 Reduced prejudice in assessment centers: A function of rating process?**

Withholding judgment was hypothesized as an explanation for assessment centers' combination of high prediction and low adverse impact. Students evaluated videos of a candidate performing three exercises and made ratings using the two most common AC rating approaches. Contrary to expectations, within exercise ratings showed less prejudice than behavioral reporting.

Nicole Friedman, Southwest Missouri State University  
Robert G. Jones, Missouri State University  
Submitter: Robert Jones, robertjones@missouristate.edu

#### **145-23 The Battle of the "ISMs": Racism Versus Sexism Versus Ageism**

This poster provides the first meta-analysis of the relationship between prejudice and 3 workplace outcomes (selection decisions, performance evaluation, attraction to diverse organizations). Results suggested a "hierarchy of isms" across outcomes wherein the magnitude of the effect of racism was larger than sexism, which was larger than ageism.

Kristen Jones, George Mason University  
Tracy C. McCausland, George Mason University  
Tiffani R. Chen, George Mason University  
Eden B. King, George Mason University  
Isaac E. Sabat, George Mason University  
Lynn Chen, George Mason University  
Afra S. Ahmad, George Mason University  
Submitter: Kristen Jones, kjonesz@gmu.edu

#### **145-24 Does Addressing a Stereotype Help or Harm an Interviewee?**

This poster examined the impact of job candidates' discussion of stereotypes on selection decisions. Affirming a positive compe-

tence stereotype had a positive impact on evaluations, whereas affirming a positive warmth stereotype had a negative impact. However, affirming a positive warmth stereotype is beneficial if the candidate also distances an incompetence stereotype.

Christine M. Y. Kermond, Michigan State University  
 Danielle D. King, Michigan State University  
 Ann Marie Ryan, Michigan State University  
 Submitter: Christine Kermond, kermond@msu.edu

#### **145-25 The Impact of Colorism in Selection Systems: A SDO Perspective**

This poster examined whether predictions based in social dominance theory could predict intraracial colorism among Blacks in a simulated applicant-hiring scenario. Findings indicated that higher social dominance orientation scores predicted discriminatory resumé ratings, salary decisions, and hiring decisions in favor of lighter-skinned, Black job applicants.

Tiwirai D. Marira, Baruch College-City University of New York  
 Kristin L. Sommer, Baruch College-City University of New York  
 Submitter: Tiwirai Marira, tiwi221@gmail.com

#### **145-26 Foul Play: Race and the Glass Cliff in the NBA**

Typically addressing leadership positions afforded to women, the glass cliff phenomenon is explored in the context of race and head coaches within the National Basketball Association. Results suggest an interaction ( $\beta = -1.561, p < .05$ ) between coach's race and time of appointment predicting the coach's ultimate job tenure with the organization.

Jacob L. Martin, University of Georgia  
 Submitter: Jacob Martin, martjl6@gmail.com

#### **145-27 Nationality and Skin Tone Effects in Hiring Latinos**

Drawing on multiple social categorization and colorism theories, the relationships between nationality, skin tone, and job evaluations were assessed for light/dark-skin and Dominican/Colombian applicants. There was no interaction between skin tone and nationality, but there were some main effects of nationality on evaluations and on descriptions of candidates.

Carlos A. Moreno, University of Maryland  
 Christine M. Y. Kermond, Michigan State University  
 Ann Marie Ryan, Michigan State University  
 Submitter: Carlos Moreno, carlos.moreno316@gmail.com

#### **145-28 Turned Off by Empowerment: Understanding Women's Perceptions of Organizational Gender Principles.**

Efforts by organizations to attract women typically involve implementing diversity initiatives, such as "women empowerment" and "gender equality." Through 3 studies it was found that reference to "women empowerment" (compared to "gender equality" and control) in organizational principles is less appealing to women. Explanations for this effect are hypothesized and tested.

Ekaterina Netchaeva, University of Utah  
 Maryam Kouchaki, Harvard University  
 Submitter: Ekaterina Netchaeva, ekaterina.netchaeva@business.utah.edu

#### **145-29 Shifting Standards? Sex Differences in Teaching Evaluations or Lack Thereof**

A systematic analysis of 3925 teaching evaluation comments for 114 professors indicated that female STEM professors were evaluated as effective as male STEM professors and statistically equivalent

on the inclusion of 4 characteristics that they were predicted to differ on based on social cognition theories.

Rebecca J. Thompson, Purdue University  
 Stephanie C. Payne, Texas A&M University  
 Laura C. Lomeli, Texas A&M University  
 Xiaohong Xu, Texas A&M University  
 Amber L. Smittick, Texas A&M University  
 Submitter: Stephanie Payne, scp@tamu.edu

#### **145-30 Abusive Supervision: An Unwelcoming Experience**

This poster examined the relationship between abusive supervision and organizational inclusion. Data revealed that abusive supervision affects turnover intentions and OCBs through organizational inclusion. Leader Neuroticism was identified as a 1st stage moderator.

Darryl B. Rice, University of Central Florida  
 Regina M. Taylor, University of Central Florida  
 Submitter: Darryl Rice, darrylrice1204@yahoo.com

#### **145-31 Influence of Employee Tattoos on Consumers' Attitudes and Behavior**

This research examined the influence of employee tattoos on customers' cognitive and affective reactions. Results showed that customers had positive and negative reactions toward tattooed employees, which transferred to reactions toward the organizations and its products. Findings highlight the potential for bottom-line consequences associated with hiring tattooed employees.

Enrica N. Ruggs, University of North Carolina at Charlotte  
 Michelle (Mikki) Hebl, Rice University  
 Submitter: Enrica Ruggs, eruggs@uncc.edu

#### **145-32 Gender, Shifting Standards, and Perceptions of Managers' Decision Making Processes**

A laboratory study showed evidence of shifting standards for male and female managers. When a logic-based (compared to intuition-based) decision was made, the female manager was rated higher in logic than the male manager. Managers also were rated as higher in skill when they made decisions that violated gender expectations.

Alecia M. Santuzzi, Northern Illinois University  
 Sara J. Johnson, George Williams College  
 Lisa Finkelstein, Northern Illinois University  
 Submitter: Alecia Santuzzi, asantuzzi@niu.edu

#### **145-33 Social Dominance Orientation, Power Distance, and Attitudes Toward Women Managers**

A cross-cultural study was run in America and Kuwait among female participants. The interaction between perceptions of high power distance and social dominance orientation resulted in favorable attitudes toward female managers in America and unfavorable attitudes toward female managers in Kuwait.

Aneika Simmons, Sam Houston State University  
 Jo Ann Duffy, Sam Houston State University  
 Hamed S. Alfrah, Kuwait University  
 Submitter: Aneika Simmons, aneika\_simmons@shsu.edu

#### **145-34 Perceptions of Positive Personality in Task Placement: Does Race Matter?**

This study examines if there are differences in task placement due to a candidate's race and the corresponding perceptions of the candidate's personality. Findings indicate that the Black candidate

was 3 times less likely to be selected for a group task assignment when perceived to have less positive personality characteristics.

Casey C. Smith, Baruch College and the Graduate Center, CUNY  
Alecia M. Santuzzi, Northern Illinois University  
Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY  
Submitter: Casey Smith, smithcc09@gmail.com

#### **145-35 Soda, Pop, or Coke? Applicant Assessment Regional Differences**

This study was conducted to examine variation across the United States in individual differences as measured in a preemployment assessment. Systematic differences were found across regions and between urban and rural locations within regions. Implications for assessment and selection are discussed.

Belinda K. Smith, Kenexa, an IBM Company  
Amanda Klabzuba, Kenexa, an IBM Company  
Marisa Adelman Carson, Kenexa, an IBM Company  
Kevin Dowling, Kenexa, an IBM Company  
Submitter: Belinda Smith, smithb@us.ibm.com

#### **145-36 Female Businesspersons' Gender-Professional Identity Integration, Identity Cues and Negotiation Outcomes**

This study found that identity cues interact with female businesspersons' levels of gender-professional identity integration (G-PII)—the extent to which one's gender and professional identities are perceived as compatible or in conflict with each other—to influence their negotiation behavior through assimilation and contrast effects.

Chi-Ying Cheng, Singapore Management University  
Yi Wen Tan, Singapore Management University  
Submitter: Yi Wen Tan, yvonnentan89@gmail.com

#### **145-37 Positive Intentions but Discrimination Toward Hiring Cancer Survivors**

This research evaluated intentions to hire and actual hiring behaviors toward applicants who are cancer survivors. Results suggest positive intentions but negative hiring outcomes for cancer survivors, compared to presumably healthy counterparts. Implications for the behavioral treatment of these applicants, access to employment, and return-to-work interventions are discussed.

Craig D. White, Texas A&M University  
Larry R. Martinez, Pennsylvania State University  
Jenessa Shapiro, UCLA  
Michelle (Mikki) Hebl, Rice University  
Submitter: Craig White, cwhite2715@gmail.com

#### **145-38 The Role of Openness and Tolerance in Culturally Diverse Teams**

This study investigates the role of personality traits (especially openness and tolerance) in predicting individuals' psychological and behavioral reactions to cultural diversity in the work team. Highly tolerant individuals tended to engage in more positive, prosocial interactions with other team members when the group was culturally diverse.

Rachel Saef, Purdue University  
Sang Eun Woo, Purdue University  
Scott Parrigon, Purdue University  
Caitlin M. Porter, Purdue University  
Margo Monteith, Purdue University  
Chelsea Weber, Purdue University  
Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

#### **145-39 Effects of National Culture on Error Reporting and Safety Behavior**

Employing a structural equation modeling approach, this poster investigated the role of national culture in influencing safety outcomes by examining differences in both group means and the nature of relationships among safety constructs. Marked differences were found between non-Western and Western employees, which carry significant theoretical and practical implications.

Tristan Casey, Sentis  
Autumn D. Krauss, Sentis  
Submitter: Allison Ellis, allison.ellis@sentis.net

#### **145-40 Measuring Workplace Discrimination: Breadth Versus Depth**

This study sought to examine if multiple forms of discrimination/harassment reflect a higher order factor and if that higher order factor predicts broadly defined well-being, job attitudes, and performance outcomes. Results demonstrate evidence for the broad discrimination construct and show that broad discrimination robustly predicts well-being and performance.

Lindsay Y. Dhanani, University of Central Florida  
Dana Joseph, University of Central Florida  
Submitter: Dana Joseph, dana.joseph@ucf.edu

### **146. Symposium/Forum: 11:00 AM–12:20 PM Room 303AB**

#### **Ordering the Complexity: Establishing Key Differences in Multiteam Systems**

The use and examination of multiteam systems, networks of teams that interdependently pursue team and collective system goals, has been rapidly increasing. This symposium presents a collection of 4 papers that advance theory and research on multiteam systems by examining the critical forces and factors that drive differences in effectiveness.

John E. Mathieu, University of Connecticut, **Chair**  
Margaret M. Luciano, University of Connecticut, **Co-Chair**  
Margaret M. Luciano, University of Connecticut, Leslie A. DeChurch, Georgia Institute of Technology, John E. Mathieu, University of Connecticut, **A Multidimensional Scaling Framework of Multiteam Systems**  
Robert B. Davison, Texas Tech University, John R. Hollenbeck, Michigan State University, **The Performance Impact of Social Perceptions in Multiteam Systems**  
Dorothy R. Carter, Georgia Institute of Technology, Raquel Asencio, Georgia Institute of Technology, Zachary Gibson, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, Stephen J. Zaccaro, George Mason University, **Science Teams in Context: Countervailing Forces in Translational Multiteam Systems**  
Ralph A. Heidl, Michigan State University, Michael Howe, Michigan State University, John R. Hollenbeck, Michigan State University, Roger Calantone, Michigan State University, **Accelerated Degeneration Theory: Informal Boundary Spanning and Multiteam System Performance**  
Gilad Chen, University of Maryland, **Discussant**  
Submitter: Margaret Luciano, mluciano@business.uconn.edu

### **147. Friday Seminars: 11:00 AM–2:00 PM**

**Room 304A 3 CE credits for attending. Extra fee/preregistration required.**

#### **Generational Differences in the Workplace: Managing Millennials**

This seminar will discuss how generations differ based on a sample of 11 million young people. Millennials or Generation Me show positive self-views, higher expectations, and an increased emphasis



sis on work–life balance. Two applications of this research are discussed: methods in generational research (including separating age and generational effects), and evidence-based strategies for recruiting, retaining, and managing today's young adults. The seminar will be spiced with plenty of pop culture and humor.

Jean M. Twenge, San Diego State University, **Presenter**  
 Stacy M. Campbell, Kennesaw State University, **Presenter**  
 Jerel E. Slaughter, University of Arizona, **Coordinator**

Submitter: Jerel Slaughter, jslaughter@eller.arizona.edu

#### 148. Friday Seminars: 11:00 AM–2:00 PM

**Room 304B** 3 CE credits for attending. Extra fee/preregistration required.

##### Using MPlus for Structural Equation Modeling in I-O Research

This workshop will introduce participants to the Mplus software. Participants will learn to run exploratory factor analyses and latent variable measurement models using confirmatory factor analyses. They will also learn to run path models (a) using regression, (b) among latent variables, (c) using logistic regression, and (d) using logistic latent variable analysis. Testing latent interactions will be discussed. The instructor will provide the data and the syntax files used in the workshop.

Robert J. Vandenberg, University of Georgia, **Presenter**  
 Catherine E. Connelly, McMaster University, **Coordinator**

Submitter: Catherine Connelly, connell@mcmaster.ca

#### 149. Panel Discussion: 11:00 AM–11:50 AM

**Room 306A**

##### Not Green but Still Growing: I-O Psychologists' Development at Midcareer

Midcareer can be an exciting but turbulent time for I-O psychologists. This session focuses on the potential opportunities at this career phase (developing new skills; assuming leadership duties; expressing core I-O technical training in new ways), as well as the challenges (balancing work, family, and professional development; reassessing career goals).

Patrick Gavan O'Shea, Human Resources Research Organization, **Chair**  
 Craig R. Dawson, CEB, **Panelist**  
 Erica I. Desrosiers, Walmart, **Panelist**  
 Tim McGonigle, SRA International, **Panelist**  
 Robert P. Michel, Edison Electric Institute, **Panelist**

Submitter: Patrick O'Shea, goshea@humro.org

#### 150. Symposium/Forum: 11:00 AM–12:20 PM

**Room 306B**

##### Pivot Tables to P-Values: Creating an Internal HR Analytics Function

This symposium focuses on how I-O psychologists are transforming HR from intuition-based to data-driven decision making. Practitioners from ConAgra Foods, Google, Procter & Gamble, JetBlue Airways, and Marriott International will discuss how they are leveraging analytics to drive business outcomes. Recommendations for creating an internal analytics function will also be provided.

Amy S. Walzer, ConAgra Foods, **Co-Chair**  
 Sarah A. Sinnett, ConAgra Foods, **Co-Chair**  
 Sara J. Roberts, ConAgra Foods, Sarah A. Sinnett, ConAgra Foods, Amy S. Walzer, ConAgra Foods, **People Analytics: A Key Ingredient in our**

##### Recipe for Growth

Tina Malm, Google, Inc., **Data, Meet People**  
 Andrea Si McCance, Procter & Gamble, Robert E. Gibby, Procter & Gamble, Travis J. Drake, Colorado State University, Adam Ducey, University of South Florida, **Using Analytics to Drive Employee Engagement at P&G**

Andrew Biga, JetBlue Airways, Meisha-ann Martin, JetBlue Airways, Ryan Dullaghan, JetBlue Airways, Kevin Loo, JetBlue Airways, Marlon I. Alvarado, JetBlue Airways, **Built From Within: JetBlue's Analytics Story**  
 Matthew S. Fleisher, Marriott International, Matthew C. Reeder, APTMetrics, Inc., Joshua M. Sacco, APTMetrics, Inc., **Making a Case for Assessments by Demonstrating Business Impact**

Submitter: Sara Roberts, sara.roberts@conagrafoods.com

#### 151. Special Events: 11:00 AM–11:50 AM

**Room 309**

##### Distinguished Early Career Contribution Award (Science): Using Implicit Measures for Organizational Research

There is growing interest in the role of implicit content at work, or content that exists outside employees' awareness and control. To research such content, though, requires unique methods that differ from traditional survey items. The usefulness of word fragment completion tasks for assessing implicit content will be described.

Mo Wang, University of Florida, **Host**  
 Russell E. Johnson, Michigan State University, **Presenter**

#### 152. Debate: 11:00 AM–11:50 AM

**Room 311**

##### Are Interactions Really Worth the Trouble?

The search for interactions is often frustrating. Kevin Murphy and Craig Russell debate the proposition that the use of interactions in theory and the attempt to find interactions in data from organizations is either pointless (Murphy) or difficult but worthwhile (Russell). Implications for research, theory and application are explored

Jeanette N. Cleveland, Colorado State University, **Moderator**  
 Kevin R. Murphy, Lamorinda Consulting, **Presenter**  
 Craig J. Russell, University of Oklahoma, **Presenter**

Submitter: Kevin Murphy, krm10@me.com

#### 153. Symposium/Forum: 11:00 AM–12:20 PM

**Room 314**

##### Social Media in Selection: Validity, Applicant Reactions, and Legality

Recruiters and hiring managers are turning to online social media profiles as a source of information about job applicants. However, little is known about the quality of information drawn from such sources. This symposium explores this new predictor class with studies on validity, applicant reactions, and legal implications.

Richard N. Landers, Old Dominion University, **Chair**  
 Gordon B. Schmidt, Indiana University Purdue University Fort Wayne, **Chair**  
 Katelyn J. Cavanaugh, Old Dominion University, Richard N. Landers, Old Dominion University, **Incremental Validity of Social Media Ratings to Predict Job Performance**  
 Christopher J. Hartwell, Purdue University, **Applicant Reactions to Social Media Screens in Employee Selection**  
 Shawn Bergman, Appalachian State University, Jacqueline Z. Bergman, Appalachian State University, Brian G. Whitaker, Appalachian State University, **Social Media Use by Protected Classes: Implications for**



**Adverse Impact**

Linda Sue Ficht, Indiana University Kokomo, Julia Levashina, Kent State University, **Employment at Will Versus Social Media: Winner Still Unknown**  
 Richard N. Landers, Old Dominion University, Gordon B. Schmidt, Indiana University Purdue University Fort Wayne, **Social Media, a New Predictor Class: Remaining Questions for Selection**

Submitter: Richard Landers, rnlayers@odu.edu

### 154. Symposium/Forum: 11:00 AM–11:50 AM Room 316C

#### Advances in the Measurement and Application of Forced-Choice Noncognitive Assessments

There is growing interest in the use of forced-choice measures of noncognitive constructs in high-stakes applications. This symposium brings together studies of models and methods underscoring forced-choice assessment and examples demonstrating their effectiveness. These papers present important directions and findings that will appeal to a range of researchers and practitioners.

Jacob Seybert, Educational Testing Service, **Co-Chair**  
 Richard D. Roberts, Educational Testing Service, **Co-Chair**  
 Philseok Lee, University of South Florida, Jacob Seybert, Educational Testing Service, Stephen Stark, University of South Florida, Oleksandr Chernyshenko, Nanyang Technological University, **Advances in Constructing and Evaluating Unidimensional Forced Choice Measures**  
 Jacob Seybert, Educational Testing Service, Stephen Stark, University of South Florida, Oleksandr Chernyshenko, Nanyang Technological University, **Estimating Item Parameters and Trait Scores From Multidimensional Tetrad Rankings**

Christopher D. Nye, Michigan State University, Fritz Drasgow, University of Illinois at Urbana-Champaign, Leonard White, U.S. Army Research Institute for the Behavioral and Social Sciences, Chris Kubisiak, PDRI, a CEB Company, Oleksandr Chernyshenko, Nanyang Technological University, Stephen Stark, University of South Florida, **The Validity of Forced-Choice Personality Measures for Selection and Classification**

Bobby D. Naemi, Educational Testing Service, Jacob Seybert, Educational Testing Service, Patrick C. Kyllonen, Educational Testing Service, **Validity Evidence for an Adaptive Forced-Choice Personality Assessment Across Jobs**

Submitter: Jacob Seybert, jseybert@mail.usf.edu

### 155. Panel Discussion: 11:00 AM–11:50 AM Room 317A

#### Not All Shall Lead: Selection and Development for Unique/IC Jobs

This session will focus on the issues surrounding employee selection and development for unique, nonleadership, and/or high-level individual contributor jobs. The panel discussion will include research evidence on the characteristics that differentiate these jobs from managerial roles, practical examples of programs targeted at crucial but nonleadership jobs, and future considerations.

Jacqueline A. VanBroekhoven, Hogan Assessment Systems, **Co-Chair**  
 Jocelyn M. Hays, Hogan Assessment Systems, **Co-Chair**  
 David Futrell, Eli Lilly and Company, **Panelist**  
 Reid E. Klion, pan-Performance Assessment Network, Inc., **Panelist**  
 Adam Vassar, Quintela Group, **Panelist**

Submitter: Jocelyn Hays, jhays@hoganassessments.com

### 156. Symposium/Forum: 11:00 AM–12:20 PM Room 317B

#### Current Thinking and Research About the ASA Cycle

This symposium provides 4 examples of recent research on Schneider's (1987) attraction–selection–attrition framework. The works include macrolevel outcomes as well as specifics of the attraction and selection aspects of attraction–selection–attrition.

Tomas R. Giberson, Oakland University, **Chair**  
 Dave Bartram, CEB, **The Influence of Personality on People's Choice of Organizations**  
 Cody J. Reeves, University of Iowa, Amy L. Kristof-Brown, University of Iowa, Brent Daily, Round Pegg, Inc., **Unpacking How Recruiters' Form and Use Fit Perceptions**  
 Jon Billsberry, Deakin University, **An Empirical Test of ASA's Selection Proposition**  
 Anthony Wheeler, University of Rhode Island, Riann Singh, University of the West Indies, **Actively Building the 'A' and 'S' of the ASA Framework**  
 Benjamin Schneider, CEB, **Discussant**

Submitter: Tomas Giberson, giberson@oakland.edu

### 157. Alternative Session Type: 11:00 AM–12:20 PM Room 318A

#### Competing Coaches and Coachees: Mock Licensing Board Hearing

This interactive discussion consists of a mock ethics hearing, which relates to 2 coaches and more than 1 coachee, internal/external coaches, and coaching by a clinical (licensed) psychologist versus services by an I-O provider (unlicensed). Privilege versus confidentiality will be addressed. Audience members will vote on the ethical charges.

Greg Gormanous, LSU, **Chair**  
 Michael Milad, RHR International, **Presenter**  
 Caren Goldberg, American University, **Presenter**  
 Nale K. Lehmann-Willenbrock, VU University Amsterdam, **Presenter**  
 Don Crowder, Association of State and Provincial Psychology Boards, **Presenter**  
 Tracy L. Ramsey, LSU Alexandria, **Presenter**  
 Yolanda L. Winberg, Seattle Pacific University, **Presenter**  
 Stephen H. Behnke, American Psychological Association, **Presenter**  
 Nabil El-Ghoroury, American Psychological Association of Graduate Students, **Presenter**  
 Paul C. Green, Paul C. Green, Ph.D. Inc., **Presenter**  
 Rodney L. Lowman, Alliant International University, **Presenter**  
 M. Peter Scontrino, Scontrino-Powell, **Presenter**  
 Nancy T. Tippins, CEB Valtera, **Presenter**  
 Warren Lowe, Lafayette Psychotherapy Group, **Presenter**  
 Submitter: Greg Gormanous, Greg.Psy1@gmail.com

### 158. Symposium/Forum: 11:00 AM–12:20 PM Room 318B

#### Challenges and Innovations of Using Game-Like Assessments in Selection

The application of gamification and serious games to HR selection practices is getting ahead of the research needed to provide a solid foundation for these practices. This symposium is designed to help the I-O community continue dialoguing about the design and use of game-like assessments before use outpaces research.

Eric C. Popp, CEB, **Chair**  
 Chris Kubisiak, PDRI, a CEB Company, Robert W. Stewart, PDRI, a CEB Company, Erin E. Thornbury, PDRI, a CEB Company, Neta Moye, PDRI, a CEB Company, **Development of PDRI's Learning Agility Simulation**

Jennifer L. Geimer, CEB, Patrick Gavan O'Shea, Human Resources Research Organization, ***Design Considerations to Maximize the Utility of Gamification for Selection***

Eric J. Sydel, Shaker Consulting Group, Christie M. Cox Brodbeck, Shaker Consulting Group, ***The Predictive Power of Game-Like Assessments Compared to Traditional Tests***

Eric C. Popp, CEB, ***Addressing Practical Challenges in Developing Game-Like Assessments***

Charles A. Handler, Logi-Serve LLC, ***Discussant***

Submitter: Eric Popp, eric.popp@shl.com

## 159. Symposium/Forum: 11:00 AM–12:20 PM

### Room 322AB

#### Engagement: Examining its Role as a Motivational Concept

Scholars have begun to position engagement as a motivational mechanism that connects individual and organizational factors to employee behaviors. The purpose of this symposium is to showcase cutting edge research in this area by illuminating exciting new research questions and potential applications, and encouraging more efforts along these lines.

Jeffery A. LePine, Arizona State University, ***Chair***

Melissa Chamberlin, Arizona State University, ***Co-Chair***

You-Jin Kim, California State University-Dominguez Hills, Linn Van Dyne, Michigan State University, SinHui Chong, Michigan State University, Kyoungjo Oh, Michigan State University, ***What Makes Proactive Individuals Better Performers?***

Melissa Chamberlin, Arizona State University, Brooke R. Buckman, Arizona State University, Marcie LePine, Arizona State University, ***Regulatory Focus as a Moderator Between Job Demands and Engagement***

Michael S. Christian, University of North Carolina, Noah Eisenkraft, University of North Carolina at Chapel Hill, Chaitali P Kapadia, University of North Carolina at Chapel Hill, ***Fluctuations in Pain Predict Work Behaviors Through Engagement and Self-Control***

Jonathon R. Halbesleben, University of Alabama, Adam Rapp, University of Alabama, Matthew R. Leon, University of Alabama, James Andzulis, University of Alabama, ***Examining Accumulation Effects of Employee Engagement on Sales Outcomes***

Bret Crane, George Washington University, Eean R. Crawford, University of Iowa, Jeffery A. LePine, Arizona State University, ***The Role of Leaders' Questions on Subordinate Trust and Engagement***

Submitter: Melissa Chamberlin, mchamberlin@asu.edu

## 160. Symposium/Forum: 11:00 AM–12:20 PM

### Room 323A

#### Future Time Perspective at Work: Different Conceptualizations, Different Findings

Although research on future time perspective (FTP) in the work context is expanding, ambiguity in the conceptualization of the FTP construct impedes theory development and results in inconsistent findings. Therefore, this symposium aims to discuss different conceptualizations, dimensions, and measures of FTP, their interrelations, and their associations with work-related constructs.

Dorien Kooij, Tilburg University, ***Chair***

Ruth Kanfer, Georgia Institute of Technology, ***Co-Chair***

Matthew J. Betts, Georgia Institute of Technology, Ruth Kanfer, Georgia Institute of Technology, ***Future Time Perspective: Conceptualization, Measurement, and Work-Related Correlates***

Piers Steel, University of Calgary, Chris Morin, University of Calgary, ***The Temporal Perspectives Behind Procrastination***

Hannes Zacher, The University of Queensland, ***Effects of Temporal Focus on Job Engagement, Boredom, and Exhaustion***

Dorien Kooij, Tilburg University, Matthew J. Betts, Georgia Institute of Technology, Ruth Kanfer, Georgia Institute of Technology, ***Future Time Perspective: Advancing Theory on Aging at Work***

Gerard Seijts, University of Western Ontario, ***Discussant***

Submitter: Dorien Kooij, t.a.m.kooij@uvt.nl

## 161. Panel Discussion: 11:00 AM–12:20 PM

### Room 323B

#### The Future of Emotional Labor: Reasons for Optimism and Concern

Emotional labor is the management of emotions in one's work role and is a prevalent focus in I-O psychology. Yet, the field is in need of fresh theoretical and measurement energy. This panel will present diverse perspectives regarding the future of emotional labor and encourage innovation in this growing field.

Allison S. Gabriel, Virginia Commonwealth University, ***Co-Chair***

Alicia A. Grandey, Pennsylvania State University, ***Co-Chair***

Daniel J. Beal, University of Texas at San Antonio, ***Panelist***

Nai-Wen Chi, National Sun Yat-Sen University, ***Panelist***

Jason Dahling, The College of New Jersey, ***Panelist***

Catherine S. Daus, Southern Illinois University-Edwardsville, ***Panelist***

James M. Diefendorff, University of Akron, ***Panelist***

Submitter: Allison Gabriel, agabriel2@vcu.edu

## 162. Symposium/Forum: 11:00 AM–12:20 PM

### Room 323C

#### Going Global With Assessments: Geographic Findings and Benchmarking Challenges

Administering assessments in a global environment raises important practical questions about the use of global versus local benchmarking strategies. This symposium will present the research findings of several global assessment firms, including discussion of the techniques used to identify regional variability and the corresponding implications for benchmarking strategies in practice.

Levi R. Nieminen, Denison Consulting, ***Chair***

Dara Pickering, Hogan Assessment Systems, Stephen Nichols, Hogan Assessment Systems, ***Examining Differences in Personality Across Geographic Regions***

Justin G. Black, Sirota, David W. Reeves, Sirota, ***Employee Engagement Benchmarking: Does Country Matter?***

Levi R. Nieminen, Denison Consulting, Felix Thai, Denison Consulting, Ia Ko, Denison Consulting, ***Organizational Culture and Effectiveness: Regional Differences or Similarities?***

Rena Le Rasch, Kenexa, an IBM Company, ***Measurement Equivalence of the High Performance Engagement Model Across Countries***

Daniel R. Denison, International Institute for Management Development, ***Discussant***

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

## 163. Symposium/Forum: 11:00 AM–12:20 PM

### Room 324

#### Leisure Activities and Individual Differences in the Context of Recovery

Recovery from work benefits employee well-being. Despite growing interest in recovery, little is known about its antecedents. Also, the role of individual differences in recovery received less attention. This symposium provides new insights into the recovery literature by investigating leisure activities, individual differences, and their interaction as antecedents of recovery.



Eunae Cho, SUNY at Albany, **Chair**

Eunae Cho, SUNY at Albany, Tammy D. Allen, University of South Florida,  
**Choice of Leisure Activities: The Role of Guilt**

Huey Woon Lee, Singapore Management University, Guihyun Park, Singapore Management University, Brian H. Kim, Occidental College, Serena Wee, Singapore Management University, **Leisure Choice: Implications From Resource Theories and Behavioral Concordance Hypothesis**

Jennifer M. Ragsdale, University of Tulsa, Kaylen P. Wood, University of Tulsa, **Affective Dispositions as Moderators in the Weekend Recovery Process**

Hyung In Park, Chonnam National University, **Effects of a 15-Minute Relaxation on Recovery: A Field Experiment**

Sabine Sonnentag, University of Mannheim, **Discussant**

Submitter: Eunae Cho, echo5@albany.edu

## 164. Roundtable/Conversation Hour: 11:00 AM–11:50 AM Room 327

### Opting Out and Opting In: Developing a Research Agenda

“Opting out” and “opting in” refer to when working women leave paid employment and reenter the workforce after a career break. The objective of this roundtable/conversation hour is to increase the visibility of these topics, highlight current gaps in the literature, and brainstorm a research agenda.

Malissa A. Clark, The University of Georgia, **Host**

Ellen A. Ensher, Loyola Marymount University, **Host**

Submitter: Malissa Clark, clarkm@uga.edu

## 165. Community of Interest: 11:00 AM–12:20 PM Room 328

### Using I-O to Help the Armed Forces and Veterans

Rose A. Mueller-Hanson, PDRI, a CEB Company, **Host**

Maya Yankelevich, PDRI, a CEB Company, **Host**

Christine E. Corbet, Right Management, **Coordinator**

## 166. Special Events: 11:00 AM–12:20 PM Theatre 310

### Connections That IGNITE I-O Research and Practice

So far, SIOP's annual invited IGNITE series has considered how I-O psychologists use data to inform evidenced-based decisions, impact people's working lives, and influence employee and organizational behavior. This fourth installment showcases the remarkable connections forged in order to realize these goals. What connections will you be inspired to make?

Autumn D. Krauss, Sentis, **Chair**

Robin R. Cohen, Bank of America, **Presenter**

Quinetta M. Roberson, Villanova University, **Presenter**

Michelle (Mikki) Hebl, Rice University, **Presenter**

Lillian T. Eby, University of Georgia, **Presenter**

Lise M. Saari, NYU & Baruch, **Presenter**

Tracy Kantrowitz, CEB, **Presenter**

Lisa Finkelstein, Northern Illinois University, **Presenter**

Amy Dawgert Grubb, Federal Bureau of Investigation, **Presenter**

Leslie B. Hammer, Portland State University, **Presenter**

Sari Lehtonen, European Personnel Selection Office, **Presenter**

Submitter: Autumn Krauss, autumn.krauss@sentis.net

## 167. Poster Session: 12:00 PM–12:50 PM Ballroom C

### Organizational Climate, Performance, Strategic HR, Innovation/Creativity

## 167-1 Enhancing Team Creativity Through Psychological Safety and P.A.S.S.

This study attempts to understand the group-level factors underlying creative success using a new intervention called P.A.S.S. (Partner Advocacy Support System). Participants were placed in groups, and teams were assessed on their creative performance. Findings indicated that psychological safety and the use of P.A.S.S. improved creativity in the teams.

Jessica N. Cooperstein, Pennsylvania State University

Lily Cushenbery, Pennsylvania State University

Andrea L. Hetrick, University of Georgia

Joshua Fairchild, Creighton University

Samuel T. Hunter, Pennsylvania State University

Submitter: Jessica Cooperstein, jnc5177@psu.edu

## 167-2 The Interaction of Membership Change and Task on Team Creativity

Common wisdom regarding changes in team membership suggests that such disruptions have inherently negative effects on team creativity. However, through a study of 119 teams, this study suggests that membership change can have positive outcomes and that effects are dependent upon the task during which it occurs.

Joshua Fairchild, Creighton University

Samuel T. Hunter, Pennsylvania State University

Tyler Mulhearn, University of Oklahoma

Submitter: Joshua Fairchild, joshuafairchild@creighton.edu

## 167-3 The Roles of Expertise and Product Novelty in Product Assessment

This manuscript draws on cognitive psychology to propose a model for the ways in which expertise impacts product evaluation. It is expected that decisions made by experts and novices will be driven by differing cognitive processes, and that the novelty of the design in question will impact these effects.

Joshua Fairchild, Creighton University

Sam T. Hunter, Pennsylvania State University

Erin M. Fairchild, Sunderland Brothers Company

Submitter: Joshua Fairchild, joshuafairchild@creighton.edu

## 167-4 Principals' Work Engagement as Motivator for School-Level Innovative Outputs

This multisource study examined the role of school principals' work engagement as motivational catalyzer for school-level innovative outputs through school-level innovative work behavior. Results showed that principals' work engagement increased school-level idea generation, which in turn fostered schools' self-rated and objective innovative outputs.

Anna R. Koch, University of Münster

Carmen Binnewies, University of Münster

Christian Dormann, Ruhr-University Bochum

Submitter: Anna Koch, anna.r.koch@uni-muenster.de

## 167-5 Heads or Hearts: Intuition, Need for Cognition and Team Innovation

This poster examined the relation between individual's intuition, need for cognition (NFC) and team innovation among 35 R&D teams. Findings indicate a positive relation between NFC and team innovation but negative relation between intuition and team innova-

tion. Supportive supervision was shown to moderate relationship between NFC and team intuition.

Jana Krapez, University of Ljubljana  
Miha Skerlavaj, BI Norwegian Business School, Norway  
Submitter: Jana Krapez, jana.krapez@ef.uni-lj.si

#### **167-6 Burnout and Creativity: The Role of Proactive Personality, Intrinsic Motivation**

This study investigates the relationship between burnout and creativity. In addition, it examines the mediating process of intrinsic motivation and moderating role of employees' proactive personality. Implications of current findings are discussed.

Jihye Lee, Seoul National University  
Dongwon Choi, National University of Singapore  
Oh Soo Park, Seoul National University  
Submitter: Jihye Lee, wisdom0405@snu.ac.kr

#### **167-7 Incubating Creative Newcomers: Effects of Role Expectation and Newcomer Affect**

This article explores the mechanism through which creativity role expectation in the socialization process enhances newcomers' creativity. It is argued that creative intention mediates this relationship; creative self-efficacy interacts with creativity role expectation to influence creative intention, and supervisor triggered newcomer affect interacts with creative intention to predict different types of creativity.

Zhenyu Liao, National University of Singapore  
Lusi Wu, Purdue University  
Zhaoli Song, National University of Singapore  
Ying Liu, Renmin University of China  
Submitter: Zhenyu Liao, liaozhenyu@nus.edu.sg

#### **167-8 High Performance Work Systems, Front-Line Service Employees' Creativity, and Profit**

How a high performance work system (HPWS) for creativity works to influence unit creativity and profit was tested. Results revealed HPWS for creativity relates to unit creativity, and this relationship was mediated by climate for creativity. Unit creativity was negatively related to profit in environments characterized by low dynamism.

Ieva Martinaityte, Aston Business School  
Samuel Aryee, Aston University  
Claudia Alexanra Sacramento, Aston Business School  
Submitter: Ieva Martinaityte, i.martinaityte@uea.ac.uk

#### **167-9 High Performance Work Systems, Organizational Change, and Creativity**

Using a time-lagged and organization-level research design with a data set of 454 Korean companies, this poster investigated the relationship between high-performance work systems and organizational creativity and the moderating role of organizational change in this relationship.

Shung Jae Shin, Portland State University  
Inseong Jeong, Samsung Economic Research Institute  
Submitter: Shung Shin, s.shin@pdx.edu

#### **167-10 When a "Good" Leadership Style Is Bad for Creativity**

Using a time-lagged and cross-level research design, this poster investigated how the most prevalent leadership styles in China (i.e., paternalistic leadership) and the key Chinese value (i.e., tradi-

tionality) had interactive effects on employee creativity and how the job creativity requirement moderated these effects.

Shung Jae Shin, Portland State University  
Jing Zhou, Rice University  
Lynda J. Song, Renmin University of China  
Junfeng Wu, University of Illinois at Chicago  
Submitter: Shung Shin, s.shin@pdx.edu

#### **167-11 Realizing Creative Ideas: Performance and Social Considerations**

This poster examined both the direct path from idea generation to idea realization and the indirect path where idea promotion was the intermediary step between idea generation and idea realization. Findings supported both paths. The direct path was moderated by task feedback, whereas the indirect path was moderated by team-member exchange.

Jie Wang, Nottingham University Business School China  
Kwok Leung, City University of Hong Kong  
Zhiqiang Liu, Huazhong University of Science and Technology  
Submitter: Jie Wang, Jie.Wang@nottingham.edu.cn

#### **167-12 Creative Profiles: The Influence of HEXACO Trait Patterns on Creativity**

Using the HEXACO personality index and latent class cluster analysis, this study examined dominant personality patterns that emerged from a large sample of college students and how the creative performance of individuals with these personality profiles differed on 3 creativity assessments.

Ben Wigert, The Center for Collaboration Science  
Roni Reiter-Palmon, University of Nebraska-Omaha  
Submitter: Ben Wigert, bwigert@unomaha.edu

#### **167-13 Is Being Introverted Good or Bad for Creativity?**

Integrating the interactional perspective and the intrinsic motivation principle, it is theorized that providing contexts that match employees' personality enhances employees' creativity via boosting their intrinsic motivation. Job characteristics of meaningfulness, guanxi and introversion interacted with each other to influence creativity, and intrinsic motivation mediated this interaction effect.

Xiaomeng Zhang, American University  
Jing Zhou, Rice University  
Submitter: Xiaomeng Zhang, xmzhang@american.edu

#### **167-14 Creativity as a Reasoned Action**

This paper proposes to investigate the discretionary nature of creative activities in the workplace. Drawing on the reasoned action theory, this paper develops a conceptual model to explain the impact of intention to be creative on creative behavior and the roles of attitudes, norms, and perceived behavioral control.

Qin Zhou, The University of York  
Submitter: Qin Zhou, qin.zhou@york.ac.uk

#### **167-15 Making It Safe for Creativity**

This paper hypothesized and tested the role of psychological safety on the process linking transformational leadership and creativity. Results showed that transformational leadership influenced creative process engagement via psychological safety. The relationship between creative process and creativity was stronger when psychological safety was high rather than low.



Qin Zhou, The University of York

Submitter: Qin Zhou, qin.zhou@york.ac.uk

### **167-16 Empowering Leadership, Uncertainty Avoidance, Trust, and Employee Creativity**

Taking an interactional approach, this poster hypothesized that (a) empowering leadership had the strongest positive relation with creativity when the employees were high on uncertainty avoidance and they trusted their supervisors; and (b) creative self-efficacy mediated the 3-way interaction to creativity. Results from the longitudinal and multisource data supported the hypotheses.

Xiaomeng Zhang, American University

Jing Zhou, Rice University

Submitter: Xiaomeng Zhang, xmzhang@american.edu

### **167-17 Perfectionism, Workaholism Climate, and Work Safety Tension: An Interactionist Perspective**

This poster examined the interaction between 2 dimensions of perfectionism (self-oriented and socially prescribed) and workaholism climate, and how it alters the mechanism between work safety tension and workplace accidents through risk perceptions. Results found socially prescribed perfectionism, but not self-oriented perfectionism, and workaholism climate to interact and impact risk perceptions.

Xiaoyuan (Susan) Zhu, University of Connecticut

Zandra M. Zweber, University of Connecticut

Jin Lee, University of Connecticut

Vicki J. Magley, University of Connecticut

Submitter: Xiaoyuan (Susan) Zhu, xiaoyuan.zhu@uconn.edu

### **167-18 The Effect of Unionization and Hierarchical Level on Subculture Formation**

This study investigates and disentangles 2 potential sources of subculture formation: union membership and hierarchical level. Union membership was found to predict cultural differentiation, particularly when taking hierarchical level into account. Mixed support was found supporting the role of hierarchical level in subculture formation.

Benjamin Biermeier-Hanson, Wayne State University

Levi R. Nieminen, Denison Consulting

Adam A. Roebuck, Denison Consulting

Daniel R. Denison, International Institute for Management Development

Submitter: Benjamin Biermeier-Hanson, biermeierhanson@gmail.com

### **167-19 Adaptive Cultures and Organizational Survival**

Dynamic environments require organizations develop adaptive cultures to respond to changes and survive long-term. The purpose of this study was to define characteristics of adaptable cultures and determine whether they predict organizational survival. Findings supported a multidimensional conceptualization of adaptable cultures and showed such cultures were predictive of organizational survival.

David P. Costanza, The George Washington University

Nikki Blacksmith, The George Washington University

Jamie B. Severt, The George Washington University

Meredith R. Coats, The George Washington University

Submitter: Nikki Blacksmith, nikkiblacksmith@gmail.com

### **167-20 De-Balkanization: A Molar Organizational Climate Framework Based on Situational Affordances**

Organizational climate has a mature and extensive research literature, but it remains fragmented by current focus on specific climates, such

as safety climate and service climate. This study provides a new, global measure of organizational climate that enables translation and communication across specific climate research, unifying the literature.

Alice M. Brawley, Clemson University

Cynthia L.S. Pury, Clemson University

Submitter: Alice Brawley, alice.brawley@gmail.com

### **167-21 Effects of Abusive Supervision Climate Strength on Justice**

The impact of abusive supervision climate on justice perceptions both individual- and work-group level was examined. The interaction between AS climate level and strength relating to justice was investigated. Findings suggest that the negative relationship between AS climate and justice was exacerbated when AS climate strength is high.

Jung Hyun Lee, University of Michigan-Dearborn

Amanuel G. Tekleab, Wayne State University

Submitter: Junghyun Lee, jhjess@umich.edu

### **167-22 Examining the Origins of Perceived Fit With Organizations**

This study examined factors that influence perceptions of person-organization fit in 410 employees. Traditional congruence between individual and organizational values was important for some factors (dominance, trendiness). Other factors added to predicted perceived fit through other mechanisms. Implications for fit theory and practice are discussed.

Dave A. Mayers, University of Calgary

Derek S. Chapman, University of Calgary

Submitter: Dave Mayers, Dmayers@ucalgary.ca

### **167-23 Nuclear Safety Culture as Predictor of Allegations of Safety Concerns**

The relationship between organizational safety culture and performance was explored across 63 nuclear power organizations. Management commitment to safety was found to positively influence employees' questioning attitude and willingness to raise safety concerns. Organizations that fostered a questioning attitude were less likely to receive allegations of safety concerns.

Stephanie Morrow, Nuclear Regulatory Commission

Ken Koves, Institute of Nuclear Power Operations

Valerie Barnes, Nuclear Regulatory Commission

Submitter: Stephanie Morrow, stephanie.l.morrow@gmail.com

### **167-24 Work Relationships in Service Settings: A Unit-Level Investigation**

This poster explored the relationship between unit-level shared work relationship values, climate for work relationships (CWR), and service performance utilizing survey data from 2,654 employees and secret shopper evaluations from 429 retail establishments. Results revealed that shared values influence CWR, which in turn exerts a significant lagged effect on service performance.

Mahesh V. Subramony, Northern Illinois University

Submitter: Mahesh Subramony, msubramony@niu.edu

### **167-25 Differing Responses to Politics: The Moderating Effect of Regulatory Focus**

Positive and negative individual responses to perceptions of organizational politics (POPs) were examined using the exit, voice, loyalty, and neglect framework. The moderating influence of regulatory focus was also examined. The moderating influence of prevention focus on the relationship between POPs and neglect received support.



Amanda L. Thomas, University of Missouri-St. Louis

John P. Meriac, University of Missouri-St. Louis

Submitter: Amanda Thomas, amandathomas@umsl.edu

### **167-26 More Than Ideals: The Impact of Counterideal Value Congruence**

By reconciling value congruence theory and contemporary motivational accounts, this study explores whether the established notion of ideal value congruence (i.e., what employees and organizations seek to approach) is complemented by a second type of value congruence based on employees' and organizations' counterideal values (i.e., what both seek to avoid).

Sebastian C. Schuh, CEIBS

Niels Van Quaquebeke, Kühne Logistics University

Natalija Keck, Kühne Logistics University

Anja Göritz, Albert-Ludwigs-Universität Freiburg

David De Cremer, CEIBS

Submitter: Niels Van Quaquebeke, niels.quaquebeke@the-klu.org

### **167-27 Testing Mediators Between Job Insecurity and Its Longitudinal Consequences**

This poster examined whether emotional exhaustion and disengagement differentially mediated longitudinal consequences of job insecurity. Results showed T2 emotional exhaustion mediated effects of T1 job insecurity on T3 health impairment (depression, physical dysfunction, sleep); and T2 disengagement mediated effects of T1 job insecurity on T3 organizational consequences (job performance, turnover intention).

Zhuo Chen, University of Connecticut

Janet L. Barnes-Farrell, University of Connecticut

Martin G. Cherniack, University of Connecticut Health Center

Submitter: Zhuo Chen, zhuoch2009@gmail.com

### **167-28 Outplacement Adequacy and Benefits: The Mediating Role of Retrospective Justice**

This poster examined the relationships between perceived outplacement adequacy, retrospective justice, and outplacement benefits for redundant employees using outplacement services. Based on an outplacement experience perceived as adequate, victims formed retrospective justice perceptions about their former organization that in turn, impacted their negative emotions, well-being, future perspectives, and job search.

Laurence Marzucco, University of Liège

Isabelle Hansez, University of Liège

Submitter: Laurence Marzucco, L.Marzucco@ulg.ac.be

### **167-29 Resisting Change: The Role of Justice Perceptions and Emotion Regulation**

Employees who perceive injustice during organizational change are likely to respond emotionally and resist the change. This study investigated whether employees' way of regulating their emotions might play a role in this process. The findings indicated a positive role for reappraisal and a negative role for rumination.

Karen Van Dam, Open University

Marjella Visser, Tilburg University

Submitter: Karen Van Dam, karen.vandam@ou.nl

### **167-30 Development of an Assessment and Training Program for Employee Resiliency**

This study describes the development and validation of a workplace resiliency scale and the formative evaluation of a resiliency training program delivered in China. The validated scale is theoretically consistent with previous research on resiliency in the broader context but is more narrowly focused for the workplace.

Natalie Wolfson, Colorado State University

Casey M. Mulqueen, TRACOM Group

Submitter: Natalie Wolfson, newolfson9@gmail.com

### **167-31 Human Capital Management Practices, Employee Engagement, and Organizational Financial Performance**

Based on a sample of 88 organizations identified in a global survey, it was found that human capital management practices (performance management, recognition, development, and teamwork) in high performance organizations are positively related to organizational financial performance (ROA and ROS). Further, employee engagement mediates between these practices and firm performance.

Haiyan Zhang, Kenexa, an IBM Company

Rena Le Rasch, Kenexa, an IBM Company

Submitter: Haiyan Zhang, haiyan.zhang@us.ibm.com

### **167-32 Temporal Influence and Contrast in Leader Transition and Organizational Change**

This paper found that 2 different systems of behaviors and attitudes developed with former leader and new leader are likely to coexist in leader transition stage. The poster supported temporal influence and temporal contrast effect of both leaders' transformational leadership on employees' organizational commitment and subsequent behaviors for organizational change.

Helen Hailin Zhao, University of Iowa

M. Susan Taylor, University of Maryland

Cynthia Lee, Northeastern University

Submitter: Helen Hailin Zhao, hailin-zhao@uiowa.edu

### **167-33 The Effects of Empowerment and Reward Climates on Organizational Performance**

This poster investigated the innovation.

Molly L. Delaney, Northern Illinois University/CEB

Mahesh V. Subramony, Northern Illinois University

Amanda Durik, Northern Illinois University

Submitter: Molly Delaney, mollyldelaney@gmail.com

### **167-34 Real Options Theory and Health Insurance Decisions**

The purpose of this study is to understand how small business owners make decisions regarding health insurance offerings in light of the Affordable Care Act. Real options theory was utilized to create and test a decision model to identify variance in health insurance investment between small business owners.

Matthew R. Leon, University of Alabama

Jonathon R. Halbesleben, University of Alabama

Submitter: Jonathon Halbesleben, jhalbesleben@cba.ua.edu

### **167-35 Manager Resistance to Allow Telework: A Policy Capturing Investigation**

A policy capturing survey method and 2 personality measures were used to examine the potential influence of 7 factors on managers' deci-

sions to authorize telework. Six factors significantly influenced participants' decisions to authorize telework with the managers' perception of employee Conscientiousness clearly having the strongest impact.

Karla Lockwood, George Mason University

Seth A. Kaplan, George Mason University

Kevin Rockman, George Mason University

Submitter: Seth Kaplan, skaplan1@gmu.edu

### 167-36 Linking Individual HPWP and Employee Performance: Organizational Commitment Versus Exhaustion?

This poster investigated the impact of investment/inducement HPWP and expectation-enhancing HPWP on affective organizational commitment (AOC) and exhaustion, and subsequently on task performance. Results confirm that most investment and inducement HPWP affect task performance positively through enhancing AOC or lowering exhaustion. Performance based pay lowers AOC and subsequently task performance.

Elise Marescaux, KU Leuven

Sophie De Winne, KU Leuven

Anneleen Forrier, KU Leuven

Submitter: Elise Marescaux, elise.marescaux@kuleuven.be

### 167-37 Does Context Matter? Transfer of HR Practices to Nonprofit Organizations

This poster examined the transfer of HR practices to the nonprofit context, testing the relationship between systems of HR practices and volunteer attitudes. Findings from a multilevel mediated model indicate that volunteer work satisfaction mediates the relationship between HR practices and volunteer intentions to quit.

Jessie L. Olien, University of North Carolina Charlotte

Katherine Frear, University of North Carolina Charlotte

Steven G. Rogelberg, University of North Carolina Charlotte

Submitter: Jessie Olien, olienjes@gmail.com

### 167-38 Bonus Eligibility Inequity and Turnover Among Part-Time and Full-Time Employees

This poster tested the effects of bonus eligibility inequity on organizational-level quit rates among full-time versus part-time employees in a sample of over 150 organizations. Supporting hypotheses derived from equity theory, results indicated that inequity in bonus eligibility was associated with higher voluntary turnover among part-time, but not full-time, employees.

Joseph A. Schmidt, University of Saskatchewan

David A. Jones, University of Vermont

Chelsea R. Willness, University of Saskatchewan

Joshua S. Bourdage, Western University

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

### 168. Panel Discussion: 12:00 PM–1:20 PM Room 306A

#### For Your Eyes Only: I-O Application to Insider Espionage

Insider espionage refers to the use and recruitment of "insiders" as sources of sensitive information. Although its occurrence can result in serious consequences, limited research on the topic is publicly available. This session will gather a diverse group of panelists to discuss current and future research efforts on insider espionage.

James N. Kurtessis, SHRM, **Chair**

Erika Robinson-Morrall, American Institutes for Research, **Co-Chair**

Kimberly Acree Adams, American Institutes for Research, **Panelist**

Reeshad S. Dalal, George Mason University, **Panelist**

Joselito C. Lualhati, Global Skills X-Change, **Panelist**

Deborah L. Whetzel, Human Resources Research Organization (HumRRO), **Panelist**

Submitter: Erika Robinson-Morrall, emorrall@air.org

### 169. Special Events: 12:00 PM–12:50 PM Room 309

#### Distinguished Early Career Contribution Award (Practice): Top 10 Things I Learned From Great I-Os

The influence of peers and mentors on one's career ranges from direct guidance to interpersonal coaching for managing difficult situations. This session is designed to share key lessons learned from I-Os who have influenced countless others. An overview of how these lessons have been applied will also be provided.

Debbie J. Cohen, Society for Human Resource Management, **Host**

Alexander Alonso, Society for Human Resource Management, **Presenter**

### 170. Panel Discussion: 12:00 PM–1:20 PM Room 311

#### The Promise and Perils of Big Data in I-O Psychology

The session will focus on how big data and associated data science techniques can be leveraged to fundamentally influence and improve I-O science and practice. Topics include advances in data science (e.g. data mining, machine learning) and discussions of content areas ripe for big data exploration (e.g. teams, selection, diversity).

Scott Tonidandel, Davidson College, **Chair**

Paul D. Bliese, Walter Reed Army Institute of Research, **Panelist**

José M. Cortina, George Mason University, **Panelist**

Whitney Botsford Morgan, University of Houston-Downtown, **Panelist**

Fred Oswald, Rice University, **Panelist**

Dan J. Putka, HumRRO, **Panelist**

Steven G. Rogelberg, University of North Carolina Charlotte, **Panelist**

Submitter: Scott Tonidandel, sctonidandel@davidson.edu

### 171. Panel Discussion: 12:00 PM–1:20 PM Room 316C

#### Whither Situations in Leadership: Do They Matter and How So?

Contrary to prominent leadership theories from previous decades (e.g., path-goal, situational), contemporary theories (e.g., transformational, authentic) place little emphasis on situational contingencies in leadership. Five influential scholars discuss why this change occurred, whether situations warrant a fresh look, and, if so, what situations and where do we go from here?

Robert P. Tett, University of Tulsa, **Co-Chair**

Dan V. Simonet, University of Tulsa, **Co-Chair**

Joyce E. Bono, University of Florida, **Panelist**

Scott DeRue, University of Michigan, **Panelist**

Ronald E. Riggio, Claremont McKenna College, **Panelist**

Mary Uhl-Bien, University of Nebraska-Lincoln, **Panelist**

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

### 172. Symposium/Forum: 12:00 PM–12:50 PM Room 317A

#### Technological Advances in Employee Training and Development

The papers in this symposium identify principles that can be applied to technology-driven instruction. They focus on how best to design



animated pedagogical agents, the effects of tangential yet interesting details on outcomes, which trainees tend to switch between online tasks, and how best to design virtual, face-to-face interaction.

Traci Sitzmann, University of Colorado Denver, **Co-Chair**

Annette Towler, DePaul University, **Co-Chair**

Timothy J. Quesnell, DePaul University, Annette Towler, DePaul University, **Pedagogical Training Agents, Supraliminal Priming, and Training Outcomes**

Traci Sitzmann, University of Colorado Denver, Stefanie K. Johnson, University of Colorado Denver, **The Paradox of Seduction by Irrelevant Details**

Lindsey M. Greco, University of Iowa, Steven D. Charlier, Quinnipiac University, Kenneth G. Brown, University of Iowa, Jooyi Park, University of Iowa, Justin Christopher, University of Iowa, **Goal Orientations as a Predictor of Learning Choices**

Eric A. Surface, SWA Consulting Inc., Annette Towler, DePaul University, **A Comparison of Work-Related Virtual Synchronous and Traditional Classroom Instruction**

Submitter: Traci Sitzmann, traci.sitzmann@ucdenver.edu

### 173. Roundtable/Conversation Hour: 12:00 PM–12:50 PM Room 327

#### Branching Into Higher Education From I-O Roots

Defining and measuring productivity in higher education is a unique challenge faced by university professionals, where fractured components of the student learning experience are encouraging holistic structural change. The increasing pressure on educational programs for accountability invites the discussion for how I-O strategies can translate in the academic world.

Maureen F. Cochran, Oregon State University, **Host**

Jennica Vincent, Oregon State University, **Host**

Submitter: Maureen Cochran, maureen.cochran@oregonstate.edu

### 174. Panel Discussion: 12:30 PM–1:20 PM Room 303AB

#### Exploring the Unique Safety Experiences of Contractor Employees

In high-risk industries, contractors are prevalent in the workforce. Although they serve critical operational roles, research findings and field experiences suggest that contractors encounter significant safety challenges onsite. Drawing on their research and practice expertise, the panel will explore these challenges and discuss how contractor safety can be improved.

Autumn D. Krauss, Sentis, **Chair**

Esteban Tristan, Select International, **Panelist**

Peter Y. Chen, University of South Australia, **Panelist**

Mindy E. Bergman, Texas A&M University, **Panelist**

Michael Ciezadlo, United Airlines, **Panelist**

Submitter: Allison Ellis, allison.ellis@sentis.net

### 175. Panel Discussion: 12:30 PM–1:50 PM Room 306B

#### Cruising the Validity Transportation Highway: Are We There Yet?

There are many scenarios where selection tools may provide substantial value to organizations, but there is no opportunity to conduct local research. In these scenarios borrowing validity evidence from other sources may be a worthwhile strategy. This panel will evaluate contemporary strategies for borrowing validity evidence and provide practice recommendations.

Eric M. Dunleavy, DCI Consulting Group, **Chair**

Arthur Gutman, Florida Institute of Technology, **Panelist**

Jeff W. Johnson, PDRI, a CEB Company, **Panelist**

James L. Outtz, Outtz and Associates, **Panelist**

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

Submitter: Eric Dunleavy, edunleavy@dciconsult.com

### 176. Symposium/Forum: 12:30 PM–1:50 PM Room 314

#### Advancing Women in the STEM Workplace: Barriers and Strategies

Women continue to face unique barriers to their workplace advancement. This symposium examines these barriers as well as strategies women engage in to remediate them. Five empirical studies present current research on the advancement of women.

Katharine R. O'Brien, Rice University, **Co-Chair**

Jenessa Shapiro, University of California, Los Angeles, **Co-Chair**

Suzette Caleo, Louisiana State University, Madeline E. Heilman, New York University, **Who Gets Credit? Reactions to Men's and Women's Joint Work**

Jennifer L. Wessel, The University of Akron, **The "Insiders": Felt Status and Support of STEM Women**

Veronica L. Gilrane, George Mason University, Eden B. King, George Mason University, **STEM Women's Metastereotypes, Impression Management, and Supervisor Ratings**

Vanessa A. Jean, Texas A&M University, Mindy E. Bergman, Texas A&M University, **The Tick Tock of the Tenure Clock**

Jenessa Shapiro, University of California, Los Angeles, Amy M. Williams, University of California, Los Angeles, Mariam Hambarchyan, Stanford University, **Reducing Stereotype Threat to Advance Women in the Workplace**

Submitter: Katharine O'Brien, ko2@rice.edu

### 177. Symposium/Forum: 12:30 PM–1:20 PM Room 317B

#### From a Distance: Which Individual Differences Matter in Virtual Teams?

This symposium explores whether individual differences impact virtual team processes and outcomes. The 3 papers address a unique but related consideration of how individual differences (e.g., personality, political skill) may be relevant to virtual team functioning. Findings have implications for virtual team member selection and training.

Cristina Rubino, California State University, Northridge, **Chair**

Marissa L. Shuffler, Clemson University, Shawn Burke, University of

Central Florida, William S. Kramer, Clemson University, Nastassia M.

Savage, University of Central Florida, Melissa A. Bleiberg, University of

Central Florida, Eduardo Salas, University of Central Florida, **The Role**

**of Political Skill in Virtual Team Leadership Emergence**

Julia E. Hoch, California State University, James H. Dulebohn, Michigan

State University, **Cultural Intelligence in Culturally Diverse, Global Virtual Teams**

Christa Wilkin, York University, Cristina Rubino, California State University,

Northridge, Rameez Ahmed, AT&T-Global Businesses Solutions, **The Space**

**Between: A Resource-Based Approach to Virtual Team Processes**

Ramón Rico, Universidad Autónoma de Madrid, **Discussant**

Submitter: Cristina Rubino, cristina.rubino@gmail.com

### 178. Symposium/Forum: 12:30 PM–1:20 PM Room 318A

#### Exploring the Continuum of Employee Choice in Work–Family Issues

There is established interest in the work–family literature in how employees control their work and family roles. This session will



extend that work by exploring the continuum of employee discretion, from full discretion over work to involuntarily furloughs, and its impact on work-family outcomes.

Jonathon R. Halbesleben, University of Alabama, **Chair**  
 Rebecca J. Thompson, Purdue University, Stephanie C. Payne, Texas A&M University, **Employee Discretion Over When, Where, and How Work Is Conducted**  
 Alicia McMullan, University of Ottawa, Laurent M. Lapierre, University of Ottawa, **When Coworkers Voice Creative Work-Family Management Practices**  
 Jonathon R. Halbesleben, University of Alabama, Thomas Bellairs, University of Alabama, Ashley M. Mandeville, University of Alabama, **Meaning Maintenance Model of the Impact of Furloughs on Family**  
 Jeffrey H. Greenhaus, Drexel University, **Discussant**  
 Submitter: Jonathon Halbesleben, jhalbesleben@cba.ua.edu

### 179. Symposium/Forum: 12:30 PM–1:50 PM

#### Room 318B

##### Employee Work Engagement and Job Performance

Employee work engagement has important implications for organizations. This symposium advances our insight into the phenomenon of engagement. Four studies demonstrate that work engagement differs from burnout and flourishing and that engaged employees use job crafting and active participation as strategies to optimize their working conditions and perform well.

Arnold B. Bakker, Erasmus University Rotterdam, **Chair**  
 Evangelia Demerouti, Eindhoven University of Technology, **Co-Chair**  
 Vicente Gonzalez-Roma, University of Valencia, Wilmar B. Schaufeli, Utrecht University, Marisa Salanova, Universitat Jaume I, Willem Van Rhenen, Nyenrode Business University, **How Many Scales Do We Need to Measure Burnout-Engagement?**  
 Anne Mäkikangas, University of Jyväskylä, Salla Suomalainen, University of Jyväskylä, Eva Selenko, Institute of Work Psychology (IWP), Saija Mauno, University of Tampere, Ulla Kinnunen, University of Tampere, **Core Self-Evaluations and Vigor During Organizational Change**  
 Evangelia Demerouti, Eindhoven University of Technology, **Crafting the Job to Be Creative**  
 Arnold B. Bakker, Erasmus University Rotterdam, Isabella Romanko, Saint-Petersburg State University, **Crafting Job Demands to Improve Performance: The Role of Engagement**  
 Christina Maslach, University of California-Berkeley, **Discussant**  
 Submitter: Arnold Bakker, bakker@fsw.eur.nl

### 180. Panel Discussion: 12:30 PM–1:50 PM

#### Room 322AB

##### The Competency Modeling Handbook: Competency Modeling in Context

There have been a number of highly focused panels on competency modeling in previous years providing only isolated accounts of this practice. This panel seeks to integrate knowledge from these separate topical areas with other issues scarcely considered, in effect, putting competency modeling knowledge accumulated to this point in context.

Joshua A. Isaacson, PDRI, a CEB Company, **Co-Chair**  
 Michael C. Campion, University of South Carolina, **Co-Chair**  
 Juan I. Sanchez, Florida International University, **Panelist**  
 Alexis A. Fink, Intel Corporation, **Panelist**  
 Kari R. Strobelt, Society for Human Resource Management, **Panelist**  
 Michael A. Campion, Purdue University, **Panelist**  
 Paul C. Green, Paul C Green, Ph.D. Inc., **Panelist**  
 Eric M. O'Rourke, Southern California Gas Company, **Panelist**  
 Submitter: Joshua Isaacson, josh.isaacson9@gmail.com

### 181. Symposium/Forum: 12:30 PM–1:50 PM

#### Room 323A

##### Interests: New Frontier for Personnel Selection

Recent research showed the great potential of interests for predicting performance and called for the use of interests in personnel selection. This symposium presents the latest evidence on the predictive validity of interests (for job performance, career success, and job satisfaction) and demonstrates the effectiveness of using interests for recruiting.

Rong Su, Educational Testing Service, **Chair**  
 Katherine Earl, University of Illinois at Urbana-Champaign, Christopher D. Nye, Michigan State University, Rong Su, Educational Testing Service, James Rounds, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, **The Relationship Between Interests and Performance: An Updated Meta-Analysis**  
 Rong Su, Educational Testing Service, Brent W. Roberts, University of Illinois at Urbana-Champaign, James Rounds, University of Illinois at Urbana-Champaign, **The Power of Interests in Predicting Educational and Career Success**  
 Wei Ming J. Phan, University of Illinois at Urbana-Champaign, James Rounds, University of Illinois at Urbana-Champaign, **Interest Congruence and Job Satisfaction: Methodological Issues and Potential Solutions**  
 Kisha S. Jones, Pennsylvania State University, Daniel A. Newman, University of Illinois at Urbana-Champaign, Soyun Jung, University of Illinois at Urbana-Champaign, **Targeted Recruiting on Vocational Interests: An Initial Investigation**  
 Leaetta M. Hough, Dunnette Group, Ltd. & HirePayoff, **Discussant**  
 Submitter: Rong Su, rsu@ets.org

### 182. Panel Discussion: 12:30 PM–1:50 PM

#### Room 323B

##### LGBT Research and Practice: New Avenues for Creating Safe Workplaces

This panel will address the synergies that may become possible if practitioners and academicians unite to determine important avenues for LGBT research, which will help corporations to create safer workplaces for LGBT individuals. This panel will address the implications for LGBT research within an applied setting.

Katrina Sawyer, Villanova University, **Chair**  
 Brian Roote, CEB, **Panelist**  
 John M. Cornwell, Rice University, **Panelist**  
 Larry R. Martinez, Pennsylvania State University, **Panelist**  
 Patricia Baillie, Out & Equal Workplace Advocates, **Panelist**  
 Submitter: Katrina Sawyer, katina.sawyer@villanova.edu

### 183. Symposium/Forum: 12:30 PM–1:50 PM

#### Room 323C

##### Multilevel Emotional Labor: Advancing Research to the Next Level

Emotional labor (EL) is often investigated using stable, person-level analyses. However, recent theory and research suggests that EL simultaneously operates at multiple levels of analysis (e.g., momentary, intraindividual, dyadic, group). The purpose of this symposium is to present papers adopting a multilevel perspective on emotional labor processes.

Allison S. Gabriel, Virginia Commonwealth University, **Co-Chair**  
 James M. Diefendorff, University of Akron, **Co-Chair**  
 William Becker, Texas Christian University, Russell S. Cropanzano, University of Colorado, Marcus M. Butts, University of Texas at Arlington, **Emotional Regulation in Work Teams: A Social Information Processing Approach**

Christina M. Moran, PRADCO, James M. Diefendorff, University of Akron, Rebecca J. Erickson, University of Akron, Allison S. Gabriel, Virginia Commonwealth University, **Unit-Level Display Rules, Nurse Well-Being, and Patient Outcomes**

David T. Wagner, Singapore Management University, Yang Ting Ang, Singapore Management University, Robyn E. Goodwin, University of New South Wales, **How Expressive Emotional Laborers Hurt Customer Outcomes: It's About Trust**

Allison S. Gabriel, Virginia Commonwealth University, James M. Diefendorff, University of Akron, **Momentary Assessments of Emotional Labor Within a Performance Episode**

Daniel J. Beal, University of Texas at San Antonio, **Discussant**

Submitter: Allison Gabriel, agabriel2@vcu.edu

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## 184. Roundtable/Conversation Hour: 12:30 PM–1:20 PM Room 324

### A Conversation on Sexual Harassment: Confessions of an Expert Witness

As a researcher and expert witness in the area of sexual harassment, the presenter hopes to steer research and policy formation toward a focus on severity perceptions, the pivotal variable in determining whether a behavior represents actionable sexual harassment.

Deborah Knapp, Kent State University, **Host**

Submitter: Deborah Knapp, dknapp1@kent.edu

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## 185. Community of Interest: 12:30 PM–1:50 PM Room 328

### Assessment Gamification: Current Practice and Future Trends

Seymour Adler, Aon Hewitt, **Host**

Tomas Chamorro-Premuzic, University of London, **Host**

Christine E. Corbet, Right Management, **Coordinator**

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## 186. Debate: 12:30 PM–1:50 PM Theatre 310

### I-O Psychologists in Business Schools: Brain Drain or Eye Opener?

This debate documents the increasing number of I-O psychologists affiliated with business schools. The debate, including SIOP Fellows with diverse affiliations, highlights different points of view on the consequences of this phenomenon for the future of I-O psychology as well as suggestions about what key stakeholders should do about it.

Herman Aguinis, Indiana University, **Moderator**

Apryl Rogers Brodersen, Metro State University of Denver, **Moderator**

Kyle J. Bradley, Indiana University, **Presenter**

Allan H. Church, PepsiCo, **Presenter**

Yitzhak Fried, Syracuse University, **Presenter**

Paul J. Hanges, University of Maryland, **Presenter**

Michelle (Mikki) Hebl, Rice University, **Presenter**

Richard J. Klimoski, George Mason University, **Presenter**

S. Morton McPhail, Retired Practitioner, **Presenter**

Belle Rose Ragins, University of Wisconsin-Milwaukee, **Presenter**

Submitter: Herman Aguinis, haguinis@indiana.edu

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## 187. Poster Session: 1:00 PM–1:50 PM Ballroom C

### Job Performance/Citizenship Behavior and Performance Appraisal

## 187-1 A Daily Diary Study of Environmental Workplace Behavior

Using a daily diary method, a between- and within-person investigation of a range of environmental workplace behavior based in Ajzen's theory of planned behavior was conducted. It was found that environmental attitude, perceived behavioral control, and subjective norms have differential influence over prescribed, proactive, helping, and harmful behavior towards the environment.

Thomas A. Norton, University of Queensland

Khoder Hammoud, University of Queensland

Hannes Zacher, The University of Queensland

Neal M. Ashkanasy, University of Queensland

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

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## 187-2 Antecedents and Outcomes of Reactance to Electronic Performance Monitoring

This study examined what happens when employees perceive electronic monitoring as an invasion of privacy using the lens of psychological reactance theory. Specifically, path analysis was used to examine the indirect and direct relationships among trait reactance, invasion of privacy, state reactance, and contextual performance (OCB and CWB).

Tara S. Behrend, George Washington University

Allison Brown, George Washington University

Jessica Badger, George Washington University

Jaclyn M. Jensen, DePaul University

Jon C. Willford, George Washington University

Submitter: Tara Behrend, behrend@gwu.edu

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## 187-3 The Influence of Task Characteristics and Mood on Multitasking Performance

This poster examined performance on 2 tasks performed consecutively and concurrently, as well as the impact 2 dimensions of mood states—hedonic tone and activation—have on task performance. Findings indicate that secondary task performance is sacrificed when performing tasks concurrently. In addition, hedonic tone and activation level interact to influence performance.

Angela A. Beiler, University of Georgia

Malissa A. Clark, The University of Georgia

Submitter: Angela Beiler, angie.beiler@gmail.com

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## 187-4 Does OCB Dimensionality Generalize Across Rating Sources? A Meta-Analytic Evaluation

This meta-analysis evaluated whether the current understanding of OCB dimensionality generalizes across self- and other ratings (i.e., supervisor/coworker). It was found that the other-rated OCBI-OCBO relationship is significantly different from the self-rated relationship. Many significant differences were found in the nomological networks of self- and other-rated OCBI and OCBO.

Rachel Amrhein, University of Illinois at Urbana-Champaign

Angela Lee, University of Illinois at Urbana-Champaign

Nichelle C. Carpenter, University of Illinois at Urbana-Champaign

Emily J. Grijalva, University of Illinois at Urbana-Champaign

Submitter: Nichelle Carpenter, ncc7@illinois.edu

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## 187-5 A Meta-Analysis of the Differential Relationships Between P–E Fit and Performance

A meta-analytic procedure was used to examine the moderating influence of P–E fit and performance types on the P–E fit–performance relationship.

mance relationship. Results demonstrated that the person–organization fit–proactive performance relationship (.31) was greater than the person–organization fit–proficient performance relationship (.17). The reverse pattern was found for person–job fit (proficient = .246, proactive = .099).

Andrew L. Chapman, University of Western Australia  
Patrick D. Dunlop, University of Western Australia  
Mark Griffin, University of Western Australia  
Ilona McNeill, University of Western Australia  
David L. Morrison, Murdoch University

Submitter: Andrew Chapman, andrew.chapman86@gmail.com

#### **187-6 Perceived Support and OCB: The Mediating Role of Identification**

Consistent with social exchange theory, social identity theory, and target similarity model, organizational identification mediates the relationship between perceived organizational support and OCB-O in a study of 283 employees in South Korea. Moreover, team identification mediates the relationship between perceived team support and OCB-I.

Jae Young Choi, Virginia Commonwealth University  
Ronald H. Humphrey, Virginia Commonwealth University

Submitter: Jae Young Choi, choijy2@vcu.edu

#### **187-7 Political Motivation, Ability, and Context: Implications for Employee Performance**

The present study examined the multiplicative model of performance (i.e.,  $P = f(M \times A \times C)$ ) through a political lens. Results from a sample of state agency employees provided support for the hypothesis that political will, political skill, and politics perceptions would interact to predict job performance and citizenship behavior.

B. Parker Ellen III, Florida State University  
Rachel E. Kane, Florida State University  
Wayne A. Hochwarter, Florida State University

Submitter: B. Parker Ellen III, bpe11@my.fsu.edu

#### **187-8 Effects of Prosocial and Technical Knowledge on Students' Clinical Performance**

Both technical and prosocial knowledge in a sample of 196 Indian medical students are found to explain incremental variance in their clinical performance. Prosocial knowledge explains an additional 7% of the variance beyond the variance explained by technical knowledge and is found to increase across years of medical study.

Kamalika Ghosh, Rice University  
Stephan J. Motowidlo, Rice University  
Saswati Nath, R. G. Kar Medical College and Hospital

Submitter: Kamalika Ghosh, Kamalika.Ghosh@rice.edu

#### **187-9 The Effects of Moral Identity and Empathy on OCBs**

This poster experimentally tested 2 different paradigms for predicting OCB's: moral self-regulation theory and moral identity theory. Results supported the moral identity theory. Specifically, individuals engaged in more OCBs when primed to feel highly moral. Moreover, trait empathy increased OCBs in those who were primed to feel immoral.

Robert B. Bullock, Scontrino-Powell  
Joshua D. Weaver, Seattle Pacific University  
Dana L. Kendall, Seattle Pacific University

Submitter: Dana Kendall, kendalld@spu.edu

#### **187-10 Coworker Support and Supervisor's Overall Evaluation: A Moderated Mediation Test**

This study examines the association between coworker support and supervisor's overall evaluation. Results were consistent with the hypothesized conceptual scheme, in that employee's OCB mediated the relationship between coworker support and supervisor's overall evaluation when employee's exchange ideology was weak but not when employee's exchange ideology was strong.

Soojin Lee, Seoul National University  
Seokhwa Yun, Seoul National University  
Riki Takeuchi, HKUST

Submitter: Soojin Lee, insis@snu.ac.kr

#### **187-11 Good or Bad Customer? Customer Treatment Connected to Employee Citizenship**

This study examined the extent to which positive and negative customer behaviors influenced employee affective reactions and their subsequent service citizenship toward other customers. Affect mediated the relationship between customer behavior and employee behavior. Further, low Conscientiousness and high Neuroticism accentuated the impact of employees' negative affect on service citizenship.

Laura C. Lomeli, Texas A&M University  
Dan S. Chiaburu, Texas A&M University  
Xin-an Zhang, Shanghai Jiaotong University  
Ning Li, The University of Iowa

Submitter: Laura Lomeli, laurachristina@tamu.edu

#### **187-12 Unpacking Functions of Workplace Friendships and Links to Job Performance**

Employing a mixed-method design, the nature of the workplace friendships–performance link is clarified. Findings show they have a functional amplifying quality because they provide resources with a convergence between task and social spheres, as well as a dysfunctional interfering quality because they alone involve social processes with built-in tensions.

Jessica R. Methot, Rutgers University  
Jeffery A. LePine, Arizona State University

Submitter: Jessica Methot, jmethot@smr.rutgers.edu

#### **187-13 Overqualification and Contextual Performance**

The effect collective self-concept had on the relationship between overqualification and contextual performance was examined. Utilizing staff members at a large southern university, results indicated that collective self-concept mediated the aforementioned relationship. Results also demonstrated that benevolence moderated the relationship between overqualification and collective self-concept. Implications are discussed.

Tunji Oki, University of Houston  
Stephanie L. Murphy, Bethesda Rehab Hospital  
Benjamin A. Farmer, University of Houston  
Allison B. Martir, East Carolina University

Submitter: Tunji Oki, tunjioki@gmail.com

#### **187-14 The Effects of Imbalanced Versus Balanced Favor Exchange on Status**

This poster examined the effects of imbalanced and balanced favor exchange on the social status of favor givers and the underlying mechanisms. Results suggest a positive relationship between imbalanced exchange and status and an inverted-U shaped rela-



tionship between balanced exchange and status. Exchange quality and perceived competence mediated these relationships.

Kan Ouyang, Hong Kong Polytechnic University  
Erica Xu, Hong Kong Baptist University  
Xu Huang, Hong Kong Polytechnic University  
Wu Liu, Hong Kong Polytechnic University  
Submitter: Kan Ouyang, Kathryn.Ouyang@connect.polyu.hk

#### **187-15 Role Definitions and OCB: An Investigation of Antecedents and Consequences**

OCB role definitions, the ways in which people regard behaviors as in-role or extra-role, facilitate OCB performance. This study examined antecedents of employees' OCB role definitions, and relationships between OCB role definitions and supervisor-rated OCB performance. Relationships between OCB performance and other performance outcomes were also examined.

Kimberly Perry, EASI Consult  
John P. Meriac, University of Missouri-St. Louis  
Emily A. Ingalls, University of Missouri-St. Louis  
Submitter: Kimberly Perry, kimberly.perry@hotmail.com

#### **187-16 Workplace Ambiguity Mediates and Moderates Abusive Supervision—Employees' Strains Relations**

Relations between abusive supervision, employees' job strains, and workplace ambiguity variables were examined. Evidence showed abusive supervision positively predicts employees' role ambiguity, which positively predicts employees' job strains. In addition, the moderating effect of employees' uncertainty avoidance was supported. When the situation is more ambiguous, abusive supervision is more threatening.

Lindsay S. Pyc, McKinsey & Company  
Cong Liu, Hofstra University  
Raja S. Kainth, Hofstra University  
Submitter: Lindsay Pyc, lindsayspyc@gmail.com

#### **187-17 Individual Expression or Group Constraint: Impact of Collectivism on Employees**

This poster investigated the influence of coworkers' values on individuals' prosocial behavior and job satisfaction. A survey of 452 retail bank employees found that the average degree of collectivism prevalent in the workplace predicted employees' prosocial behaviors, job satisfaction, and turnover intention above and beyond their own personal degree of collectivism.

Krishna Savani, National University of Singapore  
Michael Morris, Columbia University  
Remus Ilies, National University of Singapore  
Submitter: Krishna Savani, ksavani@nus.edu.sg

#### **187-18 Person–Organization Fit, Work–Life Balance, and Their Outcomes: Longitudinal Analysis**

This study investigates the relationship between person–organization (PO) fit and work–life balance (WLB), and organizational citizenship behavior (OCB). Using longitudinal data from 2 sources (765 employees and their supervisors), results support main effects of PO fit on WLB leading to individual outcomes such as job satisfaction and OCB.

Jee Young Seong, Ulsan National Institute of Science and Technology  
Doo-Seung Hong, Seoul National University  
Submitter: Jee Young Seong, sjylyk@unist.ac.kr

#### **187-19 Mislabeling of Work Performance Items: An Item-Level Meta-Analytic Investigation**

Meta-analytic and CFA techniques were applied to item-level data to evaluate the existence and consequences of mislabeled work performance items. Results showed that for both supervisor- and self-ratings, a 4-factor reassigned model-task performance, OCBI, OCBO, and new negative work behavior factor provided the best fit to the data.

Jooyeon Son, University of Illinois at Urbana-Champaign  
Nichelle C. Carpenter, University of Illinois at Urbana-Champaign  
Brad Harris, University of Illinois  
Allison Alexander, ICF International  
Margaret T. Horner, Texas A&M University  
Submitter: Jooyeon Son, son22@illinois.edu

#### **187-20 An Investigation Into the Distributional Properties of Leadership**

Using rigorous testing procedures, this poster analyzed written promotion narratives to investigate the fit of several different distributions. Confirming recent research, findings show that leadership is not normally distributed. But unlike recent suggestions, results show that distributions other than the power law more accurately describe the data.

Thomas A. Stetz, Hawaii Pacific University  
Michael Erickson, Hawaii Pacific University  
Submitter: Thomas Stetz, tastetz@yahoo.com

#### **187-21 How Corporate Social Performance Creates Proud Employees and Happy Customers**

Hypotheses grounded in social identity about the processes through which corporate social performance (CSP) can foster employees' customer-directed citizenship behavior were tested. Analyses of data collected from representatives of 515 organizations provided support for the hypothesized indirect effects through organizational reputation and employee pride, while controlling for prior customer-directed behavior.

Chelsea R. Willness, University of Saskatchewan  
David A. Jones, University of Vermont  
Joseph A. Schmidt, University of Saskatchewan  
Submitter: Chelsea Willness, willness@edwards.usask.ca

#### **187-22 The Impact of Group-Level Climate for Health on Employee Performance**

This poster examined the buffering role of group-level health climate on the relationship between job stress and performance. Results indicate that health climate did not significantly interact with job stress but it did have a direct effect on performance. This suggests the importance of health climate to organizations.

Zandra M. Zweber, University of Connecticut  
Vicki J. Magley, University of Connecticut  
Submitter: Zandra Zweber, Zandra.zweber@gmail.com

#### **187-23 Time to Face(book) the Truth: Examining Organizational SNS Use**

This paper provides a comprehensive review of research on social networking site use in organizational settings and highlights recent court cases and legal concerns in this area. Future research topics and practical implications are discussed.

Tessa S. Seidler, Western Kentucky University  
Amber N. Schroeder, Western Kentucky University  
Submitter: Amber Schroeder, amber.schroeder@wku.edu

**187-24 Blame the Items? A Substantive Validity Investigation of Proactivity Constructs**

This poster investigates whether the items used to measure proactivity/discretionary work behaviors overlap with unintended constructs. A substantive validity analysis was conducted, and it was found that most items were judged to represent at least 1 unintended construct and only one-third were judged as intended. Implications for theory and measurement are discussed.

SeongHee Cho, University of Illinois at Urbana-Champaign  
 Nichelle C. Carpenter, University of Illinois at Urbana-Champaign  
 Submitter: SeongHee Cho, scho59@illinois.edu

**187-25 Performance Management Practices and Organizational Performance: System Reactions as Moderators**

Based on the literature, an index of high-impact PM practices (HIPMPs) was developed and its effects tested on organizational performance using a survey of PM practices in 75 U.S. organizations. PM system reactions including fairness and communication of purpose moderated the relationship between HIPMP and organizational performance. Implications are discussed.

C. Allen Gorman, East Tennessee State University  
 Joshua Ray, University of Tennessee  
 Christina Thibodeaux, Radford University  
 Caitlin S. Nugent, SWA Consulting  
 Andrea Alvarez, Radford University  
 Stephanie N. Bradley, Radford University  
 Brian J. Drivas, Radford University  
 Sheila K. List, Prometric

Submitter: C. Allen Gorman, gormanc@etsu.edu

**187-26 A Meta-Analysis of Rater Individual Differences–Rating Level Relationships**

This poster meta-analyzed rater individual differences–rating level relationships across 33 independent samples to estimate the extent to which rater individual differences variables account for performance rating elevation. Results suggested that several individual differences variables are associated with elevated ratings, but features of the rating context influenced many of these relationships.

Michael B. Harari, Florida International University  
 Andrew J. Laginess, Florida International University  
 Cort W. Rudolph, Saint Louis University  
 Submitter: Michael Harari, mhara003@fiu.edu

**187-27 Multisource Feedback: Relevance of Purpose and Relationship to Organizational Outcomes**

This poster investigated the relationship between multisource feedback programs (MSF) and organizational performance within a moderated-mediation framework. It was found the imbeddedness of MSF influenced organizational performance via organizations' human capital competitiveness. It was also found that using MSF for both development and evaluative purposes was optimal in improving human capital and thus organizational performance.

Kyoung Yong Kim, University of Houston  
 Leanne E. Atwater, University of Houston  
 Submitter: Kyoung Yong Kim, kimx1616@umn.edu

**187-28 Multisource Feedback Program and Organizational Performance: Which Leads to Which?**

The causal relationship between multisource feedback program (MSF) and organizational performance was investigated. Using a cross-lagged panel design, it was found that MSF led to high performance, but high performance did not lead to MSF. Specifically, MSF results in \$25,276 more net profit and \$309,935 more total sales per employee.

Kyoung Yong Kim, University of Houston  
 Leanne E. Atwater, University of Houston  
 Zahir Latheef, University of Houston  
 Submitter: Kyoung Yong Kim, kimx1616@umn.edu

**187-29 Computational Models of Potential Processes Creating Positively Skewed Performance Distributions**

Performance is often assumed to be normally distributed. Yet, positively skewed distributions are common. This poster presents a computational model of dynamic job performance to assess reasons for the skew. Simulations of the model indicate that such distributions may have little to do with the individual attributes of star performers.

Xiaofei Li, Ohio University  
 Jeffrey B. Vancouver, Ohio University  
 Justin M. Weinhardt, University of Calgary  
 Justin D. Purl, Ohio University  
 Piers Steel, University of Calgary  
 Submitter: Xiaofei Li, xl273011@ohio.edu

**187-30 Destructive Criticism, Shame, and Work Performance**

This study investigated the emotional consequences of destructive criticism on participants and their subsequent performance, with a particular focus on the emotion of shame.

Amanda M. McDonald, Central Michigan University  
 Stephen M. Colarelli, Central Michigan University  
 Submitter: Amanda McDonald, mcdon5am@cmich.edu

**187-31 Testing Regulatory Fit Theory in the Context of Performance Feedback**

Horizontal fit is the extent to which chronic regulatory focus aligns with environmental priming of regulatory focus. Horizontal fit predictions were tested in the context of utilizing corrective task feedback. Results found that horizontal fit/nonfit affected both behavioral utilization of feedback and attitudes toward the task.

Andrew M. Miller, Virginia Tech  
 Neil M. A. Hauenstein, Virginia Tech  
 Submitter: Andrew Miller, amiller6@vt.edu

**187-32 Seeking Feedback but Unable to Improve Work Performance?**

The boundary conditions in the relationship between feedback seeking behavior and work performance with 197 Korean employees were examined. Results showed that FSB was more positively related to performance for employees perceiving high feedback quality, and such effect of feedback quality was amplified for employees having high trust in supervisors.

Eun Young Nae, University of Minnesota  
 Hyung Koo Moon, Korea University  
 Submitter: Eun Young Nae, naexx001@umn.edu

**187-33 Using Structural Equation Modeling to Solve 360-Degree Feedback's Criterion Problem**

360-degree feedback is used in the assessment of managerial performance pervasively across organizations. This research used hierarchical CFA models of 360-degree feedback competencies to attempt to solve the criterion problem of managerial performance assessment. Findings indicate that these models have clear fit indices and construct validity evidence.

Cole Napper, Frito-Lay North America (PepsiCo)

Tilman Sheets, Louisiana Tech University

Mitzi Desselles, Louisiana Tech University

Carol Jenkins, Bigby Havis & Associates

Submitter: Cole Napper, cole.napper@pepsico.com

**187-34 Rating Goals in Performance Appraisal: Developing a Taxonomy and Measure**

This study developed and tested a taxonomy of rating goals in performance appraisal. Through a theoretical framework and managerial interviews conducted for the study, items were analyzed using exploratory factor analysis to arrive at a comprehensive measure of rating goals.

Christine M. Overfors, Illinois Institute of Technology

James Kemp Ellington, Illinois Institute of Technology

Submitter: Christine Overfors, coverfor@hawk.iit.edu

**187-35 The Influence of Implicit Person Theory on Feedback Environments**

This study investigates the implicit person theory–feedback environment relationship by assessing feedback orientation and employee engagement as potential moderators. Results indicate that employee engagement significantly moderates the relationship between supervisor implicit person theory and employee perceptions of the feedback environment when employee feedback orientation is controlled for.

Elizabeth S. Pears, University of Akron

Joelle D. Elicker, University of Akron

Submitter: Elizabeth Pears, esp14@zips.uakron.edu

**187-36 Development of a Rater Motivation Scale**

Organizations use performance ratings to inform personnel decisions despite evidence suggesting that rater motivation influences ratings. Surprisingly little is known about rater motivation and its assessment. This investigation is an initial step in the development of a rater motivation scale. Implications and future directions are discussed.

M. K. Ward, North Carolina State University

Mark A. Wilson, North Carolina State University

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

**187-37 The Effect of Expertise on Rating Leniency and Severity**

This study examined the effect of expertise on rating leniency and severity for different administrative rating purposes. A total of 176 individuals with varying levels of research methods expertise evaluated 4 research proposals. Experts were the harshest evaluators, while novices tended to be the most lenient, regardless of rating purpose.

William S. Weyhrauch, Consortium Research Fellows Program

Satoris S. Culbertson, Kansas State University

Rachel McAdam, Kansas State University

Tonielle Fiscus, Kansas State University

Travis Tubre, University of Wisconsin-River Falls

Submitter: William Weyhrauch, wseyhrauch@gmail.com

**187-38 Feedback Seeking and Supervisor Power: The Role of Goal Orientation**

This study examines feedback seeking based on the type of power displayed by the feedback source. This study demonstrates how goal orientation influences individuals' perceptions of the cost and value of feedback seeking opportunities, which in turn influences preferences for feedback sources with expert, reward, or referent power.

Brendon C. Woghiren, University of Akron

Joelle D. Elicker, University of Akron

Submitter: Brendon Woghiren, bw39@zips.uakron.edu

**187-39 Social Network Divide in Peer Performance Rating**

A social network approach was adopted to study how central position holders differ from peripheral position holders in peer performance rating. The poster challenged the assumption that all the peers are interchangeable in performance rating by empirically showing supervisory rating, central member rating, and peripheral member rating are systematically different.

Helen Hailin Zhao, University of Iowa

Ning Li, University of Iowa

Submitter: Helen Hailin Zhao, hailin-zhao@uiowa.edu

**187-40 Performance Feedback Reports: Helpful or Not?**

The utility of performance feedback on high-stakes assessments is a controversial topic. This study examines the effect of providing performance feedback to unsuccessful candidates on the National Physical Therapy Examination (NPTE). Analyses were equivocal with respect to whether performance feedback resulted in score gains above the practice effect.

Kathakali Sircar, Federation of State Boards of Physical Therapy

Kaitlyn G. Mikush, Federation of State Boards of Physical Therapy

Lorin M. Mueller, Federation of State Boards of Physical Therapy

Submitter: Kathakali Sircar, sircark29@gmail.com

**188. Panel Discussion: 1:00 PM–1:50 PM  
Room 309****Engineering Internships to Enhance the Reputation of the Field**

Panelists will describe how successful internships should be structured, provide tips for enhancing the value of internships, and discuss how successful internships serve as a mechanism for enhancing the reputation of the field. Supervisors and their present or former interns will discuss their experiences with successful internships.

Meredith A. Ramsey, CenturyLink, **Co-Chair**

Christopher M. Castille, Louisiana Tech University, **Co-Chair**

Ryan Dullaghan, JetBlue Airways, **Panelist**

Daniel Kuyumcu, Pennsylvania State University, **Panelist**

Alison E. Carr, University of Akron, **Panelist**

Andrew Lam, University of Akron, **Panelist**

Victoria J. Smoak, PepsiCo, **Panelist**

Michael Tuller, PepsiCo, **Panelist**

Submitter: Christopher Castille, chris\_castille@icloud.com



### 189. Special Events: 1:00 PM–1:50 PM Room 317A

#### Alliance Invited Session: How International Is I-O? Perspectives From Six Continents

This panel brings together experts from around the globe to discuss the generalizability of I-O constructs across cultures, methodological issues that need to be considered in cross-cultural investigations, and nuances of translating I-O findings into practice.

Berrin Erdogan, Portland State University, **Chair**  
Alexander Alonso, Society for Human Resource Management, **Presenter**  
David Chan, Singapore Management University, **Presenter**  
Hennie J. Kriek, TTS-Top Talent Solutions/University of South Africa, **Presenter**  
Sharon K. Parker, UWA Business School, **Presenter**  
Robert A. Roe, University of Maastricht, **Presenter**  
Mary S. de Luque, Thunderbird School of Global Management, **Presenter**  
Submitter: Berrin Erdogan, berrine@sba.pdx.edu

### 190. Alternative Session Type: 1:00 PM–2:20 PM Room 327

#### Research Incubator: Nurturing Emergent Themes in Mentoring

A variety of research briefs are presented on the themes of gender and power, research methods, ideal characteristics of mentor and protégés, and organizational outcomes of mentoring, followed by break-out groups to discuss these topics. Participants will then have the opportunity to share their insights with the overall audience.

Kimberly E. O'Brien, Central Michigan University, **Chair**  
Sarah F. Bailey, Northern Illinois University, **Presenter**  
Elora Voyles, Northern Illinois University, **Presenter**  
Lisa Finkelstein, Northern Illinois University, **Presenter**  
Soner Dumani, University of South Florida, **Presenter**  
Tammy D. Allen, University of South Florida, **Presenter**  
Kristen M. Shockley, Baruch College & The Graduate Center-CUNY, **Presenter**  
Laura Poteat, Raymond James, **Presenter**  
Subhadra Dutta, Molina HealthCare, **Presenter**  
Lillian T. Eby, University of Georgia, **Presenter**  
Marcus M. Butts, University of Texas at Arlington, **Presenter**  
Dan Ispas, Illinois State University, **Presenter**  
Alexandra Ilie, Illinois State University, **Presenter**  
Dragos Iliescu, NSPAS University, Romania, **Presenter**  
Michael E. Rossi, University of South Florida, **Presenter**  
Daniel B. Turban, University of Missouri, **Presenter**  
Timothy Moake, University of Missouri-Columbia, **Presenter**  
Ines C. Wichert, Kenexa, an IBM Company, **Presenter**  
Rena Le Rasch, Kenexa, an IBM Company, **Presenter**  
Keith L. Zabel, Wayne State University, **Presenter**  
Boris B. Baltes, Wayne State University, **Presenter**  
Kevin L. Zabel, University of Tennessee-Knoxville, **Presenter**  
Submitter: Kimberly O'Brien, obrie1ke@cmich.edu

### 191. Symposium/Forum: 1:30 PM–2:20 PM Room 303AB

#### The Employee Segmentation Continuum: Creating Respondent Groups to Spur Action

Segmentation analysis can take many forms. Practitioners will describe how they worked with varying data to create meaningful groups or profiles to answer business questions and result in actionable changes. Data sets include training programs, engagement surveys, an employee experience survey, a well-being

assessment, and managerial time-spent behavioral data.

Lindsay A. Bousman, Paris Phoenix Group, **Chair**  
Elizabeth Pavese-Kaplan, Towers Watson, **Co-Chair**  
Lindsay A. Bousman, Paris Phoenix Group, Elizabeth Pavese-Kaplan, Towers Watson, **Individual Well-Being Profiles and Organizational Impact**  
Elizabeth Pavese-Kaplan, Towers Watson, Lindsay A. Bousman, Paris Phoenix Group, **Employee Experience Profiles**  
John P. Steele, Best Buy, Deanna M. Haney, Best Buy, Christopher R. Honts, Central Michigan University, **Comparing Segmentation Strategies at Best Buy**  
David Youssefnia, Critical Metrics, LLC, Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, **Using Segmentation Analysis to Drive Talent Management and Leadership Development**  
Submitter: Lindsay Bousman, lbousman@hotmail.com

### 192. Symposium/Forum: 1:30 PM–2:20 PM Room 306A

#### Within-Group Variability: Methodological and Statistical Advancements in the Legal Context

There is little guidance for measuring and testing within-group variability in certain legal contexts, such as determining "similarly situated" for class certification and pay equity purposes. This gap is addressed by proposing standardized methodological techniques for evaluating that answer questions of within-group variability in the legal context.

Chester Hanvey, Lamorinda Consulting, LLC, **Chair**  
Kayo Sady, DCI Consulting Group, Michael G. Aamodt, DCI Consulting Group, **Determining Similarly Situated to Investigate Systemic Pay Equity**  
Kevin R. Murphy, Lamorinda Consulting, LLC, **Describing Variability: The Coefficient of Variation**  
Chester Hanvey, Lamorinda Consulting, LLC., **Evaluating "Statistically Significant" Within-Title Variability**  
David F. Dubin, Aon Hewitt, Daniel P. Russell, Link Consulting, **Cluster Analysis to Address Appropriateness of Class Certification**  
Michael T. Brannick, University of South Florida, **Discussant**  
Submitter: Chester Hanvey, hanvey@lamorindaconsultingllc.com

### 193. Panel Discussion: 1:30 PM–2:20 PM Room 311

#### Leveraging Social Network Analysis in I-O Science and Practice

This panel will showcase recent advancements in social network analysis (SNA) and discuss their application to the science and practice of understanding and improving organizational effectiveness.

Leslie A. DeChurch, Georgia Institute of Technology, **Chair**  
Kathryn Dalrymple, Georgia Institute of Technology, **Co-Chair**  
Jay B. Carson, Southern Methodist University, **Panelist**  
Noshir Contractor, Northwestern University, **Panelist**  
Tracey E. Rizzuto, Louisiana State University, **Panelist**  
Filip Agneessens, University of Surrey, **Panelist**  
Submitter: Kathryn Dalrymple, kmydalrymple@gmail.com

### 194. Symposium/Forum: 1:30 PM–2:20 PM Room 316C

#### Contextualizing Workplace Incivility

Much of the extant incivility research has examined its predictors and consequences absent its context. This symposium investigates how context influences the enactment and experience of incivility. Three theoretically driven papers are presented that collectively examine the safety, political, and relational context of workplace incivility.

M. Sandy Hershcovis, University of Manitoba, **Chair**  
 Benjamin M. Walsh, University of Illinois at Springfield, Alyssa McGonagle,  
 Wayne State University, Timothy J. Bauerle, University of Connecticut,  
**Safety Stressors: Uncivil Reactions to Work-Safety Tension**  
 Robert L. Wooderson, Texas A&M University, Kathi N. Miner, Texas A&M  
 University, **Workplace Incivility During Election Season: The Role of**  
**Political Media**  
 Ismael Diaz, Texas A&M University, Kathi N. Miner, Texas A&M University,  
 Mindy E. Bergman, Texas A&M University, **The Joint Effects of**  
**Supervisor Mistreatment and Respect**  
 Sandra Robinson, University of British Columbia, **Discussant**  
 Submitter: M. Sandy Hershcovis, sandy\_hershcovis@umanitoba.ca

### 195. Symposium/Forum: 1:30 PM–2:20 PM

#### Room 317B

##### Facilitating Team Growth in Response to Adversity

Teams are often used to deal with complex and difficult problems, but little is known about how they overcome negative events such as failure feedback or threats. This symposium presents 3 papers that examine how certain team processes and leadership approaches can permit teams to grow and overcome adversity.

Benson Rosen, University of North Carolina, **Chair**  
 Virginia S. Kay, Southern Methodist University, **Co-Chair**  
 Virginia S. Kay, Southern Methodist University, David A. Hofmann,  
 University of North Carolina at Chapel Hill, **Sensemaking and Strategy**  
**Development in Underperforming Teams**  
 Brady Firth, University of Maryland, **Overcoming Threat-Induced**  
**Rigidity: Proactivity's Role in Team Adaptation**  
 David Hekman, University of Colorado at Boulder, Bradley Owens, State  
 University of New York at Buffalo, **Influence of Humble Leader**  
**Behaviors on Team Performance**

Submitter: Virginia Kay, vsk@email.unc.edu

### 196. Symposium/Forum: 1:30 PM–2:20 PM

#### Room 318A

##### Computational Modeling: Advancing Research on Team Dynamics

This symposium focuses on how computational modeling can complement current research methods and extend theory and research in team dynamics. A general presentation of computational modeling and multilevel emergent dynamics is followed by 2 specific applications of computational modeling, showcasing team knowledge emergence and shared team leadership.

James A. Grand, The University of Akron, **Co-Chair**  
 Georgia T. Chao, Michigan State University, **Co-Chair**  
 James A. Grand, The University of Akron, Georgia T. Chao, Michigan  
 State University, Steve W. J. Kozlowski, Michigan State University,  
 Michael T. Braun, Virginia Polytechnic Institute and State University,  
 Goran Kuljanin, University of Illinois at Chicago, **A Methodological**  
**Framework for Studying Multilevel Emergent Dynamics**  
 Daniel Pickhardt, Michigan State University, Stanton Mak, Michigan State  
 University, Steve W. J. Kozlowski, Michigan State University, Georgia T.  
 Chao, Michigan State University, James A. Grand, The University of Akron,  
 Michael T. Braun, Virginia Polytechnic Institute and State University, Goran  
 Kuljanin, University of Illinois at Chicago, **Team Macrocognition:**  
**Integrating Computational Modeling and Research Methods**  
 Michael T. Braun, Virginia Polytechnic Institute and State University, Leslie  
 A. DeChurch, Georgia Institute of Technology, Dorothy R. Carter,  
 Georgia Institute of Technology, **Measuring Shared Leadership: A**  
**Computational Modeling Study**

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

### 197. Roundtable/Conversation Hour: 1:30 PM–2:20 PM Room 324

#### Fostering I-O Psychology's Involvement in Corporate Well-Being, Part 2

This roundtable extends the conversation started last year at SIOP 2013 focused on I-O's role in corporate well-being. Experts in occupational health psychology will facilitate discussions within the area of employee well-being, with the goal of collectively identifying opportunities for practice and research.

Autumn D. Krauss, Sentis, **Host**  
 Allison M. Ellis, Portland State University, **Host**  
 David W. Ballard, American Psychological Association, **Host**  
 Cristina G. Banks, Lamorinda Consulting LLC, **Host**  
 Janet L. Barnes-Farrell, University of Connecticut, **Host**  
 Charlotte Fritz, Portland State University, **Host**

Submitter: Allison Ellis, allison.ellis@sentis.net

### 198. Poster Session: 2:00 PM–2:50 PM

#### Ballroom C

##### Job Attitudes/Engagement

#### 198-1 Energizing Employees: The Link Between Corporate Citizenship and Employee Engagement

The underresearched relationship between corporate citizenship (CC) and employee engagement was investigated. Research has not explored this relationship at the facet-level of CC while controlling for established work condition antecedents of engagement. Using survey data, results reveal that CC influences engagement above and beyond work conditions and disentangles facet-level relationships.

Paul Agnello, Baruch College and the Graduate Center, CUNY  
 Yael Oelbaum, Baruch College and the Graduate Center, CUNY  
 Submitter: Paul Agnello, agnellop@gmail.com

#### 198-2 Workaholism as a Moderator of the Job Demands–Burnout Relationship

The influence of 2 types of job demands (quantitative and emotional) on work burnout were examined, as well as the moderating roles of workaholism and state affect. Results suggest that both quantitative and emotional job demands impact work burnout. Furthermore, workaholism enhances the relationship between emotional job demands and burnout.

Angela A. Beiler, University of Georgia  
 Laura Provolt, University of Georgia  
 Lauren M. Zimmerman, University of Georgia  
 Malissa A. Clark, University of Georgia  
 Submitter: Angela Beiler, angie.beiler@gmail.com

#### 198-3 Testing the Theory of Shared Experiences in Generational Differences

The proposed mechanism underlying generational differences is that generations form when cohorts jointly experience events. This study tested this assumption by evaluating differences in work-related values and attitudes across shared experiences (i.e. country, time period, and age). Findings do not support the idea that shared experiences create distinct generations.

Jessica Badger, George Washington University  
 David P. Costanza, George Washington University

Nikki Blacksmith, George Washington University

Jamie B. Severt, George Washington University

Submitter: Nikki Blacksmith, nikkiblacksmith@gmail.com

#### **198-4 Organizational Identification and Affective Organizational Commitment: An Integrative Approach**

Although several studies have supported the distinction between organizational identification (OI) and affective commitment (AC), there is still disagreement regarding how they are related. The results of 3 studies suggest that favorable work experiences operate via OI to increase employees' AC that, in turn, decreases employee turnover.

Florence Stinglhamber, Université Catholique de Louvain

Géraldine Marique, Université Catholique de Louvain

Donatienne Desmette, Université Catholique de Louvain

Isabelle Hansez, University of Liege

Dorothee Hanin, Université Catholique de Louvain

Françoise Bertrand, Belgian Defence Staff

Submitter: Gaëtane Caesens, gaetane.caesens@uclouvain.be

#### **198-5 Interactive Effects of Trust in Coworkers and Task Interdependence**

Based on 298 employees from multiple organizations, it was found that the interaction effect between trust in coworkers and task interdependencies predict work outcomes. Specifically, trust in coworkers played important role predicting job satisfaction, intent to quit, task performance, and citizenship behavior when task interdependence among coworkers was high.

Jae Young Choi, Virginia Commonwealth University

In-Sue Oh, Temple University

Guihyun Park, Singapore Management University

Submitter: Jae Young Choi, choijy2@vcu.edu

#### **198-6 GenerationNull: Lack of Generational Workplace Attitude Differences in Large Samples**

Generational differences were examined in large-sample, multi-organizational administrations of an employee survey at both the item and general-factor levels. Although statistically significant, most generational differences did not meet Cohen's (1992) cutoff for small effect sizes. Type II error was ruled out given the large power.

Nicholas R. Martin, Office of Personnel Management

Jeffrey M. Cucina, U.S. Customs and Border Protection

Kevin A. Byle, U.S. Customs and Border Protection

Sharron Thompson Peyton, U.S. Customs and Border Protection

Ilene F. Gast, Retired

Submitter: Jeffrey Cucina, jcucina@gmail.com

#### **198-7 Large Sample Evidence of a General Factor in Employee Surveys**

This poster presents evidence for a large general factor in 3 employee surveys, which seem to represent Crede's (2005) "a factor." The factor was found with both individual and unit-level data, and it correlated with turnover and supervisory ratings of job performance. This factor demonstrated discriminant validity with job analysis ratings.

Jeffrey M. Cucina, U.S. Customs and Border Protection

Marcus Crede, George Washington University

Patrick J. Curtin, U.S. Department of Homeland Security

Philip T. Walmsley, U.S. Office of Personnel Management

Nicholas R. Martin, U.S. Office of Personnel Management

Submitter: Jeffrey Cucina, jcucina@gmail.com

#### **198-8 Contagious Flow: Antecedents and Consequences of Classroom Optimal Experience**

This study explored student understanding of, and interest in, course material as antecedents to flow within a classroom. The contagious nature of flow and the relationship between flow and academic performance were also examined. Results revealed understanding and interest were related to flow, which demonstrated a contagious nature.

Satoris S. Culbertson, Kansas State University

Clive Fullagar, Kansas State University

Mathias J. Simmons, Kansas State University

Mengmeng Zhu, Kansas State University

Submitter: Satoris Culbertson, satoris@ksu.edu

#### **198-9 Testing an Approach-Avoidance Model of Work Engagement**

Based on an approach-avoidance theory of work engagement, a model was tested that integrated trait approach and avoidance motivation, job characteristics, and work engagement. Trait approach and trait avoidance traits predicted engagement. Moreover, perceptions of job resources, job challenges, and job hindrances mediated this relationship.

Michael M. Denunzio, Baruch College and The Graduate Center, CUNY

Loren J. Naidoo, Baruch College and The Graduate Center, CUNY

Submitter: Michael Denunzio, michael.denunzio@baruch.cuny.edu

#### **198-10 A Work Outcomes Nomological Network of Work and Organization Engagement**

Empirical data from 298 employees are used to explore the construct clarity and discriminant validity of work and organization engagement, providing insight into how these constructs relate empirically and their nomological networks. Findings indicate that work and organization engagement are distinct and have differential relationships with important employee work outcomes.

Elaine Farndale, Cranfield University

Susanne Beijer, Tilburg University

Marc Van Veldhoven, Tilburg University

Veronica Hope Hailey, Bath University

Clare Kelliher, Cranfield School of Management

Submitter: Elaine Farndale, euf3@psu.edu

#### **198-11 National Overall Norms for Revised JDI/JIG Job Satisfaction Measures**

To facilitate evidence-based best practices for improving life at work, national overall norms were developed for the Job Descriptive Index and Job in General measures of job satisfaction. The scale revisions, validation, and norms are provided to make the JDI and JIG more useful for research and applicable to practice.

Michael A. Gillespie, University of South Florida Sarasota-Manatee

William K. Balzer, Bowling Green State University

Michelle H. Brodke, Bowling Green State University

Erin N. Gerbec, Air Force Research Laboratory

Jennifer Z. Gillespie, University of South Florida Sarasota-Manatee

Purnima Gopalkrishnan, Infosys Leadership Institute

Katherine A. Sliter, Indiana University-Purdue University Indianapolis

Michael T. Sliter, Indiana University-Purdue University Indianapolis

Scott A. Withrow, Bowling Green State University

Maya Yankelevich, PDRI, a CEB Company

Jennifer E. Yugo, Bowling Green State University

Submitter: Michael Gillespie, magillespie@sar.usf.edu



### 198-12 Measuring Diversity Behavioral Intentions Using a Situational Judgment Test

In the study of racism, situational judgment tests (SJTs) provide an alternative assessment to the self-report attitude measures and implicit association tests. The advantages of the SJT strategy are explicated and validation evidence presented for an SJT developed to assess behavioral intentions related to diversity issues.

Neil M. A. Hauenstein, Virginia Tech  
 Marinus van Driel, Van Driel Consulting/Defense Equal Opportunity Management Institute  
 Nikita Arun, Virginia Tech  
 Daniel P. McDonald, Defense Equal Opportunity Management Institute  
 Submitter: Neil Hauenstein, nhauen@vt.edu

### 198-13 A Profile of Profiles: A Meta-Analysis of Commitment Profiles

Few studies have examined predictors of organizational commitment profiles. Taking a person-centered approach to organizational commitment, this study combined LPA with meta-analysis to examine the antecedents of commit profiles. A number of predictors (e.g., identification, allocentrism, education, job security) were examined using a large archival sample ( $N = 16,052$ ).

Adam H. Kabins, Assess-Systems  
 Xiaohong Xu, Texas A&M University  
 Mindy E. Bergman, Texas A&M University  
 Christopher M. Berry, Texas A&M University  
 Victor Willson, Texas A&M University  
 Submitter: Adam Kabins, akabins@assess-systems.com

### 198-14 When Good Goes Bad: Pressure to Produce and Negative Affectivity

This study examines the impact of pressure to produce on 3 outcomes (job satisfaction, role overload, and perceived organizational support). It also investigates negative affectivity as a moderator. These hypotheses are examined in a sample of 220 technology end-users. Results support the hypotheses.

Kenneth J. Harris, Indiana University Southeast  
 Lisa M. Russell, Indiana University Southeast  
 Ranida B. Harris, Indiana University Southeast  
 Submitter: K. Michele Kacmar, mkacmar@cba.ua.edu

### 198-15 Affective Capital and Firm Performance: Top-Down or Bottom Up?

Using longitudinal employee satisfaction data and a human capital emergence framework, this study found support for both a bottom-up and top-down association between collective employee affect and firm performance in terms of efficiency, profitability, and market performance. In a reciprocal model, only employee satisfaction and profitability exhibit a recursive relationship.

Pingshu (Ping) Li, University of Kansas  
 James P. Guthrie, University of Kansas  
 Hilary A. Schloemer, University of Kansas  
 Submitter: Pingshu (Ping) Li, pingshu.li@ku.edu

### 198-16 Organization-Based Self-Esteem: Contributions of Transformational Leadership and Supervisor's Organizational Embodiment

Though many studies have shown that organizational-based self-esteem (OBSE) predicts an array of favorable outcomes, much less

attention has been given to the antecedents. This study found that transformational leadership increased OBSE at both the level of supervisor and employee, and that supervisor's organizational embodiment strengthened the transformational leadership–OBSE relationship.

Glenn P. Malone, University of Houston  
 Hao Wu, University of Houston  
 Laura Clark, University of Houston  
 Submitter: Glenn Malone, glennpm2662@gmail.com

### 198-17 Breaking the Silence: An Examination of Employee Silence Behavior

Engagement was examined as a mediator between job control and employee silence behavior, and support was found for the proposed model. This study makes a novel contribution to the employee silence literature by identifying new factors that can influence the occurrence of employee silence behavior in the workplace.

Archana Manapragada, Florida International University  
 Julie J. Lanz, Florida International University  
 Armando Falcon, Florida International University  
 April D. Schantz, Florida International University  
 Valentina Bruk Lee, Florida International University  
 Submitter: Archana Manapragada, amana008@fiu.edu

### 198-18 The Engagement of High Potentials: How and Why They're Different

This study investigated whether high potentials are more engaged than other employees and the reasons for these differences. It was determined that high potentials have higher levels of employee engagement due to both differential treatments from their organizations as well as individual traits unique to high potentials.

Kyle D. McNeal, University of Minnesota  
 Guangrong Dai, Korn Ferry  
 Dana Landis, Korn Ferry  
 Submitter: Kyle McNeal, mcnea039@umn.edu

### 198-19 Why Workplace Friendships Matter: Linkages With Engagement, Embeddedness, and Burnout

This survey of 419 employees examined relationships between workplace friendship and job attitudes. Workplace friendship was positively related with employee engagement and negatively related with job burnout. Job embeddedness partially mediated between workplace friendship and engagement. Friendship maintenance difficulty did not moderate the relationship between workplace friendship and engagement.

Joshua G. Milam, Consumer Financial Protection Bureau  
 Denise P. Lopez, Alliant International University  
 Submitter: Joshua Milam, joshuamilam@gmail.com

### 198-20 Improving Core Self-Evaluation and Intrinsic Work Motivation with Bikram Yoga

Twenty-two subjects completed a 60-day Bikram yoga challenge. Using a within-subjects 1 group pretest–posttest design, paired samples *t*-tests revealed that core self-evaluation and intrinsic work motivation were each statistically significantly improved over the course of the program. Cohen's *d* effect sizes for these 2 changes were .53 and .39, respectively.

Allison A. Rissel, Texas State University  
 Brian K. Miller, Texas State University

Lisa K. Lloyd, Texas State University  
 James S. Williams, Texas State University  
 Submitter: Brian Miller, bkmiller@txstate.edu

### **198-21 Increasing Organizational Commitment by Inducing P-O Fit Through Values Training**

This field study induced P-O fit among voluntary temporary workers by promoting organizational values awareness. Employees were surveyed before and after attending their new hire orientation. The results supported the predictions that value training was effective and P-O Fit partially mediated the link between organizational values awareness and affective commitment.

Catherine O. Humphrey, CSULB  
 Hannah-Hanh D. Nguyen, University of Hawaii at Manoa  
 Submitter: Hannah-Hanh Nguyen, hhnguyen@hawaii.edu

### **198-22 Predicting Employee Attendance and Attendance Consistency**

Past research has highlighted the importance of workplace attendance. However, limited research still exists on the topic. This study provides a stepping stone for future research by identifying and testing predictors of when employees arrive and depart from work, and their consistency in doing so.

Vias Nicolaidis, George Mason University  
 Carolyn J. Winslow, George Mason University  
 José M. Cortina, George Mason University  
 Submitter: Vias Nicolaidis, vnicolai@gmu.edu

### **198-23 Perceptions of Others and Satisfaction: Do Interpersonal Job Demands Matter?**

Beliefs about the personality of other people in general may also influence satisfaction levels when interpersonal demands are high. Perceptions of the generalized other's Conscientiousness and Emotional Stability were positively linked to satisfaction but not consistent; moderating effect of interpersonal demands was found.

Catherine Ott-Holland, Michigan State University  
 Ann Marie Ryan, Michigan State University  
 Fabian Elizondo, Birkman International, Inc.  
 Patrick L. Wadlington, Birkman International, Inc.  
 Submitter: Catherine Ott-Holland, c.otholland@gmail.com

### **198-24 Locus of Control and Empowerment: Motivational Bases of Continuance Commitment**

This poster examined locus of control and empowerment as predictors of continuance commitment's subdimensions. Results suggest high-externals are prone to experiencing few alternatives, and empowerment dimension impact contributes to perceived sacrifice and few alternatives among low-externals. Furthermore, empowerment dimension competence contributes to few alternatives among high-externals but reduces it among low-externals.

Alexandra J. Panaccio, Concordia University  
 Christian Vandenberghe, HEC Montreal  
 Submitter: Alexandra Panaccio, apanacci@jmsb.concordia.ca

### **198-25 Job Insecurity: A Moderated-Mediation Model of Burnout and Turnover**

The mechanisms by which job insecurity and coping affect the progression of burnout and withdrawal are examined. Job insecurity was

positively associated with burnout and withdrawal, but individuals who experienced exhaustion and used active coping strategies were more likely to initiate the turnover process rather than simply disengage.

Sara J. Perry, University of Houston-Downtown  
 Cristina Rubino, California State University, Northridge  
 Emily M. Hunter, Baylor University  
 Submitter: Sara Perry, perrys@uhd.edu

### **198-26 Do Competencies Predict Objective Performance Outcome? A Multisource Study**

The relationships between sales related competency dimensions and lagged-objective performance data of sales employees in one of the leading finance-insurance companies in Turkey were explored. Findings confirmed that sales-oriented competencies predicted objective performance better compared to other competencies.

Levent Sevinc, Assessment Systems Turkey  
 Aylin Dincer, Assessment Systems Turkey  
 Submitter: Yasin Rofcanin, yasin.rofcanin@mail.wbs.ac.uk

### **198-27 Transformational Leadership, Engagement, and Performance: A Task-Level Perspective**

Transformational leadership elicits high performance in followers; however, the reasoning behind why this process occurs is unclear. This study investigates whether engagement mediates the relationship between transformational leadership and performance. Results provide evidence that task engagement mediates the relationship between transformational leadership and performance.

Kyle J. Sandell, Colorado State University  
 Zinta S. Byrne, Colorado State University  
 Thomas M. Cavanagh, Colorado State University  
 Submitter: Kyle Sandell, mks483@ufl.edu

### **198-28 High Involvement Management and Satisfaction: Mediated by Service Perceptions**

This manuscript investigates the development of service-focused work environments (e.g., internally, externally) by the implementation of high involvement management within a large Midwestern hospital. Mediation analyses of data collected at 2 time points support the hypothesized effects. Implications of findings for involvement researchers and practitioners are discussed.

Mickey B. Smith, Oklahoma State University  
 Bryan D. Edwards, Oklahoma State University  
 J. Craig Wallace, Oklahoma State University  
 Submitter: Mickey Smith, msmith426@gmail.com

### **198-29 Don't Fire Me!: Examining Job Insecurity in a Multilevel Context**

This study used a multilevel modeling approach to evaluate the predictors of job insecurity, both at the employee-level ( $N_{\text{employees}} = 1144$ ) and organizational division-level ( $N_{\text{divisions}} = 25$ ). Results indicate that employee-level justice perceptions, constraints, and pay and communication satisfaction impact job insecurity as well as division-level perceived supervisor support.

Lisa W. Sublett, University of Houston  
 Lisa M. Penney, University of Houston  
 Submitter: Lisa Sublett, lisa.w.sublett@gmail.com

### 198-30 Job Characteristics and Work Engagement: Multiple-Group Analyses of Flexibility Practices

The perceived organizational support (POS) role between job characteristics and work engagement was tested in different work flexibility situations. Findings suggest that POS mediates the relation between job insecurity/control and work engagement. This result is also true in flexibility situations experienced by workers except for location and task flexibility.

Fabrice Travagianti, University of Liège  
Fabrice De Zanet, Université de Liège  
Christian Vandenberghe, HEC Montreal  
Isabelle Hansez, Université de Liège

Submitter: Fabrice Travagianti, ftravagianti@ulg.ac.be

### 198-31 Normative Commitment and Well-Being

This poster examined the relationship between normative commitment and emotional exhaustion and distress, and the moderating role of few alternatives commitment, a subcomponent of continuance commitment based on perception of alternative employment. In 2 studies, normative commitment was positively related to emotional exhaustion and distress when few alternatives commitment was high.

Karim Mignonac, University of Toulouse 1 Capitole  
Christian Vandenberghe, HEC Montreal  
Caroline Manville, University of Toulouse 1 Capitole

Submitter: Christian Vandenberghe, christian.vandenberghe@hec.ca

### 198-32 Organizational Commitment, Supervisory Commitment and Turnover: A Role Theory Perspective

This poster examined the relationship between affective organizational and supervisory commitments, how they impact turnover, and the moderating role of supervisor–organization value congruence. Results suggest change in organizational commitment results in change in supervisory commitment, which mediates the organizational commitment–turnover relationship, particularly at high levels of supervisor–organization value congruence.

Christian Vandenberghe, HEC Montreal  
Kathleen Bentein, University of Quebec at Montreal (UQAM)  
Alexandra J. Panaccio, Concordia University

Submitter: Christian Vandenberghe, christian.vandenberghe@hec.ca

### 198-33 The Role of Competition in the Emergence of Flow

An experimental study examined the effects of relative performance and competition and cooperation on emergence of flow-state characteristics. Data from 96 undergraduate participants showed that relative performance impacted flow, but competitive and cooperative contexts did not. The nature of the effects is explored, and future research directions are presented.

Christopher J. Waples, Kansas State University  
Michael Stetzer, Kansas State University  
Patrick A. Knight, Kansas State University

Submitter: Christopher Waples, cwaples@ksu.edu

### 198-34 Personality Predicting Exit, Voice, Loyalty, and Neglect Responses to Dissatisfaction

This study was conducted to assess whether personality factors explain how individuals respond to hypothetical job dissatisfaction. The exit–voice–loyalty–neglect (EVLN) framework was used to model potential responses, and situational factors were controlled

to investigate the unique contribution of personality variables.

Andrew Jebb, Purdue University  
Sang Eun Woo, Purdue University  
Submitter: Sang Eun Woo, sewoo@psych.purdue.edu

### 198-35 Goals and Job Engagement: How Affect Theory Illuminates the Relationship

The job engagement literature defines engagement as a positive affective state independent from an employee's goals. This conceptual paper uses affect theory to explain how an employee's goals and goal progress relate to different states of engagement. Considering goals and affect theory strengthens the theoretical foundation of job engagement research.

Meredith J. Woodwark, Western University  
Submitter: Meredith Woodwark, mwoodwark.phd@ivey.ca

### 198-36 Employee Engagement: The Contributions of Deep-Level Similarity and Interaction Frequency

This study examined the effects of employees' deep-level similarity and informal interactions with supervisors on employees' perceived supervisor support (PSS) and engagement. Results showed that deep-level similarity and frequency of informal interactions with supervisors positively predicted PSS and engagement. Moreover, supervisors' positive communication significantly reinforced the PSS–engagement relationship.

Jing Zhang, University of Houston  
Glenn P. Malone, University of Houston  
Christiane Spitzmueller, University of Houston  
Rissa Thomas, University of Houston  
Prema Ratnasingam, Dell Inc.  
W. Ryan King, Axiom Consulting Partners  
Submitter: Jing Zhang, jzhang39@uh.edu

## 199. Panel Discussion: 2:00 PM–3:20 PM Room 304A

### Best of Both Worlds: Blended Learning in Science and Practice

This interactive session overviews current trends, best practices, and future directions in blended learning. The panel will emphasize effectively blending online and live instruction into industrial training and educational instruction. Panel experts will explain the theory behind blended learning and how it is presently being used in industry and academia.

Jean A. McCarthy, University of Limerick, **Chair**  
Kurt Kraiger, Colorado State University, **Panelist**  
Patrick A. Knight, Kansas State University, **Panelist**  
Victoria P. Mattingly, Colorado State University, **Panelist**  
Traci Sitzmann, University of Colorado Denver, **Panelist**  
Kenneth G. Brown, University of Iowa, **Panelist**

Submitter: Victoria Mattingly, victoria.mattingly@colostate.edu

## 200. Symposium/Forum: 2:00 PM–3:20 PM Room 304B

### An Integrative Approach to Safety: Group and Individual Level Predictors

This symposium brings together research from a range of safety critical industries including health care, mining, and resources. Four papers examine how individual and group-level factors, including personality



traits, Conscientiousness, group safety climate, and goal orientations influence employees' safety performance and risk taking behaviors.

Mark Griffin, University of Western Australia, **Chair**  
 Kim R. Louw, University of Western Australia, **Co-Chair**  
 Kim R. Louw, University of Western Australia, Patrick D. Dunlop, University of Western Australia, Gillian B. Yeo, University of Western Australia, **Big Risk, Big Payoff: The Antecedents of Status-Driven Risk Taking**  
 Karina Jorritsma, University of Western Australia, David L. Morrison, Murdoch University, **The Role of Situational Judgement in Safety**  
 Zenobia Talati, University of Western Australia, Daniela M. Andrei, University of Western Australia, **Predicting Safety Performance Using Group and Individual Level Predictors**  
 Xiaowen Hu, University of Western Australia, Mark Griffin, University of Western Australia, **Procedures for Improving Risk Awareness: Can They Be Effective?**  
 Andrew F. Neal, University of Queensland, **Discussant**  
 Submitter: Kim Louw, kim.louw@uwa.edu.au

### 201. Symposium/Forum: 2:00 PM–3:20 PM Room 306B

#### Does Leadership Still Lack Something? Integrating Emotions/Distance Into Leadership Theorizing

Five theoretical and empirical papers consider how distance is intertwined with emotions and the process of leading. Proposals from multiple and different perspectives contribute to examine how leadership effectiveness is affected by distance, variously understood as spatial remoteness, emotional separation/contagion, relational closeness, lack of information, and social identity similarity.

Laura Petitta, University of Rome Sapienza, **Chair**  
 Ronald E. Riggio, Claremont McKenna College, **Co-Chair**  
 John E. Barbuto, Jr., California State University-Fullerton, **Servant Leaders as Stewards of Emotional Debt in Organizations**  
 Ronald E. Riggio, Claremont McKenna College, **Leadership and Distance From a Social Skills Perspective**  
 Richard E. Boyatzis, Case Western Reserve University, **Emotional, Not Physical Distance Effects Leadership Relationships the Most**  
 Joshua Lewandowski, Claremont Graduate University, Michelle Bligh, Claremont Graduate University, **Exploring Affect and Uncertainty in Leadership Attributions**  
 Laura Petitta, University of Rome Sapienza, Emanuela Sinato, University of Rome, **Integrating Holistic Emotional Contagion Into Leadership Theorizing: The LAHC model**  
 Submitter: Laura Petitta, laura.petitta@uniroma1.it

### 202. Panel Discussion: 2:00 PM–2:50 PM Room 309

#### Expat I-Os: Advice on Life as an International Academic

This panel brings together faculty members from several international institutions to share their experiences teaching and conducting research outside of their native country. Audience members will learn about the challenges and benefits associated with working internationally in the hopes of promoting increased awareness of international academic opportunities for I-O graduates.

Tamara L. Friedrich, University of Warwick, **Chair**  
 David V. Day, University of Western Australia, **Panelist**  
 Dawn L. Eubanks, University of Warwick, **Panelist**  
 Henry Moon, London Business School, **Panelist**  
 Austin Lee Nichols, Peking University, **Panelist**  
 Submitter: Dawn Eubanks, dawn.eubanks@wbs.ac.uk

### 203. Symposium/Forum: 2:00 PM–3:20 PM Room 314

#### Comparing Apples to Oranges: Leveraging Mapping to Drive Survey Action

I-O practitioners are often challenged to integrate information from different models and surveys. "Mapping" is a process of drawing linkages across these tools. This symposium focuses on making data more actionable by establishing clearer connections between different assessments and models and highlights novel applications of mapping that drive action.

Alice Wastag, Denison Consulting, **Chair**  
 Deborah Konitsney, Kaiser Permanente, **Mapping Opinion Data to the Denison Model at Kaiser Permanente**  
 Ryan Dullaghan, JetBlue Airways, Kyle W. Groff, JetBlue Airways, Meishann Martin, JetBlue Airways, **Mapping Items to Constructs for Insight From Historical Culture Survey**  
 Darin S. Nei, Hogan Assessment Systems, Levi R. Nieminen, Denison Consulting, Rodrigo Del Campo, Alto Impacto, Stephen Nichols, Hogan Assessment Systems, **Bridging Selection and Development Through Synthetic Validation**  
 Alice Wastag, Denison Consulting, Ia Ko, Denison Consulting, **Getting Lost in the Data? Using Mapping to Drive Action**  
 Amanda Klabzuba, Kenexa, an IBM Company, **Mapping Organizational Values: Predicting Employee Engagement With Culture Fit**  
 Submitter: Alice Wastag, alicewastag@yahoo.com

### 204. Symposium/Forum: 2:00 PM–3:20 PM Room 317A

#### "Recasting" Leader Development: Motivating and Enabling Self-Directed, Experiential Learning

Moving away from classroom-based approaches for leader development toward experiential learning presents a challenge: how to motivate and enable leader engagement in self-directed, experiential learning. Findings regarding how individual differences relate to engagement in self-directed development are discussed, as well as tools for enabling leaders to extract lessons from experiences.

Neta Moye, PDRI, a CEB Company, **Chair**  
 Darlene J. Thompson, Parker Hannifin Corporation, Paul E. Levy, University of Akron, **Individual and Cultural Antecedents of Self-Directed Development**  
 Ari A. Malka, PDRI, a CEB Company, Robert W. Stewart, PDRI, a CEB Company, **Leveraging Assessments to Maximize Experiential Learning**  
 Cynthia Kay Stevens, University of Maryland, Hilary J. Gettman, Stonehill College, Karen Wouters, University of Maryland, Jeffrey D. Kudisch, University of Maryland, Joyce E. A. Russell, University of Maryland, **Different Perspectives on Coaching Outcomes by Client Self-Efficacy**  
 Brodie Gregory, PDRI, a CEB Company, Neta Moye, PDRI, a CEB Company, **The Interplay of Coaching and Learning Agility for Experiential Learning**  
 Stephen J. Zaccaro, George Mason University, **Discussant**  
 Submitter: Neta Moye, neta.moye@pdri.com

### 205. Symposium/Forum: 2:00 PM–3:20 PM Room 318B

#### Investigating the Effects of Person–Environment Fit Across Varying Contexts

Person–environment (P–E) fit continues to garner growing attention as an explanation for employees' behavior at work. This symposium investigates the effects of fit in different domains. Four

papers using polynomial regression and response surface analysis examine P-E fit theory in different organizational contexts including leadership, organizational culture, and employment relationships.

Chad Hartnell, Georgia State University, **Co-Chair**

Wongun Goo, Georgia State University, **Co-Chair**

Ryan K. Gottfredson, Indiana University, Lisa Schurer Lambert, Georgia State University, John B. Bingham, Brigham Young University, **Justice as a Theoretical Mechanism in Psychological Contract Research**

Clair A. Reynolds, Saint Louis University, Mindy K. Shoss, Saint Louis University, Morgan Robertson, Saint Louis University, Aaron J. Van Groningen, Saint Louis University, **An Examination of Social Support Desired and Received at Work**

Wongun Goo, Georgia State University, Lisa Schurer Lambert, Georgia State University, Jon C. Carr, Texas Christian University, John B. Bingham, Brigham Young University, **Person-Environment Fit Approach to Visionary Leadership**

Chad Hartnell, Georgia State University, Angelo Kinicki, Arizona State University, Mel Fugate, Southern Methodist University, Lisa Schurer Lambert, Georgia State University, Patricia Corner, Auckland University of Technology, **Which Fit Fits? Competing Fit Predictions Between Leadership and Culture**

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

Submitter: Wongun Goo, wgoo1@gsu.edu

## 206. Panel Discussion: 2:00 PM–3:20 PM Room 322AB

### Multilanguage Supply and Demand in the Assessment Industry

This panel session will serve as a call to action by providing an opportunity for multinational client organizations and test publishers to discuss the short supply and increasing demand for multilanguage, off-the-shelf assessments as well as the implications for assessment industry growth and propagation within multinational client organizations.

Lance Andrews, CEB, **Chair**

Joseph D. Abraham, PSI Services, LLC, **Panelist**

Michael Crespo, Cargill, **Panelist**

Jeff Foster, Hogan Assessment Systems, **Panelist**

Ben Hawkes, Kenexa, an IBM Company, **Panelist**

Joy F. Hazucha, Korn Ferry, **Panelist**

Kevin D. Meyer, Life Technologies, **Panelist**

Jarrett H. Shalhoop, CEB, **Panelist**

Tracey Tafero, Select International, **Panelist**

Submitter: Kevin Meyer, meyerk@lifetech.com

## 207. Symposium/Forum: 2:00 PM–3:20 PM Room 323A

### Interplay of Stable Individual Differences and Mood

This symposium presents research investigating how stable individual differences and mood work together in shaping employee experiences. Although substantial research shows the importance of stable individual differences and mood in organizational life, less examines both in tandem. The symposium highlights the need to consider the interplay of the 2 factors.

KiYoung Lee, University of Minnesota, **Co-Chair**

Michelle K. Duffy, University of Minnesota, **Co-Chair**

Nikos Dimotakis, Georgia State University, Bennett Tepper, Ohio State University, Margarita Almeda, Georgia State University, Todd J. Maurer, Georgia State University, **Affectivity as a Moderator of the Within-Person LMX-Affect Relationship**

Klodiana Lanaj, University of Florida, Russell E. Johnson, Michigan State

University, Stephanie M. Lee, Michigan State University, **The Benefits of Performing Transformational Behaviors for Leader**

Ronald Bledow, Singapore Management University, Jana Kühnel, University of Ulm, **Interactive and Nonlinear Relations of Affective Dispositions and Creativity**

Amirali Minbashian, University of New South Wales, Nadin Beckmann, Durham University, Robert Wood, University of Melbourne, **Emotional Knowledge Moderates Affective Mediation of Task Contingent Conscientiousness**

Brent A. Scott, Michigan State University, **Discussant**

Submitter: KiYoung Lee, leex4240@umn.edu

## 208. Panel Discussion: 2:00 PM–3:20 PM Room 323B

### Gender Beyond the Binary: Implications for I-O Research and Practice

Gender plays a role in research and practice in many areas of I-O psychology. This panel examines the impact of considering transgender and gender nonconformity on research and practice. Panelists will discuss how gender concepts are represented in their work and opportunities within I-O for facilitating positive workplace outcomes.

Sandra L. Fisher, Clarkson University, **Chair**

Eden B. King, George Mason University, **Panelist**

Jennifer L. Wessel, The University of Akron, **Panelist**

Larry R. Martinez, Pennsylvania State University, **Panelist**

Natalie S. Johnson, Google, Inc., **Panelist**

Jennifer Ball, Clarkson University, **Panelist**

Submitter: Sandra Fisher, sfisher@clarkson.edu

## 209. Symposium/Forum: 2:00 PM–3:20 PM Room 323C

### Electronic Cottage or Electronic Prison? Technology and Work-Life Balance

A burgeoning area of scholarship, this symposium highlights research examining the consequences of use of technology to facilitate the blending of life and work. It demonstrates that individual differences and the situation can determine whether technology benefits or exacerbates attempts to align work and nonwork.

Altovise Rogers, San Jose State University, **Chair**

Larissa Barber, Northern Illinois University, Alecia M. Santuzzi, Northern Illinois University, **Please Respond ASAP: Workplace Telepressure Can Interfere With Employee Recovery**

Carrie A. Bulger, Quinnipiac University, Mark E. Hoffman, Quinnipiac University, Sara McKersie, Bowling Green State University, **"So Easy...So Challenging": Smart Technologies as Boundary Management Tools**

Shaun Pichler, California State University, Fullerton, Ofir Turel, California State University, Fullerton, Jeffrey H. Greenhaus, Drexel University, Matt Piszczek, Michigan State University, **Managing Work-Technology Boundaries: A Role And Identity Theory Perspective**

Uthpala Senarathne Tennakoon, Mount Royal University, **ICT Influence on Work-Life Balance: Does ICT Perception Matter?**

Submitter: Altovise Rogers, altovise.rogers@sjsu.edu

## 210. Community of Interest: 2:00 PM–3:20 PM Room 328

### Current and Emerging Directions in Employee Motivation/Engagement

John J. Donovan, Rider University, **Host**

Christine E. Corbet, Right Management, **Host**

Jessica M. Nicklin, University of Hartford, **Coordinator**

## 211. Alternative Session Type: 2:00 PM–3:20 PM Theatre 310

### IGNITE and Discuss: Perspectives on High Potential

This session will consist of 9 fast-paced IGNITE presentations on current issues and perspectives on the topic of high potential assessment and development from experts in the field of personnel selection. Following the presentations there will be a panel discussion in which the audience can further engage with the presenters.

Rick R. Jacobs, Pennsylvania State University, **Co-Chair**  
 Nicole M. Ginther, Pennsylvania State University, **Co-Chair**  
 Seymour Adler, Aon Hewitt, **Presenter**  
 Jeffrey M. Conte, San Diego State University, **Presenter**  
 Alyssa M. Gibbons, Colorado State University, **Presenter**  
 Ted B. Kinney, Select International, **Presenter**  
 Chloe Lemelle, AT&T, **Presenter**  
 Alexander R. Schwall, Development Dimensions International (DDI), **Presenter**  
 Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, **Presenter**  
 Rodney Warrenfeltz, Hogan Assessment Systems, **Presenter**  
 Submitter: Nicole Ginther, nicoleginther@gmail.com

## 212. Symposium/Forum: 2:30 PM–3:20 PM Room 303AB

### Action-Oriented Employee Feedback: Insights Beyond the Engagement Survey

Employee engagement survey programs often struggle to generate actionable ideas across the range of topics assessed. Three organizational researchers describe novel approaches to gathering and acting on employee feedback to address people issues from reward strategy to training design. Common themes include an empirical foundation, analytic rigor, and strategic focus.

Jacki Bassani, Towers Watson, **Chair**  
 Jennifer H. Cline, TIAA-CREF, **A Culture Liaisons Model for Acting on Employee Feedback**  
 Robert Nichols, Salt River Project, **Using Total Rewards Optimization to Act on Employee Preferences**  
 Kathy Warren, Capella University, **Open-Ended Text Responses as Input Into Improved Training Design**  
 Patrick Kulesa, Towers Watson, **Discussant**  
 Submitter: Jacki Bassani, jackibassani@hotmail.com

## 213. Symposium/Forum: 2:30 PM–3:20 PM Room 306A

### New Directions for Incivility Research: Group Effects, Emotions and Cognition

Workplace incivility is a relative newcomer to the domain of counterproductive work behavior. Nevertheless, since its theoretical introduction 15 years ago many notable outcomes of incivility have been uncovered. This symposium highlights new theoretical and empirical contributions on workplace incivility, including group effects and its influences on emotions and cognition.

Irene E. de Pater, NUS Business School, **Chair**  
 Amir Erez, University of Florida, Pauline Schilpzand, Oregon State University, **How One Rude Bad Apple Can Poison a Team**  
 Jung Hyun Lee, University of Michigan-Dearborn, Sandy Lim, National University of Singapore, **The Impact of Team-Level Incivility on Team Processes and Satisfaction**  
 Irene E. de Pater, NUS Business School, Remus Ilies, National University

of Singapore, Pauline Schilpzand, Oregon State University, **Attributed Causes for Uncivil Incidents: Emotional and Behavioral Outcomes**  
 Amir Erez, University of Florida, Christine Porath, Georgetown University, Trevor Foulk, University of Florida, **Even If It's Only on Your Mind: Cognitive Rudeness Effects**

Submitter: Irene de Pater, i.e.depater@nus.edu.sg

## 214. Symposium/Forum: 2:30 PM–3:20 PM Room 311

### Analyzing Big Data: The Next Frontier in Organizational Statistical Techniques

Big data provides organizational scientists access to large longitudinal and relational data but simultaneously presents an analytical challenge that traditional analytic approaches, such as regression, are not best suited for. This symposium aims to shed the light on less utilized but powerful analytic techniques suited for investigation of complex relationships.

Michael T. Braun, Virginia Polytechnic Institute and State University, **Chair**  
 Michael T. Braun, Virginia Polytechnic Institute and State University, **Understanding Reciprocal Dynamics: The Utility of Vector Autoregressive (VAR) Models**  
 Toshio Murase, Georgia Institute of Technology, **Understanding Network Data: The Utility of Exponential Random Graph Model**  
 James A. Grand, The University of Akron, Goran Kuljanin, University of Illinois at Chicago, **Let the Data Speak! Bayesian Inferences in Organizational Science**  
 Richard P. DeShon, Michigan State University, **Discussant**  
 Submitter: Toshio Murase, toshio.murase@gmail.com

## 215. Panel Discussion: 2:30 PM–3:20 PM Room 316C

### Current Issues in Unmanned Aircraft Systems: Implications for I-O Psychology

This session will examine how concepts and methodologies from I-O psychology can promote understanding of the issues associated with unmanned aircraft systems (UAS). Topics to be addressed include selection of UAS operators, assessment of operator performance, the operator–automation relationship, and organizational challenges associated with transitioning from manned to unmanned aviation.

LCDR Tatana M. Olson, Naval Medical Research Center, **Chair**  
 Richard D. Arnold, Naval Medical Research Unit-Dayton, **Panelist**  
 Laura G. Barron, Air Force Personnel Center, **Panelist**  
 Lt. Brennan D. Cox, Naval Aerospace Medical Institute, **Panelist**  
 LCDR Thomas C. Foster, Naval Aerospace Medical Institute, **Panelist**  
 LCDR Henry L. Phillips, Naval Air Warfare Center Training Systems Division, **Panelist**

Submitter: Tatana Olson, tmo4@hotmail.com

## 216. Panel Discussion: 2:30 PM–3:20 PM Room 317B

### Building a Bridge West: How to Effectively Influence Chinese Stakeholders

China has catapulted to the status of a global business power. As such, there is a strategic role for I-Os to play. However, effectively influencing Chinese stakeholders requires a nuanced and studied approach. In this session, senior business leaders share strategies for navigating myriad challenges to effectively influence stakeholders.

Holly S. Payne, CEB, **Chair**  
 Pat M. Caputo, Aon Hewitt, **Panelist**



Stuart Hedley, CEB, **Panelist**

James N. Thomas, Development Dimensions International (DDI), **Panelist**

Chakradhar Buddhiraju, Underwriters Laboratories, **Panelist**

Sarah Chan, Leadership Insights International, **Panelist**

Submitter: Holly Payne, holly.payne@shl.com

## 217. Special Events: 2:30 PM–3:20 PM Room 318A

### Executive Board Invited Session: SIOP–SHRM Science of HR Series: Promoting I-O Psychology to HR

Presenters from the Professional Practice Committee will review the SIOP–SHRM Science of HR Series and discuss current projects designed to increase the visibility of I-O research and practice to the SHRM community. Discussion will include how SIOP and SHRM can continue to collaborate to promote evidence-based HR practices.

Mark J. Schmit, SHRM Foundation, **Chair**

James N. Kurtessis, SHRM, **Presenter**

David Morgan, DCI Consulting Group, **Presenter**

Kayo Sady, DCI Consulting Group, **Presenter**

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

## 218. Roundtable/Conversation Hour: 2:30 PM–3:20 PM Room 324

### Innovations in Assessment and Testing: Reactions From The Legal Guardians

As people increasingly use technology and social media, there is pressure to create assessments in line with market demands. This leads to unique challenges for consultants on the legal front. This

roundtable will focus on sharing challenges that consultants face in regard to legal matters involving innovative assessments.

James C. Sharf, Employment Risk Advisors, Inc., **Host**

Zachary T. Kalinoski, Findly, **Host**

Submitter: Zachary Kalinoski, ztkalinoski@yahoo.com

## 219. Roundtable/Conversation Hour: 2:30 PM–3:20 PM Room 327

### Improving and Communicating the Strategic Internal Value of I-O

The purpose of this roundtable/conversation hour is to explore how I-O and the broader human resources function can best demonstrate their value and enhance their contributions to organizations. Clarity of the return on investment and overall value provided by HR and I-O functions will enhance the standing of the profession.

Jerry Seibert, Metrus Group, Inc., **Host**

Submitter: Jerry Seibert, jseibert@metrus.com



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### From Leader's Personality to Employee Engagement

**Symposium - Date and Time:** 5/15/2014 9:30 AM **Location:** Room 306A

**Names/Affiliations:** Robert Hogan and Tomas Chamorro-Premuzic, Hogan Assessment Systems; Justin Black and David Reeves, Sirota; Christine S. Fernandez & Michael H. Chetta, Starwood Hotels & Resorts

### Identified Employee Surveys: Complex Ethical Issues and Appropriate Actions

**Debate - Date and Time:** 5/15/2014 2:00 PM **Location:** Room 323C

**Names/Affiliations:** Lise Saari, Ph.D., Baruch College and New York University, (Moderator); Charles Scherbaum, Ph.D., Baruch College, (Panel Member); Andrew Biga, Ph.D., JetBlue Airways, (Panel Member); Ralf Kloeckner, Ph.D., Google, (Panel Member); Peter Rutigliano, Ph.D., Sirota, (Panel Member); Sara Weiner, Ph.D., Kenexa, an IBM Company, (Panel Member)

### Going Global with Assessments: Geographic Findings and Benchmarking Challenges

**Symposium - Date and Time:** 5/16/2014 11:00 AM **Location:** Room 323C

**Names/Affiliations:** Justin Black and David Reeves, Sirota; Dara Pickering and Stephen Nichols, Hogan Assessment Systems; Levi R. Nieminen, Felix Thai, and Ia Ko, Denison Consulting; Rena Le Raich, Kenexa, an IBM Company

### The State of Engagement

**Panel - Date and Time:** 5/17/2014 7:30 AM **Location:** Room 318B

**Names/Affiliations:** Eugene J. Kutcher, Rider University, (Co-Chair); John J. Donovan, Rider University, (Co-Chair); Bradley J. Brummel, The University of Tulsa, (Panelist); Patrick K. Hyland, Ph.D., Sirota, (Panelist); William H. Macey, CEB Valtera, (Panelist); William T. Welch, Tiffany & Co., (Panelist)

### Employees with Disabilities Section 503 Changes: Implications and Recommendations

**Symposium/Forum - Date and Time:** 5/17/2014 11:00 AM **Location:** Room 316C

**Names/Affiliations:** Peter Rutigliano, Ph.D., Sirota; Scott T. Gebhardt, Hofstra University & Sirota; Tania Lavin, Allegis Group; Lisa Nishii, Ph.D., Susanne Bruyere, Ph.D., and Sarah von Schrader, Ph.D., Cornell University; Meg O'Connell, PHR, Global Disability Inclusion

### Effects of Scale Points, Polarity, and Labeling on Survey Responses

**Poster - Date and Time:** 5/17/2014 11:00 AM **Location:** Ballroom C

**Names/Affiliations:** Terri Shapiro, Ph.D., Hofstra University; Peter Rutigliano, Ph.D., Sirota; Vivian A. Woo, Ph.D., Hofstra University & Sirota; Kimberly Wells-Bernard, Hofstra University

### Coworker Conflict in Cross-Cultural Settings: The Moderating Effect of Harmony

**Poster - Date and Time:** 5/17/2014 1:00 PM **Location:** Ballroom C

**Names/Affiliations:** Cong Liu, Ph.D., Hofstra University; Raja S. Kainth, Hofstra University; Scott T. Gebhardt, Hofstra University & Sirota; Liu-Qin Yang, Ph.D., Portland State University; Margaret Nauta, Ph.D., Illinois State University; Paul E. Spector, Ph.D., University of South Florida

### The Continued Evolution of Employee Engagement

**Panel - Date and Time:** 5/17/2014 1:30 PM **Location:** Room 323C

**Names/Affiliations:** Jacki Bassani, Towers Watson, (Chair); Patrick Kulesa, Towers Watson, (Panelist); Patrick K. Hyland, Ph.D., Sirota, (Panelist); Scott A. Young, CEB, (Panelist); Rebecca C. Masson, Hay Group, (Panelist); Charlotte Jensen, Gallup, (Panelist)

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	Ballroom A	Ballroom C	Room 303AB	Room 304A	Room 304B	Room 306A	Room 306B	Room 309	Room 311	Room 314	Room 316C	
7:30 AM		220 Emotions/ Emotional Labor & Org. Justice	221 How Is Social Data Driving I-O Practice?	222 Standard Setting Issues, Research & Considerations for Criterion-Ref. Tests	223 Implicit Leadership & Followership Theories	224 Understanding Applicant Fairness Perceptions	225 Daily Life at Work: Helpers & Hindrances to Employee Well- being	226 The Int'l Culture & Climate Item Pool		227 ADVANCE(ing) Women: From Fixing Women to Transforming Organizations	228 Conducting Analyses on Matrices of Meta- Analytic Correlations	
8:00 AM		242 Judgment/ Decision Making, Training		249 Theoretical & Practical Advances in Latent Variable Models of Personality	250 The Narcissistic Leadership Paradox: Causes, Consequences,		243 Research- Based/Practical Considerations for E-Learning	251 New Perspectives on Workplace Exp. of Sexual Orientation Minorities				252 Beyond Valence: Discrete Evaluative Emotions & Expression
8:30 AM												
9:00 AM		264 Motivation/ Rewards/ Compensation	253 Statistical & Methodological Myths & Urban Legends: Part IX	254 Ignite: The Essential Realistic Job Preview for Aspiring I-O Practitioners	255 Coaching fo Leadership Development							
9:30 AM												
10:00 AM												
10:30 AM		Coffee Break										
11:00 AM		271 Research Methods/ Measurement/ Stats	272 High- Potential Talent: How Far Have We Come?	273 Take a Usability Journey: Focus on User- Centered Design	274 Fraud on Employment Tests Happens	275 Let's Get Physiological: Physiological Assessments in Well-Being Research	276 Predictors, Consequences, & Sustainability of Family Supportive Supervisor	277 Dist. Professional Contributions Award	278 Leaning In & Leaning On: Women's Career	279 Insufficient Effort Responding to Surveys: From Impact to Solutions	280 Employees With Disabilities Section 503 Changes: Implications & Recs	
11:30 AM		293 New Dev. in Biodata Research & Practice			302 Lateral, Distributed, & Configural Influence in Teams			303 Complexity of Applying Approach/Avoida nce Motivation to Work Outcomes				294 Breaking the Rules: Investigating Behavior
12:00 PM			292 Staffing			300 A Look at a Paradigmatic Shift in Healthcare Training	301 Where the Rubber Meets the Road: Work- Family Interventions Driving Change		315 Greener Grass: Internal & External I-O Consulting	316 Leadership Development Programs	319 Breaking the Assessment Glass Ceiling	
12:30 PM		314 Occ. Health/Safety/ Stress & Strain/ Aging	324 Work & Family Conflict Across Nations	325 Expanding Understanding of SJT Measurement	326 Making Wellness Work: Employee Health			327 Express Yourself: Stigma Identity Management				328 Getting Started With R: Examples & Lessons
1:00 PM												
1:30 PM												
2:00 PM			Coffee Break									
2:30 PM												
3:00 PM												
3:30 PM	340 Closing Plenary Session											
4:00 PM												

## SATURDAY SPECIAL EVENTS:

**Aloha Breakfast:** 6:00 am to 7:00 am; Tapa Ballroom, Hilton Hawaiian Village

**Closing Conference Plenary:** 3:30 pm to 4:30 pm; Ballroom A

**Closing Reception:** 5:00 pm to 7:00 pm; Great Lawn, Hilton Hawaiian Village

	Room 317A	Room 317B	Room 318A	Room 318B	Room 322AB	Room 323A	Room 323B	Room 323C	Room 324	Room 327	Room 328	Theatre 310
7:30 AM	229 Measuring Performance in Organizations: True Scores Behind Biases & Politics	230 Socioeconomic Considerations in Work-Family	231 Your Mission: Prepare the Next Generation of Leaders	232 Panel Discussion: The State of Engagement	233 Think Fast!: Speeded Cognitive Ability Tests	234 What Is It to You? Understanding Differences in Meaningful Work	235 How's Our Driving? Innovations in Feedback	236 Team Leadership When Lives Depend on It	237 Addressing the Challenges of Master's Education in I-O Psychology	238 What Goes Unseen: Mental Disabilities in the Workplace	239 Broadcasting Individual Differences: Drawing Inferences	240 TT: East Meets West
8:00 AM												
8:30 AM		245 Cognitive Ability Testing in the Age of UIT & Globalization			246 Developing Junior Scholars: Dos & Don'ts			247 New Applications of Self-Determination Theory		248 Measuring the Impact of Executive Coaching		
9:00 AM	256 An Examination of Work-Family Experiences in Different Occupations	257 The Influence of Sleep on Work Outcomes	258 Exploring the Utility of Resilience in I-O Research & Practice		259 Workplace Mistreatment Climate: Nipping Mean Behavior Before It Starts	260 Considerations & Best Practices in Managing Expatriate Talent	261 Communities of Applied Psychologists Outside the US	262 One Step Closer Into the Essence of Performance Measurement				263 TT: Neuroscience Meets Leadership
9:30 AM		267 Myers Award: Team Dimensional Training			268 Assessor Perspectives: Technology-Enhanced ACs							
10:00 AM												
10:30 AM												
11:00 AM	281 Corporate Ladder or Ivory Tower: Diverse Perspectives on I-O Jobs	282 Punching the Clock: Engagement Implications for Hourly Workforces	283 Newer & Lesser-Used Methods in I-O Psychology	284 Novel Approaches to the Study of Workplace Incivility & Victimization	285 Mind Wandering & Mindfulness: Self-regulation at Work	286 Change Management	287 Exploring the Social Foundations of Effective Team Processes & Outcomes	288 Lost in Translation: Identifying/Managing High-Po	289 Enhancing Talent Management Practices		290 Navigating Romantic & Peer Relationships in I-O	291 TT: Business Meets Psychology
11:30 AM						296 Taking Stock of Generational Differences						
12:00 PM							311 Little Data: Conducting Focused Research Within Organizations	297 I Want ROI Now! Analyzing Impact Sooner Than Desired	298 Strategic Uses of 360 Degree Feedback	299 Social Contagion: "Catching" Emotions & Attitudes		
12:30 PM	306 Working Session: Building a Comprehensive Environmental Sustainability	307 (Not) Moving On Up: Dilemmas in Women's Career Advancement	308 Searching for the Perfect Translation: Test Translation Best Practices	309 What Does a Master's Degree in I-O Really Mean?	310 A Global Perspective on Leadership Measurement Through a Cross-Cultural Lens	317 IGNITE Lightning Round: Mentoring Undergrad I-Os			318 Legal Issues in Employment Testing		312 I-O in & Around Healthcare Organizations	313 TT: Deductive Research Meets Inductive Research
1:00 PM												
1:30 PM								322 The Continued Evolution of Employee Engagement		323 New Findings in JDM-I-O Research		
2:00 PM	330 Uncovering Ageism Climate: Implicit & Explicit	331 Seeing Clearly: Cross-Cultural Test Performance	332 She Loves Me? She Loves Me Not?	333 Broadening Our Sphere of Influence	334 Measuring Impact of Corporate Communications	335 Situations at Work: Lexical Hypothesis Approaches	336 What Happens after Linkage Research Is Done	337 Career Pathing: Best Practices, Challenges			338 Developing Global Leaders in the Midst of Changing	339 TT: Technology Meets Application
2:30 PM												
3:00 PM												
3:30 PM												
4:00 PM												

Theme Track

Master Tutorial

Executive Board Session

Posters

Invited Session

Community of Interest





**Careers/Mentoring/Socialization/Onboarding/Retirement**

- 246 Developing Junior Scholars: Dos and Don'ts From Experienced Administrators, Rm 322AB, 8:30 AM
- 278 Leaning In and Leaning On: Women's Career Progression Today, Rm 311, 11:00 AM
- 289 Enhancing Talent Management Practices Through Career Path Modeling, Rm 324, 11:00 AM
- 296 Taking Stock of Generational Differences: What's Next?, Rm 323A, 12:00 PM
- 337 Career Pathing: Best Practices, Challenges, and Lessons Learned, Rm 324, 2:00 PM

**Coaching/Leadership Development**

- 231 Your Mission: Prepare the Next Generation of Leaders, Rm 318A, 7:30 AM
- 248 Measuring the Impact of Executive Coaching: Approaches, Challenges, and Considerations, Rm 327, 8:30 AM
- 255 Coaching for Leadership Development: Global Perspective From International Coaches, Rm 316C, 9:00 AM

**Consulting Practices/Ethical Issues**

- 277 Distinguished Professional Contributions Award: Practicing I-O Psychology in the 21st Century, Rm 309, 11:00 AM
- 290 Navigating Romantic and Peer Relationships in I-O, Rm 328, 11:00 AM
- 297 I Want ROI Now! Analyzing Impact Sooner Than Desired, Rm 323C, 12:00 PM
- 315 Greener Grass: Transitions Between Internal and External I-O Consulting Roles, Rm 304B, 1:00 PM

**Counterproductive Behavior/Workplace Deviance**

- 284 Novel Approaches to the Study of Workplace Incivility and Victimization, Rm 318B, 11:00 AM

**Emotions/Emotional Labor**

- 220-1 Posters 1–20, Ballroom C, 7:30 AM
- 252 Beyond Valence: Discrete Evaluative Emotions and Emotional Expression, Rm 306B, 9:00 AM
- 299 Social Contagion: "Catching" Emotions and Attitudes, Rm 327, 12:00 PM

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

- 264 Poster 1, Ballroom C, 9:30 AM

**Global/International/Cross-Cultural Issues**

- 240 Theme Track: East Meets West, Theatre 310, 7:30 AM
- 260 Considerations and Best Practices in Managing Expatriate Talent, Rm 323B, 9:00 AM
- 288 Lost in Translation: Identifying and Managing High-Potentials Around the World, Rm 323C, 11:00 AM
- 305 Expatriate Support: Understanding the Impact of a Multidimensional Construct, Rm 316C, 12:30 PM
- 308 Searching for the Perfect Translation: Test Translation Best Practices, Rm 318A, 12:30 PM
- 331 Seeing Clearly: Examining Cross-Cultural Test Performance Through Multiple Lenses, Rm 317B, 2:00 PM
- 338 Developing Global Leaders in the Midst of Changing Business Needs, Rm 328, 2:00 PM

**Groups/Teams**

- 267 M. Scott Myers Award: Team Dimensional Training: A Strategy for Guided Team Self-Correction, Rm 317B, 9:30 AM
- 287 Exploring the Social Foundations of Effective Team Processes and Outcomes, Rm 323B, 11:00 AM
- 302 Lateral, Distributed, and Configural Influence in Teams, Rm 306A, 12:30 PM

**Human Factors/Ergonomics**

- 273 Take a Usability Journey: Focus on User-Centered Design, Rm 304A, 11:00 AM

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

- 227 ADVANCE(ing) Women: From Fixing Women to Transforming Organizations, Rm 314, 7:30 AM
- 238 What Goes Unseen: Mental Disabilities in the Workplace, Rm 327, 7:30 AM
- 251 New Perspectives on Workplace Experiences of Sexual Orientation

Minorities, Rm 306A, 9:00 AM

- 280 Employees With Disabilities Section 503 Changes: Implications and Recommendations, Rm 316C, 11:00 AM
- 307 (Not) Movin' on Up: Dilemmas in Women's Career Advancement, Rm 317B, 12:30 PM
- 327 Express Yourself: Advances in Stigma Identity Management Research, Rm 306A, 2:00 PM

**Job Analysis/Job Design/Competency Modeling**

- 270 Competency Modeling Research Collaboration: Making Connections Between Practice and Science, Rm 327, 9:30 AM
- 292 Posters 1–4, Ballroom C, 12:00 PM

**Job Attitudes/Engagement**

- 232 The State of Engagement, Rm 318B, 7:30 AM
- 234 What Is It to You? Understanding Differences in Meaningful Work, Rm 323A, 7:30 AM
- 269 New Perspectives on Implicit Processes in Organizations, Rm 323C, 9:30 AM
- 282 Punching the Clock: Engagement Implications for Hourly Workforces, Rm 317B, 11:00 AM
- 322 The Continued Evolution of Employee Engagement, Rm 323C, 1:30 PM
- 336 What Happens After the Linkage Research Is Done, Rm 323B, 2:00 PM

**Judgment/Decision Making**

- 242 Posters 1–8, Ballroom C, 8:30 AM
- 323 New Findings in JDM—I-O Research: Understanding Individual Decision Making, Rm 327, 1:30 PM

**Leadership**

- 220 Posters 21–23, Ballroom C, 7:30 AM
- 223 Implicit Leadership and Followership Theories: New Developments, Rm 304B, 7:30 AM
- 236 Team Leadership When Lives Depend on It, Rm 323C, 7:30 AM
- 250 The Narcissistic Leadership Paradox: Causes, Consequences, and Responses, Rm 304A, 9:00 AM
- 263 Theme Track: Neuroscience Meets Leadership, Theatre 310, 9:00 AM
- 264 Posters 2–3, Ballroom C, 9:30 AM
- 266 Executive Board Invited Session: SIOP Living History Series: An Interview With Edward Lawler, Rm 309, 9:30 AM
- 272 High-Potential Talent: How Far Have We Come?, Rm 303AB, 11:00 AM
- 310 A Global Perspective on Leadership Measurement Through a Cross-Cultural Lens, Rm 322AB, 12:30 PM
- 316 Leadership Development Programs: Challenges and Innovative Solutions, Rm 309, 1:00 PM
- 321 Experience-Driven Leader Development: New Tools and Practices, Rm 316C, 1:30 PM
- 340 Closing Plenary Session, Ballroom A, 3:30 PM

**Legal Issues/Employment Law**

- 318 Legal Issues in Employment Testing: Past, Present, and Future, Rm 324, 1:00 PM

**Measurement/Statistical Techniques**

- 222 Standard Setting Issues, Research, and Practical Considerations for Criterion-Referenced Tests, Rm 304A, 7:30 AM
- 229 Measuring Performance in Organizations: True Scores Behind Biases and Politics, Rm 317A, 7:30 AM
- 271 Posters 1–21, Ballroom C, 11:00 AM
- 283 Newer and Lesser-Used Methods in I-O Psychology, Rm 318A, 11:00 AM
- 328 Getting Started With R: Examples and Lessons Learned, Rm 306B, 2:00 PM
- 335 Situations at Work: Lexical Hypothesis Approaches to Understanding Affordances, Rm 323A, 2:00 PM

**Motivation/Rewards/Compensation**

- 247 New Applications of Self-Determination Theory to the Work Domain, Rm 323C, 8:30 AM
- 264 Posters 4–24, Ballroom C, 9:30 AM
- 285 Mind Wandering and Mindfulness: Self-Regulation at Work, Rm 322AB, 11:00 AM
- 329 Dynamic Models: From Getting a Job to Surviving One, Rm 309, 2:00 PM

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

- 220 Poster 24, Ballroom C, 7:30 AM  
 225 Daily Life at Work: Helpers and Hindrances to Employee Well-Being, Rm 306B, 7:30 AM  
 257 The Influence of Sleep on Work Outcomes, Rm 318A, 9:00 AM  
 275 Let's Get Physiological: Incorporating Physiological Assessments in Well-Being Research, Rm 306A, 11:00 AM  
 312 I-O in and Around Healthcare Organizations, Rm 328, 12:30 PM  
 314 Posters 1–40, Ballroom C, 1:00 PM  
 326 Making Wellness Work: Strategies for Facilitating Employee Health, Rm 304B, 2:00 PM  
 330 Uncovering Ageism Climate: Implicit and Explicit Discrimination, Rm 317A, 2:00 PM

**Organizational Culture/Climate**

- 226 The International Culture and Climate Item Pool: Concerns and Solutions, Rm 309, 7:30 AM  
 259 Workplace Mistreatment Climate: Nipping Mean Behavior Before It Starts, Rm 323A, 9:00 AM  
 291 Theme Track: Business Meets Psychology, Theatre 310, 11:00 AM

**Organizational Justice**

- 220 Posters 25–36, Ballroom C, 7:30 AM

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

- 244 Talent Management in Turbulent Times: Putting Out the Burning Platform, Rm 309, 8:30 AM  
 286 Change Management: Do We Need to Adapt Our Methodologies?, Rm 323A, 11:00 AM

**Performance Appraisal/Feedback/Performance Management**

- 235 How's Our Driving? Innovations in Feedback, Rm 323B, 7:30 AM  
 298 Strategic Uses of 360 Degree Feedback, Rm 324, 12:00 PM

**Personality**

- 239 Broadcasting Individual Differences: Drawing Inferences Based on Social Media Profiles, Rm 328, 7:30 AM  
 249 Theoretical and Practical Advances in Latent Variable Models of Personality, Rm 303AB, 9:00 AM  
 258 Exploring the Utility of Resilience in I-O Research and Practice, Rm 318B, 9:00 AM  
 271 Poster 22, Ballroom C, 11:00 AM  
 292 Poster 5, 12:00 PM  
 303 Complexity of Applying Approach/Avoidance Motivation to Work Outcomes, Rm 306B, 12:30 PM

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

- 228 Conducting Analyses on Matrices of Meta-Analytic Correlations, Rm 316C, 7:30 AM  
 241 Organizational Neuroscience: Using Electroencephalography (EEG) to Study I-O Topics, Rm 311, 8:00 AM  
 253 Statistical and Methodological Myths and Urban Legends: Part IX, Rm 311, 9:00 AM  
 271 Posters 23–32, Ballroom C, 11:00 AM  
 279 Insufficient Effort Responding to Surveys: From Impact to Solutions, Rm 314, 11:00 AM  
 294 Breaking the Rules: Innovative Methods for Investigating Aberrant Behavior, Rm 309, 12:00 PM  
 313 Theme Track: Deductive Research Meets Inductive Research, Theatre 310, 12:30 PM  
 334 Measuring Impact of Corporate Communications: Practical Strategies for Empirical Research, Rm 322AB, 2:00 PM

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

- 224 Understanding Applicant Fairness Perceptions: Moderators, Mediators, and Contextual Influences, Rm 306A, 7:30 AM  
 242 Poster 9, Ballroom C, 8:30 AM  
 265 It's Not You, It's Me: Candidate Selection Process Drop-Out Rates, Rm 304B, 9:30 AM  
 292 Posters 6–32, Ballroom C, 12:00 PM  
 319 Breaking the Assessment Glass Ceiling, Rm 311, 1:30 PM  
 332 She Loves Me? She Loves Me Not?: Investigating Applicant Reactions, Rm 318A, 2:00 PM

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

- 221 How Is Social Data Driving I-O Practice?, Rm 303AB, 7:30 AM  
 295 Big Data: From Hype to Practical Realities, Rm 311, 12:00 PM  
 306 Working Session: Building a Comprehensive Environmental Sustainability in Organizations Model, Rm 317A, 12:30 PM  
 311 Little Data: Conducting Focused Research Within Organizations, Rm 323B, 12:30 PM  
 339 Theme Track: Technology Meets Application, Theatre 310, 2:00 PM

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

- 237 Addressing the Challenges of Master's Education in I-O Psychology, Rm 324, 7:30 AM  
 254 Ignite: The Essential Realistic Job Preview for Aspiring I-O Practitioners, Rm 314, 9:00 AM  
 261 Communities of Applied Psychologists Outside the U.S., Rm 324, 9:00 AM  
 281 Corporate Ladder or Ivory Tower: Diverse Perspectives on I-O Jobs, Rm 317A, 11:00 AM  
 292 Poster 37, Ballroom C, 12:00 PM  
 309 What Does a Master's Degree in Industrial-Organizational Psychology Really Mean?, Rm 318B, 12:30 PM  
 317 IGNITE Lightning Round: Mentoring Undergraduate Students in I-O Psychology, Rm 323A, 1:00 PM  
 333 Executive Board Invited Session: Broadening Our Sphere of Influence: Exemplars of Science Advocacy, Rm 318B, 2:00 PM

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

- 233 Think Fast!: Understanding Speeded Cognitive Ability Tests in Organizational Contexts, Rm 322AB, 7:30 AM  
 245 Cognitive Ability Testing in the Age of UIT and Globalization, Rm 317B, 8:30 AM  
 262 One Step Closer Into the Essence of Performance Measurement, Rm 328, 9:00 AM  
 264 Poster 25, Ballroom C, 9:30 AM  
 268 Assessor Perspectives: Ying and Yang of Technology-Enhanced Assessment Centers, Rm 322AB, 9:30 AM  
 271 Posters 33–38, Ballroom C, 11:00 AM  
 274 Fraud on Employment Tests Happens: Innovative Approaches to Protecting Tests, Rm 304B, 11:00 AM  
 293 New Developments in Biodata Research and Practice, Rm 304B, 12:00 PM  
 304 Retesting: Best Practices and Future Directions, Rm 314, 12:30 PM  
 320 How to Develop Valid Interview Questions and Anchored Rating Scales, Rm 314, 1:30 PM  
 325 Expanding Our Understanding of SJT Measurement Issues in Critical Areas, Rm 304A, 2:00 PM

**Training**

- 242 Posters 10–24, Ballroom C, 8:30 AM  
 243 Research-Based and Practical Considerations for the Application of E-Learning, Rm 304B, 8:30 AM  
 300 A Look at a Paradigmatic Shift in Healthcare Training, Rm 303AB, 12:30 PM

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

- 230 Socioeconomic Considerations in the Work–Family Interface, Rm 317B, 7:30 AM  
 256 An Examination of Work–Family Experiences in Different Occupations, Rm 317A, 9:00 AM  
 276 Predictors, Consequences, and Sustainability of Family Supportive Supervisor Behavior, Rm 306B, 11:00 AM  
 301 Where the Rubber Meets the Road: Work–Family Interventions Driving Change, Rm 304A, 12:30 PM  
 324 Work and Family Conflict Across Nations: Theoretical and Methodological Observations, Rm 303AB, 2:00 PM



# WHO WE ARE

WE ARE THE **LEADING GLOBAL SUPPLIER**  
OF ENTERPRISE DATA COLLECTION AND ANALYSIS.

THAT'S THE CLASSY WAY OF SAYING THAT  
**WE PROVIDE THE PLATFORM**  
THAT GIVES YOU **REAL-TIME INSIGHTS**  
SO YOU CAN MAKE FACT BASED DECISIONS.

## WHAT WE DO VERY WELL



MARKET  
RESEARCH



VOICE OF THE  
CUSTOMER



EMPLOYEE  
PERFORMANCE



ACADEMIC  
RESEARCH



BRINGING SEXY  
BACK TO RESEARCH



MAKING YOU  
LOOK GOOD





## 220. Poster Session: 7:30 AM–8:20 AM

### Ballroom C

#### Emotions/Emotional Labor and Organizational Justice

##### 220-1 Predicting Emotionally Competent Behavior: Developing a Model and Predictor Scales

To help organizations identify job applicants with skill at managing emotions, an EQ model and personality-based scales were developed to predict emotionally competent behavior. This paper describes the model, the development of scales that align with its components, and relationships between these scales and a variety of work outcomes.

Heather M. Bolen, Hogan Assessment Systems

Stephen Nichols, Hogan Assessment Systems

Dan V. Simonet, University of Tulsa

Karen M. Fuhrmeister, Hogan Assessment Systems

Submitter: Heather Bolen, hbolden@hoganassessments.com

##### 220-2 Emotional Intelligence and Work-Related Well-Being: A Meta-Analysis

This meta-analysis investigated the relationship between emotional intelligence (EI) and work-related well-being (i.e., work attitudes and occupational health). A moderator analysis was conducted using 3 types of EI measures with results showing that self-report mixed EI demonstrates the strongest relationships with well-being outcomes.

SeongHee Cho, University of Illinois at Urbana-Champaign

Mengyang Cao, University of Illinois at Urbana-Champaign

Dana Joseph, University of Central Florida

Submitter: SeongHee Cho, scho59@illinois.edu

##### 220-3 Exploring the Process Underlying Responses to Emotional Intelligence Inventories

The study examined the underlying response process of emotional intelligence measures. Results suggested that the nature of the EI construct (i.e., ability or trait/mixed) elicits different response processes: The dominance model fit self-report ability EI items better, while both dominance and ideal-point model fit self-report trait EI items.

SeongHee Cho, University of Illinois at Urbana-Champaign

Fritz Drasgow, University of Illinois at Urbana-Champaign

Mengyang Cao, University of Illinois at Urbana-Champaign

Submitter: SeongHee Cho, scho59@illinois.edu

##### 220-4 When Does Deep Acting Lead to Emotional Exhaustion?

This poster proposes that whether deep acting is beneficial or damaging for service employees depends on their habitual deep acting. Results show that daily deep acting was not significantly related to emotional exhaustion for nurses high in habitual deep acting but was positively related for those low in habitual deep acting.

Pylin Chuapetcharasopon, University of Waterloo

James W. Beck, University of Waterloo

Wendi Adair, University of Waterloo

Submitter: Pylin Chuapetcharasopon, pchuapet@uwaterloo.ca

##### 220-5 Emotion in Motion: Does O\*NET Capture Emotional Labor of Jobs?

Emotions are part and parcel of organizational life and should be considered and represented in all HR functions. Yet one of I-O's most basic HR tools, O\*NET, does not capture well emotional labor requirements of jobs. Methodology and data are presented to support this conclusion.

Catherine S. Daus, Southern Illinois University Edwardsville

Joel T. Nadler, Southern Illinois University Edwardsville

Victoria Newcome, Southern Illinois University Edwardsville

Daniel J. Detwiler, Southern Illinois University Edwardsville

Submitter: Catherine Daus, cdaus@siue.edu

##### 220-6 Dialectical Thinking Influences Reactions to Surface Acting: A Fundraising Study

This poster proposes that observers' dialectical thinking influences whether surface acting elicits unfavorable responses from observers. In a field experiment, it was found that fundraisers who surface (vs. deep) acted happiness elicited less trust, lower monetary donations, and lower intentions to volunteer from donors lower, but not higher, on dialectical thinking.

Ivona Hideg, Wilfrid Laurier University

Stephane Cote, University of Toronto

Gerben A. Van Kleef, University of Amsterdam

Submitter: Ivona Hideg, ihideg@wlu.ca

##### 220-7 Group Attention Intensifies Emotion

This poster examined whether greater emotional intensity in groups is partially driven by group attention—the experience of simultaneous co-attention with one's social group. Across 2 experiments, it is found that simultaneously co-attending valenced stimuli with one's social group increases affective intensity relative to attending alone or with strangers.

Garriy Shteynberg, University of Tennessee

Jacob B. Hirsh, University of Toronto

Evan P. Apfelbaum, Sloan School of Management, MIT

Jeff T. Larsen, University of Tennessee

Adam D. Galinsky, Columbia Business School

Neal J. Roese, Northwestern University

Submitter: Jacob Hirsh, jacob.hirsh@rotman.utoronto.ca

##### 220-8 The Measurement of Discrete Emotion Regulation

Traditional measures of emotion regulation do not capture the emotion regulation of discrete emotions. This study presents a measure of emotion regulation that assesses the cognitive reappraisal and expressive suppression of discrete emotions. Results suggest that individuals do not use the same emotion regulation strategy for all emotions.



Bridget C. McHugh, University of Central Florida

Sharvari Dalal, University of Central Florida

Dana Joseph, University of Central Florida

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

##### 220-9 Doing Emotional Labor in Good Company

The relationship between friendship networks and emotional labor is explored. Results showed that central actors in organizational friendship networks are more likely to do deep acting through the mediating effects of state-positive affect and self-perceptions. Finally, friendship networks as social capital for both organizations and emotional laborers are suggested.

Na Yoon Kim, Cornell University

Hongseok Oh, Yonsei University

Submitter: Na Yoon Kim, nk396@cornell.edu

**220-10 The Curvilinear Relationship Between Self-Compassion and Learning From Project Failures**

Facing project failures, sometimes it's necessary for entrepreneurs to be compassionate to themselves. With those failure-triggered negative emotions being regulated, entrepreneurs' learning from failures can be promoted. However, too much of a good thing might be bad. There might be a curvilinear relationship between self-compassion and learning from failures.

Yukun Liu, National University of Singapore  
Zhen Wang, Central University of Finance and Economics  
Submitter: Yukun Liu, liuyukun@nus.edu.sg

**220-11 Does Political Skill Mediate the Emotion Recognition-Work Success Relationship?**

This poster examines the relationship between emotion recognition ability (ERA) and job performance and career outcomes as mediated by political skill. A sample of 142 employee-peer-supervisor triads found that ERA is positively related to individuals' job performance as rated by a supervisor and to annual income level.

Tassilo D. Momm, University of Bonn  
Yongmei Liu, Illinois State University  
Submitter: Tassilo Momm, tassilo.momm@uni-bonn.de

**220-12 Ambient Group Affect and Links With Job Attitudes and Behaviors**

This poster examined group affect within 17 childcare centers and focused on ambient PA/NA, on-the-job displayed PA/NA and individual-level job attitudes and withdrawal. Ambient affect was related to employees' pay satisfaction, job stress, and withdrawal thoughts above the influence of employee tenure and employee affect. Group tenure moderated relationships with withdrawal.

Aaron Whitely, State Farm Insurance Companies  
Kimberly T. Schneider, Illinois State University  
John F. Binning, The DeGarmo Group, Inc.  
Submitter: Kimberly Schneider, ktschne@ilstu.edu

**220-13 Using IRT to Improve the Measurement of State Boredom**

Being bored at work is a ubiquitous phenomenon that can have important organizational outcomes. Using item response theory, this poster sought to advance the study of boredom by developing a short-form of the 29-item Multidimensional State Boredom Scale. Evidence of the scales validity is provided in 2 samples.

Patricia Baratta, University of Guelph  
Jeffrey Spence, University of Guelph  
Submitter: Jeffrey Spence, spencejr@uoguelph.ca

**220-14 Emotional Labor and Well-Being: A Self-Determination Perspective**

A self-determination theory perspective is applied to better understand emotional labor and its relation to job-related employee well-being. In a longitudinal study, it was found that basic psychological need satisfaction mediates the relation between emotional regulation and well-being. This relation is further contingent on individuals' causality orientations.

Anna V. Huppertz, Maastricht University  
Submitter: Shuhua Sun, s.sun@maastrichtuniversity.nl

**220-15 Ostracism Increases Prosocial Behaviors and Decreases Undermining Toward Envied Targets**

This poster examines whether envy influences the effects of ostracism on prosocial behavior and social undermining. Ostracism predicts increased prosocial behavior and decreased social undermining only towards envied targets. The moderating effect of envy is present for person-focused prosocial behavior but not task-focused prosocial behavior. Implications and future research are discussed.

Kenneth Tai, Singapore Management University  
Jayanth Narayanan, National University of Singapore  
Krishna Savani, National University of Singapore  
Submitter: Kenneth Tai, vamp.lestat29@gmail.com

**220-16 Affect Spin and Goal Orientation: Implications on Well-Being and Performance**

The impact of affect spin on psychological well-being (PWB) and performance was examined. Affect spin negatively predicted PWB. Goal orientation moderated this relationship such that performance-prove goal orientation (PPGO) weakened this negative link. Affect spin negatively predicted performance. Goal orientation moderated this relationship such that PPGO weakened this negative link.

Marilyn A. Uy, Nanyang Technological University  
Shuhua Sun, Maastricht University  
Submitter: Marilyn Uy, uymarilyn@gmail.com

**220-17 The State of Boredom: Frustrating or Depressing?**

Boredom is a prevalent emotion among students and employees, with potential negative consequences. Two studies examined under what conditions state boredom results in negative feelings like frustration and depression. Results indicate that when task autonomy is low, boredom leads to more frustration than when task autonomy is high.

Edwin A. J. Van Hooft, University of Amsterdam  
Madelon L. M. van Hooft, Radboud University Nijmegen  
Submitter: Edwin Van Hooft, e.a.j.vanhooft@uva.nl

**220-18 Bringing Emotion Into Focus: A Study of Interruptions and Attention**

This study investigates how affect exacerbates or ameliorates the cognitive consequences and performance costs of interruptions. Participant reported positive affect was not associated with ruminative thought on the interrupted task while negative affect was associated with more ruminative thought on the interrupted task.

Laura N. Wallace, University of Minnesota  
Aaron M. Schmidt, University of Minnesota  
Submitter: Laura Wallace, wall0540@umn.edu

**220-19 Effects of Conscious Versus Nonconscious Deep Acting on Services**

This poster compares the effects of either instructing or priming participants to deep act in their role as service providers to confederate customers. Findings suggest that nonconscious deep acting resulted in higher customer-rated service quality, fewer task errors, and lower experience of negative emotions, compared to conscious deep acting.

Karyn L. Wang, University of New South Wales  
Markus Groth, University of New South Wales  
Submitter: Karyn Wang, karyn.wang@student.unsw.edu.au

**220-20 Effects of Surface Acting on Voluntary Workplace Behaviors**

This study tests the spillover effect of emotional labor on coworker directed behaviors. A 3-wave study indicates that surface acting increased workplace deviance and decreased organizational citizenship behaviors directed at coworkers, and these effects were mediated by changes in affect. Perceptions of social support moderated the mediated relationships.

Yumeng Yue, University of New South Wales  
Karyn L. Wang, University of New South Wales  
Markus Groth, University of New South Wales

Submitter: Yumeng Yue, yumeng.yue@studnet.unsw.edu.au

**220-21 Moral Emotions and Ethical Leadership**

To draw attention to the emotional aspect of ethical leadership (EL), this paper hypothesizes leaders' moral emotions (empathy and gratitude) should impact their practice of EL, based on empathy literature and moral affect theory. Data from 2 semiconductor companies in China were used. Theoretical and practical implications were discussed.

Chenwei Li, Indiana University-Purdue University Fort Wayne  
Keke Wu, Central Washington University  
Diane E. Johnson, University of Alabama

Submitter: Chenwei Li, lic@ipfw.edu

**220-22 Why and When Leader's Emotional Control Influences Employee's Upward Voice**

This poster investigated whether and when perceived leader's emotional control influenced employees' upward voice via affecting their psychological safety. Based on 265 leader-employee dyads from a *Fortune* 500 company, it was found that leader's emotional control is positively relative to upward voice. Leader's frequent engaging in voice seeking strengthens such relationship.

Jialing Xiao, Hong Kong Polytechnic University  
RongWen Jia, Hong Kong Polytechnic University  
Wu Liu, Hong Kong Polytechnic University

Submitter: Jialing Xiao, juleyxiao@msn.com

**220-23 Emotional Intelligence Competencies and Leadership Status in Real-World Organizations**

This study used an applied sample of job applicants and incumbents to explore individual differences in Emotional Intelligence (EI) competencies between leaders and nonleaders. Using an integrated model incorporating both interpersonal and intrapersonal EI competencies, it was found that leaders are consistently higher than nonleaders on the interpersonal competencies.

Renee F. Yang, Hogan Assessment Systems  
Dan V. Simonet, University of Tulsa

Submitter: Renee Yang, ryang@hoganassessments.com

**220-24 A Dual-Process Model of Anxiety and Job Performance**

This poster examined whether and when anxiety can debilitate and facilitate performance by developing a dual-process model of anxiety and performance, tested in 2 experiments. Findings indicate that anxiety debilitates performance through its effect on off-task cognition. Motivation helped anxious individuals engage in higher levels of self-regulatory processing, which increased performance.

Bonnie Hayden Cheng, Hong Kong Polytechnic University  
Julie M. McCarthy, University of Toronto  
Submitter: Bonnie Hayden Cheng, bonnie.cheng@polyu.edu.hk

**220-25 Third Party's Justice Judgment to Coworker's Psychological Contract Breach**

By analyzing data with 108 samples, this poster found a negative relationship between third party perception of coworker's psychological contract breach and supervisor's interactional justice. Findings also indicated 2 moderators (i.e. leader-member exchange and traditionalism value) that could weaken this relationship.

Zhenyao Cai, Hong Kong Baptist University  
Flora Chiang, Hong Kong Baptist University  
Submitter: Zhenyao Cai, caizhenyao87@gmail.com

**220-26 Retaliatory Responses to Perceived Injustice: A Dual-Process Model**

Perceived injustice leads to employee retaliation, but little is known about underlying processes. This poster presents a dual-process model of justice, identifying cognitive and emotional mediators of this effect, and mindfulness is introduced as a self-regulatory buffer. Results from a laboratory study largely support a dual process model of justice.

Erin D. Cooke, University of North Carolina  
Michael S. Christian, University of North Carolina  
Submitter: Erin Cooke, erin\_cooke@unc.edu

**220-27 When Words Speak Louder Than Actions: Effects of Indirect Information**

Indirect information about a person may influence subsequent perceptions of said individual. This poster examines the role of indirect information on fairness evaluations and the potential moderating effect of prosocial orientation. Results suggest that hearing indirect information may influence future fairness evaluations, especially for those who are more prosocially oriented.

Peter V. Dinh, University of Akron  
Jennifer L. Wessel, University of Akron  
Submitter: Peter Dinh, pvdinh@gmail.com

**220-28 Personality and Justice Perceptions: An Updated Meta-Analysis**

This study provides a quantitative synthesis of the relationships between personality variables and perceptions of organizational justice. It expands on previous research by utilizing a 4-factor conceptualization of organizational justice (i.e., distributive, procedural, interpersonal, informational) and by incorporating personality measures that have been understudied in previous meta-analytic work.

Derek Hutchinson, University of South Florida  
Winnie Shen, University of South Florida  
Britany N. Telford, University of South Florida  
Stephanie A. Anel, University of South Florida  
Seulki Jang, University of South Florida  
Scott Ramsay, University of South Florida  
Submitter: Derek Hutchinson, Derekhutchi@gmail.com

**220-29 Managing Knowledge Transfer: An Appropriation-Justice Perspective**

This article develops a theoretical model elaborating on the relationships among knowledge appropriation, justice perceptions, and knowledge transfer effectiveness. Such a model informs on the significance of an appropriation-justice perspective in studies of knowledge transfer effectiveness within organizations.

Kuok Kei Law, The Open University of Hong Kong  
Submitter: Kuok Kei Law, kklaw@ouhk.edu.hk



### 220-30 Coworkers' Distributive Judgments of I-Deals: The Role of Gender

This poster examines how coworkers assess an i-deal's distributive justice distinguishing between 2 principles: equity and need. Moreover, it investigates the role of the coworker's and i-dealer's gender. Findings indicate that, for female coworkers and i-dealers, need dominates over equity. For male coworkers and i-dealers, need and equity are equally important.

Elise Marescaux, KU Leuven  
Sophie De Winne, KU Leuven

Submitter: Elise Marescaux, elise.marescaux@kuleuven.be

### 220-31 Event Justice and Social Entity Justice: A Cross-Lagged Analysis

This study aimed to examine the directionality of the relationship between event justice and social entity justice. Using 2 samples and a cross-lagged panel analysis with 2 measurement times, social entity justice was found to predict event justice (procedural, distributive, interpersonal and informational justice event), supporting the top-down process.

Laurence Marzucco, University of Liege  
Isabelle Hansez, University of Liege

Submitter: Laurence Marzucco, L.Marzucco@ulg.ac.be

### 220-32 That's Not Fair! Hindrances in the Workplace: A Justice Perspective.

Employees may view hindrance stressors as unfair obstacles in the workplace. This study explored the idea that hindrances may exacerbate employee justice perceptions through diminished perceptions of support. It was found that perceived organizational and supervisor support (POS, PSS) significantly mediated the relationships between hindrances and procedural and interactional justice perceptions.

Dena Rhodes, University of Houston  
William D. Presson, University of Houston  
Glenn P. Malone, University of Houston

Submitter: Dena Rhodes, dena.h.rhodes@gmail.com

### 220-33 Organizational Justice: Importance of Felt Obligation and Just World Beliefs

This study focused on the role of just world beliefs on employee feelings of obligation to reciprocate organizational justice with improved task performance. Mediation analyses suggested that procedural justice led to greater feelings of obligation and improved task performance only for individuals who strongly endorsed just world beliefs.

Choe E. Shannon, University at Albany, SUNY  
Sylvia G. Roch, University at Albany, SUNY  
Jeremiah J. Martin, University at Albany, SUNY  
David J. Swiderski, University at Albany, SUNY  
John P. Agosta, University at Albany, SUNY  
Linda R. Shanock, University of North Carolina at Charlotte

Submitter: Sylvia Roch, sroch@albany.edu

### 220-34 Does Facebook Tell Us About Organizational Justice Practices?

Do employees voice in social networks (Facebook) if they are faced with unjust treatments in work settings? In an effort to answer these questions, a multisource data with 481 participants was carried out.

Findings confirmed the hypothesized questions about the associations between organizational justice and online voicing in Facebook.

Levent Sevinc, Assessment Systems Turkey  
Yasin Rofcanin, University of Warwick  
Submitter: Yasin Rofcanin, yasin.rofcanin@mail.wbs.ac.uk

### 220-35 Survivors' Reactions to Layoff: The Role of Corporate Social Responsibility

This poster examined how corporate social responsibility (CSR) affects third-party's justice perceptions and reactions. It was found that CSR buffered the negative effect of fair layoff (vs. no layoff) and amplified the negative effect of unfair layoff (vs. fair layoff) on layoff survivors' justice perceptions, which led to multiple survivor reactions.

Ruodan Shao, City University of Hong Kong  
Le Zhou, University of Florida  
Mo Wang, University of Florida  
Valeria Alterman, University of Florida  
Submitter: Ruodan Shao, ruodan.shao@cityu.edu.hk

### 220-36 Interactional Justice Modulates the Affective Forecasting Error in Idol Candidates

This poster examined the effect of interactional justice on the affective forecasting error in candidates of the Belgian version of *American Idol*. Findings indicate that the forecasting error decreased for winners (i.e., a positive decision) but increased for losers (i.e., a negative decision) under the influence of a fair treatment.

Marjolein L. Feys, Ghent University  
Frederik Anseel, Ghent University  
Bart Wille, Ghent University  
Submitter: Bart Wille, bart.wille@ugent.be

## 221. Panel Discussion: 7:30 AM–8:50 AM Room 303AB

### How Is Social Data Driving I-O Practice?

The volume of social media and social data has continued to increase dramatically with profound implications for the field. This session will explore the role and impact of social data on current and future I-O practices, with examples from leading organizations and thought-provoking questions for the panel and audience.

David Youssefina, Critical Metrics, LLC, **Co-Chair**  
Brian J. Ruggeberg, Aon Hewitt, **Co-Chair**  
Leo F. Brajkovich, Kenexa, an IBM Company, **Panelist**  
Timothy C. Lisk, Quantcast, **Panelist**  
Ernest Ng, Salesforce.com, **Panelist**  
Julie Rodda, Starbucks, **Panelist**  
Russell Duhon, Saltbox, **Panelist**

Submitter: David Youssefina, david@critical-metrics.com

## 222. Symposium/Forum: 7:30 AM–8:50 AM Room 304A

### Standard Setting Issues, Research and Practical Considerations for Criterion-referenced Tests

Setting cut scores and standards for examinee performance is a longstanding issue in testing for which there are numerous considerations and challenges. This session will explore key issues, empirical research findings, and considerations for standard setting in the context of criterion-referenced measurement (e.g., credentialing, licensure, content-oriented selection tests).

John A. Weiner, PSI, **Chair**

John A. Weiner, PSI, **Standard Setting for High-Stakes Examinations: Challenges, Solutions, and Lessons Learned**

Heidi N. Keiser, University of Minnesota, Paul R. Sackett, University of Minnesota, **Setting Passing Scores With Angoff Methods: A New Look**  
Wayne J. Camara, ACT, Inc., **Employing Empirical Data in Judgmental Processes**

Norman R. Hertz, Progeny Systems Corporation, **Where Does "Standard" Come From in Standard-Setting for Credentialing Examinations?**

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

Submitter: John Weiner, jweiner@psionline.com

## 223. Symposium/Forum: 7:30 AM–8:20 AM

### Room 304B

#### Implicit Leadership and Followership Theories: New Developments

This symposium focuses on both implicit followership and leadership theories, commonly held perceptions of ideal leaders and followers. Antecedents (e.g., state of mind, social categories) and consequences (e.g., relationship between leaders and followers) are explored. Research presented combines lab and field studies in different countries.

Rolf Van Dick, Goethe University, **Chair**

Sebastian Stegmann, Goethe University, **Co-Chair**

Sebastian Stegmann, Goethe University, Stephan Braun, Goethe University, Nina Junker, Goethe University, Rolf Van Dick, Goethe University, **Being the Ideal Follower Improves Leader–Member Exchange Relationships**

Stephan Braun, Goethe University, Sebastian Stegmann, Goethe University, Nina Junker, Goethe University, Rolf Van Dick, Goethe University, **Age and Gender Biases in Implicit Followership Theory**

Jessica E. Dinh, University of Akron, Patrick T. Coyle, Virginia Tech, **ILTs and IFTs: Determinants of Leadership Emergence in Dynamic Teams**

Thomas Sy, University of California, Riverside, **Discussant**

Submitter: Rolf Van Dick, van.dick@psych.uni-frankfurt.de

## 224. Symposium/Forum: 7:30 AM–8:50 AM

### Room 306A

#### Understanding Applicant Fairness Perceptions: Moderators, Mediators, and Contextual Influences

Although applicant reactions have been the focus of a considerable amount of research, few studies have examined contextual influences and moderators of fairness–outcome relationships. Using diverse methodologies, the 4 studies in this symposium explore different features of selection systems and the selection context that impact fairness perceptions and related outcomes.

Michael Baysinger, Kronos, **Chair**

Abdifatah A. Ali, Michigan State University, Ann Marie Ryan, Michigan State University, Terry A. Hauer, Kelly Services, Jillyan French-Vitet, Deloitte Services, LLP, **Applicant Reactions and Attraction: Losing Applicants Due to Untimely Communication**

Clayton A. Yonce, Darden, Donald M. Truxillo, Portland State University, Talya N. Bauer, Portland State University, Liu-Qin Yang, Portland State University, **Effects of Privacy Perceptions, Explanations, and Control on Fairness Perceptions**

Sara M. Ahmed, Brunel University, Neil R. Anderson, Brunel University, Ana Cristina Costa, Brunel University, **Cross-Cultural Examination of Applicant Reactions to Online Selection Procedures**

Michael Baysinger, Kronos, Autumn D. Krauss, Sents, Donald M. Truxillo, Portland State University, Talya N. Bauer, Portland State University, Jennifer R. Rineer, Portland State University, **The Impact of Explanations and Fairness Perceptions on Applicant Outcomes**

Todd Carlisle, Google, **Discussant**

Submitter: Michael Baysinger, MikeBaysinger@yahoo.com

## 225. Symposium/Forum: 7:30 AM–8:50 AM

### Room 306B

#### Daily Life at Work: Helpers and Hindrances to Employee Well-Being

A growing body of literature is taking an intraindividual approach to understanding workplace phenomena. This session features a set of research studies exploring daily work events, including events that may facilitate, and those that may thwart, desirable employee outcomes. The symposium aims to provide insight into daily employee well-being.

Erin Eatough, The City University of New York, Baruch College, **Chair**  
Ryan C. Johnson, Portland State University, Tammy D. Allen, University of South Florida, **Daily Links Between Emotion Regulation at Work and Health Behaviors**

Erin Eatough, The City University of New York, Baruch College, Laurenz L. Meier, University of South Florida, Paul E. Spector, University of South Florida, **Daily Experiences of Conflict at Work and Depressive Mood**

Cindy Wu, Baylor University, Emily M. Hunter, Baylor University, **Effects of Family-Related Workday Breaks on Work and Family Outcomes**

Allison M. Ellis, Portland State University, Caitlin A. Demsky, Portland State University, Charlotte Fritz, Portland State University, **Efficacy Beliefs and Job Crafting: A Day-Level Examination**

Sabine Sonnentag, University of Mannheim, **Discussant**

Submitter: Erin Eatough, erin.eatough@baruch.cuny.edu

## 226. Panel Discussion: 7:30 AM–8:20 AM

### Room 309

#### The International Culture and Climate Item Pool: Concerns and Solutions

The goal of this session is to open a discussion among practitioners and researchers on the topic of an open-source item pool for standardizing the measurement of organizational culture and climate. Issues to be discussed include tensions between researchers and practitioners with respect to preferences and assumptions around measurement efforts.

Christopher M. Castille, Louisiana Tech University, **Co-Chair**

Alice M. Brawley, Clemson University, **Co-Chair**

Robert Cooke, Human Synergistics International, **Panelist**

Neal M. Ashkanasy, University of Queensland, **Panelist**

Submitter: Alice Brawley, alice.brawley@gmail.com

## 227. Symposium/Forum: 7:30 AM–8:50 AM

### Room 314

#### ADVANCE(ing) Women: From Fixing Women to Transforming Organizations

This symposium focuses on the underrepresentation of women in STEM academic careers and reports the findings from 4 studies aimed at understanding this issue. Empirical findings include those related to women in STEM career choices, hiring and departure from academia, perceptions of STEM academic climates, and quality of teaching evaluations.

Kathi N. Miner, Texas A&M University, **Chair**

Chris Kaunas, Texas A&M University, **ADVANCE Institutional Transformation: Increasing the Representation of Women STEM Faculty**

Audrey J. Jaeger, North Carolina State University, Frimpomaa D. Ampaw, Central Michigan University, **Unexplored Career Pathways for Women With STEM Doctorates**

Yamini Jha, The University of New Hampshire, Christine M. Shea, The University of New Hampshire, **Demographic Composition, Faculty Departures, and Hiring STEM Women Faculty**

Jessica Lavariega Monforti, University of Texas-Pan American, Margaret A. Graham, University of Texas-Pan American, ***Differences in Perceptions of Workplace Climate? A Case Study***  
 Stephanie C. Payne, Texas A&M University, Nathanael L. Keiser, Texas A&M University, Xiaohong Xu, Texas A&M University, ***Sex Differences in Higher-Education Course Evaluations: A Meta-Analysis***

Submitter: Kathi Miner, kminer@tamu.edu

## 228. Panel Discussion: 7:30 AM–8:50 AM

### Room 316C

#### Conducting Analyses on Matrices of Meta-Analytic Correlations

Researchers are increasingly interested in conducting analyses on metacorrelation matrices. Various experts have expressed concerns over this practice whereas others have offered guidance. The purpose of this discussion is to identify the legitimate concerns, discuss solutions, and offer guidance for the use of this method.

Zitong Sheng, George Mason University, ***Co-Chair***  
 José M. Cortina, George Mason University, ***Co-Chair***  
 Gilad Chen, University of Maryland, ***Panelist***  
 Mike W.-L. Cheung, National University of Singapore, ***Panelist***  
 Richard P. DeShon, Michigan State University, ***Panelist***  
 Ronald S. Landis, Illinois Institute of Technology, ***Panelist***

Submitter: Zitong Sheng, zsheng@gmu.edu

## 229. Symposium/Forum: 7:30 AM–8:50 AM

### Room 317A

#### Measuring Performance in Organizations: True Scores Behind Biases and Politics

Despite being one of the most difficult constructs to define and measure, job performance has been neglected by psychometricians and psychologists. This symposium discusses prevailing challenges and biases in measuring performance in organizations and explores some solutions such as the use of simultaneous ratings of employees and forced-choice formats.

Ilke Inceoglu, University of Surrey, ***Chair***  
 Jurgen Bank, BTS, ***Context and Speed: Observations on Data Collected From Managers***  
 Katharina Lochner, cut-e GmbH, Achim Preuss, cut-e GmbH, ***A Different Angle in 360 Ratings: Selecting Raters***  
 Chris Coughlin, CEB, Brian Roote, CEB, Kimberly A. Wrenn, CEB, ***Does Simultaneous Versus Sequential Rater Format Reduce Common Rater Errors?***  
 Anna Brown, University of Kent, Ilke Inceoglu, University of Surrey, Yin Lin, CEB, Dave Bartram, CEB, ***Examining Bias and Validity of Measurement in 360-Degree Feedback***  
 Adam W. Meade, North Carolina State University, ***Discussant***

Submitter: Ilke Inceoglu, i.inceoglu@surrey.ac.uk

## 230. Symposium/Forum: 7:30 AM–8:20 AM

### Room 317B

#### Socioeconomic Considerations in the Work–Family Interface

The vast majority of research on the work–family interface has focused on middle to high-income, Caucasian individuals. The influence of income, race, and other socioeconomic variables has gone largely ignored. In this symposium, 3 presenters will provide perspectives on how income and race may impact the experience of work–family conflict.

Elizabeth M. Boyd, Indiana University-Purdue University Indianapolis, ***Chair***  
 Amber L. Smittick, Texas A&M University, Kathi N. Miner, Texas A&M University, ***An Investigation of Work–Family Conflict in African-American Women***

Kimberly A. French, University of South Florida, Jacqueline McConaughy, California State University-San Bernardino, Mark D. Agars, California State University-San Bernardino, Leanne M. Torte, California State University-San Bernardino, Maranda Martinez, California State University-San Bernardino, ***Work–Family Issues in Low Income Contexts: A Qualitative Investigation***

Karen D. Byrd, Indiana University-Purdue University India, Elizabeth M. Boyd, Indiana University-Purdue University Indianapolis, ***Race and Low-Wage Workers' Work–Family Conflict***

Robert R. Sinclair, Clemson University, ***Discussant***

Submitter: Elizabeth Boyd, drlizboyd@gmail.com

## 231. Panel Discussion: 7:30 AM–8:50 AM

### Room 318A

#### Your Mission: Prepare the Next Generation of Leaders

Preparing the next generation of leaders is a complex but critical priority for today's organizations. In this session, representatives from 4 multinational organizations will address challenges in this area by fostering a collaborative discussion and sharing their organization's unique approach to identifying and developing emerging leaders.

Michael J. Benson, Johnson & Johnson, ***Chair***  
 Charlotte L. Powers, Michigan State University, ***Co-Chair***  
 Erica I. Desrosiers, Walmart, ***Panelist***  
 Michelle A. Donovan, Google, ***Panelist***  
 Christopher T. Rotolo, PepsiCo, ***Panelist***

Submitter: Charlotte Powers, powers54@msu.edu

## 232. Panel Discussion: 7:30 AM–8:50 AM

### Room 318B

#### The State of Engagement

Employee engagement has received considerable attention in recent years from both researchers and practitioners interested in understanding the nature and utility of this construct. This panel discussion convenes academics and practitioners in this domain to provide a discussion of current perspectives, best practices, and future directions related to employee engagement.

Eugene J. Kutcher, Rider University, ***Co-Chair***  
 John J. Donovan, Rider University, ***Co-Chair***  
 Bradley J. Brummel, The University of Tulsa, ***Panelist***  
 Patrick K. Hyland, Sirota Survey Intelligence, ***Panelist***  
 William H. Macey, CEB Valtera, ***Panelist***  
 William T. Welch, Tiffany & Co., ***Panelist***

Submitter: Eugene Kutcher, ekutcher@rider.edu

## 233. Symposium/Forum: 7:30 AM–8:20 AM

### Room 322AB

#### Think Fast!: Understanding Speeded Cognitive Ability Tests in Organizational Contexts

Speeded cognitive ability tests are widely applied in organizational selection but haven't received well-deserved attention. This symposium presents different ways of identifying, describing, and measuring test speededness, as well as highlights the tradeoffs associated with incorporating the benefits of speed element in ability testing while reducing its potential negative effects.

Patrick L. Wadlington, Birkman International, Inc., ***Chair***  
 Amy Shaw, Rice University, ***Co-Chair***



Stephen T. Murphy, Pearson, Rob Kirkpatrick, Pearson, Chow-Hong Lin, Pearson, Shelley Ragland, Brandman University, **Timing Study: Impact of Time Limit on Performance**

Amy Shaw, Rice University, Fred Oswald, Rice University, Fabian Elizondo, Birkman International, Inc., Patrick L. Wadlington, Birkman International, Inc., **Exploratory Response Time Analyses in Computerized Item-Timed Tests**

Stephanie Taylor, Illinois Institute of Technology, Alan D. Mead, Illinois Institute of Technology, **Modeling Item Difficulty for Perceptual Speed and Accuracy Tests**

Scott B. Morris, Illinois Institute of Technology, **Discussant**

Submitter: Amy Shaw, xiaotingamysaw@gmail.com

## 234. Symposium/Forum: 7:30 AM–8:50 AM

### Room 323A

#### What Is It to You? Understanding Differences in Meaningful Work

The historical context, antecedents, and outcomes of meaningful work are examined across 4 empirical papers. Collectively, these papers reflect the variety of approaches in current meaningful work research. Traditional (e.g., job characteristics) and emerging (e.g., calling, mortality awareness) perspectives are considered to delineate the diverse experiences of meaningful work.

Lillian T. Eby, University of Georgia, **Chair**

Lindsay Brown, University of Georgia, **Co-Chair**

Lauren A. Wood, University of Georgia, Andrea L. Hetrick, University of Georgia, Brian J. Hoffman, University of Georgia, **Changes in the Prevalence of Meaningful Work Since 1975**

Lindsay Brown, University of Georgia, Lillian T. Eby, University of Georgia, **Symbolic Immortality: Understanding Mortality Awareness and Meaningful Work Behaviors**

Stuart Bunderson, Washington University in St. Louis, Jeffery A.

Thompson, Brigham Young University, **Callings and Duty in the Management Profession**

Murray R. Barrick, Texas A&M University, Michael K. Mount, University of Iowa, Ning Li, University of Iowa, David S. DeGeest, University of Iowa, **Why Job Design Is Intrinsically Motivating: Role of the Person**

Susan J. Ashford, University of Michigan, **Discussant**

Submitter: Lindsay Brown, blbrown0@uga.edu

## 235. Panel Discussion: 7:30 AM–8:50 AM

### Room 323B

#### How's Our Driving? Innovations in Feedback

Giving and receiving feedback is one of the fastest, easiest, and most efficient ways for employees to teach others and learn from each other. This panel brings together practitioners from a diverse set of industries, from high-tech to airline, to discuss innovative technologies and feedback sharing methods.

Jennifer J. Brown, Google, **Chair**

Marlon I. Alvarado, JetBlue, **Panelist**

Cuniver Thompson, Daikin, **Panelist**

Brittany Rolfe, Yammer, Inc., **Panelist**

Kirsten Connelly, Salesforce.com, **Panelist**

Bill Huffaker, General Motors, **Panelist**

Mary Kate Stimmler, Google, **Panelist**

Submitter: Jennifer Brown, jenniferjbrown47@gmail.com

## 236. Symposium/Forum: 7:30 AM–8:20 AM

### Room 323C

#### Team Leadership When Lives Depend on It

Researchers and practitioners have called for a more contextual understanding of team leadership. The proposed symposium

addresses team leadership in different but highly consequential contexts: when lives depend on it. How can contextualized team leadership studies expand our understanding of team leadership?

Shawn Burke, University of Central Florida, **Chair**

Synnøve Nesse, Lund University, **Chair**

Shawn Burke, University of Central Florida, Synnøve Nesse, Lund

University, **Team Leadership When Lives Depend on It**

Shirley Sonesh, University of Central Florida, Ashley M. Hughes, Institute for Simulation and Training, Megan E. Gregory, University of Central Florida/

Institute for Simulation and Training, Eduardo Salas, University of Central Florida, **A Qualitative Analysis of Emergent Leadership in Healthcare**

Peter L. Jennings, Arizona State University, Sean T. Hannah, Wake Forest University, **Character Friendship and the Effectiveness of Team Leadership in Combat**

Shawn Burke, University of Central Florida, Amanda L. Thayer, University of Central Florida, Rebecca Grossman, University of Central Florida,

Eduardo Salas, University of Central Florida, Gia DiRosa, U.S. Army Research Institute, Armando X. Estrada, U.S. Army Research Institute,

Arwen Hunter DeCostanza, U.S. Army Research Institute, **Impact of Leadership on Cohesion Across Echelons in Army Battalions**

Synnøve Nesse, Lund University, Eduardo Salas, University of Central Florida, Christina N. Lacenza, University of Central Florida, **Right From the Start: A Corporate Crisis Team Leadership Intervention**

Submitter: Synnøve Nesse, sne@falcknutec.no

## 237. Roundtable Discussion/Conversation Hour: 7:30

### AM–8:50 AM

#### Room 324

#### Addressing the Challenges of Master's Education in I-O Psychology

Participants in the roundtable will (a) identify the challenges that are unique to master's-level programs, (b) work together to further develop and refine possible solutions to these challenges, and (c) begin to build a network of interested stakeholders that will work to resolve these issues in the future.

Shawn Bergman, Appalachian State University, **Host**

Michael Biderman, University of Tennessee-Chattanooga, **Host**

Timothy J. Huelsman, Appalachian State University, **Host**

Bart Weathington, University of Tennessee-Chattanooga, **Host**

Submitter: Shawn Bergman, bergmans@appstate.edu

## 238. Symposium/Forum: 7:30 AM–8:20 AM

### Room 327

#### What Goes Unseen: Mental Disabilities in the Workplace

Collaborators present papers exploring mental disabilities and associated workplace outcomes utilizing various methods and samples. Mental disabilities are not necessarily immediately obvious or visible and are often stigmatized, and as such are often overlooked. Implications for both individuals and organizations are discussed.

Anna L. Hulet, University of Georgia, **Co-Chair**

Karl W. Kuhnert, University of Georgia, **Co-Chair**

Anna L. Hulet, University of Georgia, Karl W. Kuhnert, University of

Georgia, **Adult Attention Deficit Hyperactivity Disorder and Counterproductive Workplace**

Samuel T. Hunter, Pennsylvania State University, Alissa D. Parr, Pennsylvania State University, Melissa D. Hunter, Pennsylvania State University, **Employees With Autism Spectrum Disorder: Assessing our Preparedness**

Christine L. Nittrouer, Rice University, **Self-Management Intervention's Impact on Work-Related Behaviors With Individuals With Disabilities**

Adrienne J. Colella, Tulane University, **Discussant**

Submitter: Anna Hulet, ahulet@uga.edu

## 239. Community of Interest: 7:30 AM–8:50 AM Room 328

### Broadcasting Individual Differences: Drawing Inferences Based on Social Media Profiles

Jamie L. Winter, Development Dimensions International (DDI), *Host*  
Michael J. Zickar, Bowling Green State University, *Host*  
Anthony S. Boyce, Aon Hewitt, *Coordinator*

## 240. Special Events: 7:30 AM–8:50 AM Theatre 310

1.5 CE credits  
for attending

### Theme Track: East Meets West

This session will explore how cultural values can inform the research and practice in I-O psychology. Three speakers will present in the session using a "TED-style" format, which involves dynamic speakers presenting information in a digestible, engaging manner. Each talk will focus on innovative ways to conceptualize, operationalize, and measure cultural values and their multilevel effects on employees and organizations.

Hazel Markus, Stanford University, *Presenter*  
Michele J. Gelfand, University of Maryland, *Presenter*  
Richard L. Griffith, Florida Institute of Technology, *Presenter*  
Chu-Hsiang Chang, Michigan State University, *Coordinator*  
Greg F. Schmidt, Microsoft, *Coordinator*

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

## 241. Symposium/Forum: 8:00 AM–8:50 AM Room 311

### Organizational Neuroscience: Using Electroencephalography (EEG) to Study I-O Topics

The incorporation of neuroscience can improve I-O measurement and theory dependent upon I-O psychologists learning about neuroscientific methods and using them appropriately. This session explains electroencephalography (EEG), one neuroimaging method that has been used successfully to study leadership and shows promise for investigating other I-O topics.

M. K. Ward, North Carolina State University, *Co-Chair*  
S. Bart Craig, North Carolina State University, *Co-Chair*  
M. K. Ward, North Carolina State University, *Overview and Considerations of Electroencephalography (EEG) in I-O Psychology*  
Pierre Balthazard, Arizona State University, David A. Waldman, Arizona State University, Sean T. Hannah, Wake Forest University, Robert Thatcher, Applied Neuroscience, Inc., *Neuroscientific Investigations of Leadership: From Assessment to Operant Conditioning*  
Charles A. Scherbaum, Baruch College and the Graduate Center, CUNY, *Future Directions for I-O Research and Practice Using EEGs*

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

## 242. Poster Session: 8:30 AM–9:20 AM Ballroom C

### Judgment/Decision Making, Training

#### 242-1 A Social Perception Perspective on Managerial HR Decisions

This paper applies the warmth and competence framework to explain managerial human resource decisions. Two studies provide support for the role of warmth and competence in affecting pay raises, promotion decisions, and performance ratings. Mediating emotions are also proposed and tested.

Emilija Djurdjevic, University of Arkansas  
Samantha A. Conroy, University of Arkansas  
Ru-Shiun Liou, University of Arkansas  
William Becker, Texas Christian University  
Submitter: Emilija Djurdjevic, edjurdjevic@mail.uri.edu

#### 242-2 Leaders' Implicit Followership Theories: Resulting Subordinates' Behavioral and Attitudinal Outcomes

The study examines self-fulfilling prophecy in the development of supervisors' implicit followership theories (IFT). One hundred forty-one pairs of supervisors and subordinates participated in the study. Results supported the possible influence of subordinate personality in creation of supervisors' IFTs and IFTs playing a role in determining subordinates' work outcomes.

Ashita Goswami, Central Michigan University  
Terry A. Beehr, Central Michigan University  
Submitter: Ashita Goswami, goswa1a@cmich.edu

#### 242-3 ACED IT: A Tool for Improved Ethical Decision Making

This study assessed an ethical decision tool (ACED IT) and a modified version. Results revealed that participants utilizing either form of ACED IT were more likely to identify a dilemma than control participants. In addition, participants in the modified condition responded differently to the situation. Implications and other findings are discussed.

Allen M. Rodarte, CalTech  
Crystal Kreidler, Texas Christian University  
Cheryl Stenmark, Angelo State University  
Rebecca DuMond, Citadel Graduate College  
Submitter: Crystal Kreidler, crystal.kreidler@angelo.edu

#### 242-4 Racial Stereotypes and Occupational Roles: The Inconsistency Disadvantage

This poster examines the effect of perceived inconsistencies between racial stereotypes and occupational roles on perceptions of job performance for Asian and White Americans in an experiment. Building upon the impression formation literature, it was predicted that perceiving an inconsistency would result in an increased motivation to process individuating, yet more negative, information.

Jane O'Reilly, University of Ottawa  
Karl Aquino, University of British Columbia  
Daniel Freeman, University of Delaware  
Submitter: Jane O'Reilly, oreilly.jane@gmail.com

#### 242-5 BREAKING NEWS! How Modern Media Affects Sustained Attention and Performance.

Technology has radically transformed the modern workplace. This poster examines how certain technologies systematically affect individual sustained attention and behavior, through the development of media habits. It describes how media that encourage information acquisition in the form of increasingly short depth yet increased breadth affect future information processing.

Alex Rubenstein, University of Florida  
Submitter: Alex Rubenstein, alex.rubenstein@warrington.ufl.edu

#### 242-6 Ethical Decision Making in Situations of Escalating Commitment

The results across 2 studies showed that, in the face of negative feedback, personal responsibility impairs moral awareness and, thus, exerts an indirect effect on unethical behavior. Moreover, indi-

viduals with a lower moral identity have a higher propensity of unethical behavior in case of personal responsibility.

Roman Soucek, University of Erlangen-Nuremberg  
 Carolin Baur, Jacobs University Bremen  
 Submitter: Tabea Scheel, tabea.scheel@univie.ac.at

#### **242-7 Cooperative Goals and Face for Business Confidence in Government Regulators**

This study explores how business managers and government regulators can develop relationships that convince managers that government regulation is effective. This study proposes that businesses and governments with cooperative goals confirm each other's social face and develop the relationship that helps businesses become confident in their government regulators.

Dean W. Tjosvold, Lingnan University  
 Nancy Y. F. Chen, Lingnan University  
 Alfred S. H. Wong, Lingnan University  
 David L. Wei, Shanghai Jiaotong University  
 Submitter: Dean Tjosvold, tjostvold@ln.edu.hk

#### **242-8 Managerial Preferences for Decision Making Evidence**

This study employed a simulation of managerial decision making to assess the managerial preferences for evidence of 2,327 managers in making key organizational decisions. Results reveal that managerial experience and locally collected data are preferred to evidence from traditional academic sources such as published research findings.

Josh C. Villanueva, Claremont Graduate University  
 Submitter: Josh Villanueva, josh.villanueva@cgu.edu

#### **242-9 Training to Detect Fit Through Employment Interviews**

This poster examined the impact training has on assessing fit in an interview context. It was found that people are better at identifying low fit, but this is moderated by the applicant's experience and social skills. This suggests that organizations should change the focus and timing of interviews in the selection process.

Kimberly S. Nei, Hogan Assessment Systems  
 Darin S. Nei, Hogan Assessment Systems  
 Michael D. Mumford, University of Oklahoma  
 Brandon Ferrell, University of Oklahoma  
 Submitter: Kimberly Nei, khester0603@gmail.com

#### **242-10 The Examination of Different Predictors of Transfer Use Versus Effectiveness**

Recent research calls for transfer studies examining finer grained distinctions in the transfer process. This study develops a model distinguishing between use and effectiveness measures of transfer. Results show that the distinction and timing of measurement matter. Implications and future directions are highlighted.

Kristina N. Bauer, University of West Florida  
 Richard N. Landers, Old Dominion University  
 Submitter: Kristina Bauer, kbauer@uwf.edu

#### **242-11 Individual Differences and the Usage of Learner Control**

A partial mediation model of individual differences and learner control usage was tested in a sample of adults given a high learner control online training program. Usage of sequence control positively predicted learning, and usage of control was supported as a partial mediator in the cognitive ability-learning relationship.

Katelyn J. Cavanaugh, Old Dominion University  
 Richard N. Landers, Old Dominion University  
 Submitter: Katelyn Cavanaugh, katecav217@gmail.com

#### **242-12 Latent Profile Analysis of Learning Style Orientation Inventory**

This study addresses the debate in learning styles, as a theory and in measurement. Typically, variable-centered methods are used. Through the application of latent profile analysis, a person-centered method, 3 distinct profiles were identified, and furthermore, content validity of the LSOI was established.

Daniel A. Gandara, Illinois Institute of Technology  
 Submitter: Daniel Gandara, d.a.gandara@gmail.com

#### **242-13 Medical Team Training: A Meta-Analysis and Integration**

Although team training is often used in healthcare, research has yet to estimate its effectiveness. This study estimated the effectiveness of medical team training via a meta-analysis of 4 training evaluation metrics: reactions to training, learning, training transfer, and outcomes. Results generally support the effectiveness of medical team training.

Megan E. Gregory, University of Central Florida/Institute for Simulation and Training  
 Ashley M. Hughes, Institute for Simulation and Training  
 Shirley Sonesh, University of Central Florida  
 Lauren E. Benishek, Institute for Simulation and Training  
 Dana Joseph, University of Central Florida  
 Heidi B. King, Office of the Assistant Secretary of Defense (Health Affairs)  
 Eduardo Salas, University of Central Florida  
 Submitter: Megan Gregory, megangregory7@gmail.com

#### **242-14 Applying MOST and SMART to Create Training Interventions**

Researchers and practitioners almost exclusively use random confirmatory trials when creating training interventions, although other methods are more appropriate in certain instances. This presentation reports on the multiphase optimization strategy (MOST) and sequential multiple assignment randomized trial (SMART), which are 2 unique methods to create efficient training interventions.

Matt C. Howard, Pennsylvania State University  
 Submitter: Matt Howard, mch248@psu.edu

#### **242-15 A Technology to Author Scenario-Based Training Using Faded Worked Examples**

A technology was created that does not require programming expertise to author training solutions using branching choices and faded worked examples. This format requires a learner's active participation through decision making and self-explaining, and therefore promises better engagement, retention, and transfer compared to passive training approaches.

Michael J. Keeney, Aptima, Inc.  
 Webb Stacy, Aptima, Inc.  
 John (JCR) Colonna-Romano, Aptima, Inc.  
 Cheryl I. Johnson, U.S. Army Research Institute for the Behavioral and Social Sciences  
 Submitter: Michael Keeney, mkeeney@aptima.com

#### **242-16 Individual and Contextual Variables Enhance Transfer for an Eco-Driving Intervention**

This study examined the relationship between motivation and supervisor support on transfer of eco-driving behaviors due to a workplace intervention. Results revealed greater changes in



behavior in individuals with higher pre-intervention motivation and supervisor support, emphasizing the importance of individual and situational variables in eco-driving interventions.

Layla R. Mansfield, Portland State University  
 Frankie Guros, Portland State University  
 Donald M. Truxillo, Portland State University  
 John H. MacArthur, Oregon Transportation Research and Education Consortium (OTREC)  
 Brittne Shepherd, Portland State University  
 Submitter: Layla Mansfield, laylam@pdx.edu

#### **242-17 Three to Tango: Agent, Feedback Comparison, and Goal Orientation on Training Outcomes**

One hundred sixty-eight undergraduates received Microsoft Excel training facilitated by either a charismatic or noncharismatic pedagogical training agent. Results showed a significant 3-way interaction between the pedagogical agent, feedback comparison-standard, and trainee performance-approach goal orientation on transfer task performance. Findings have practical implications for training design.

Tyree D. Mitchell, DePaul University  
 Shanique G. Brown, DePaul University  
 Kristin E. Mann, DePaul University  
 Annette Towler, DePaul University  
 Submitter: Tyree Mitchell, tyree.mitchell@yahoo.com

#### **242-18 Using SNWs as Job Seeking and Online Personal Branding Tools**

This pretest-multiple posttest study trained users of social networking websites (SNWs) to employ SNWs as an online personal branding tool, improving their job-seeking chance. Trainees reported improved attitudes towards SNW usage, higher intention to make changes to SNWs, and more likely to make those changes. Job-seeking motivation moderated the results.

Hannah-Hanh D. Nguyen, University of Hawaii at Manoa  
 Sanaz S. Eslamian, California Public Utilities Commission  
 Naliny Thongmee, California State University, Long Beach  
 Eddie Bui, California State University, Long Beach  
 Christina Siu, California State University, Long Beach  
 Brandon Saedi, Self-Employed  
 Submitter: Hannah-Hanh Nguyen, hhnguyen@hawaii.edu

#### **242-19 Drawbacks of Overtraining-Contingency Leadership Perspectives on Training Motivation**

Drawing from contingency leadership theories, it is hypothesized that leader support will have a positive influence on trainees' motivation to transfer and that this relationship is moderated by how much prior knowledge the trainee has about the training contents. Results from a survey study of 335 government officials support the hypotheses.

Madeline Ong, University of Michigan  
 Yong Hyun Kim, University of Michigan  
 Suntae Kim, University of Michigan  
 Jang Hoon Chung, Science and Technology Policy Institute (STePI)  
 Submitter: Madeline Ong, ongm@umich.edu

#### **242-20 Trainer Expressiveness and Trainee Learning Style Interactions on Training Transfer**

This study investigated the combined effects of (a) trainer's expressive presentation style and (b) trainee's learning style on training transfer. Results demonstrate that, beyond perceived competence, trainer

expressiveness predicted training effectiveness, particularly for trainees with an experiential learning style. Practice implications are discussed.

Bertha Rangel, University of Illinois at Urbana-Champaign  
 Wonjoon Chung, University of Illinois  
 Jenna Moore, University of Illinois  
 Nichelle C. Carpenter, University of Illinois at Urbana-Champaign  
 Thomas B. Harris, University of Illinois  
 Dan S. Chiaburu, Texas A&M University  
 Submitter: Bertha Rangel, rangelbertha@gmail.com

#### **242-21 Motivational Intervening Mechanisms Linking Ability and Self-Efficacy to Training Effectiveness**

Using longitudinal data ( $N = 1459$ ), a latent growth modeling was conducted to examine whether individual differences impact training effectiveness through a motivational intervening mechanism. Ability and dispositional self-efficacy demonstrate both direct effects on learning and indirect effects on learning through the mediating motivational process. Theoretical and practical implications are discussed.

Daniel S. Stanhope, North Carolina State University  
 Eric A. Surface, SWA Consulting Inc.  
 Samuel B. Pond, North Carolina State University  
 Submitter: Daniel Stanhope, daniel.s.stanhope@gmail.com

#### **242-22 The Power of the Team: Comparing SAP Training Effectiveness**

This pilot study compared the effectiveness of 3 training approaches (error avoidance, error management, and team-based learning) for SAP related procedural and adaptive knowledge transfer ( $N = 69$ ). TBL was most effective for procedural and adaptive knowledge transfer; EMT was most effective for declarative knowledge transfer.

Sharon L. Hart, Phillips 66  
 Brigitte Steinheider, University of Oklahoma Tulsa Graduate College  
 Submitter: Brigitte Steinheider, bsteinheider@ou.edu

#### **242-23 Knowledge Structure Development Across Adaptive and Routine Performance Episodes**

This study examined the development of knowledge structures over multiple routine and adaptive performance episodes and the effect on subsequent performance. Results indicate that knowledge structure change is not related to subsequent performance. Study implications and potential use of knowledge structures in training design are discussed.

Christina L. Zimmer, Rice University  
 Anton J. Villado, Rice University  
 Jason G. Randall, Rice University  
 Submitter: Christina Upchurch, christinaupchurch@rice.edu

#### **242-24 Adaptive Feedback in Simulation-Based Training Using a Display Approach**

This theoretical paper explores adaptive feedback as a method of providing personalized, dynamic performance information to trainees in simulation-based training (SBT) environments. An intrusive fading approach to an adaptive feedback display is proposed as a viable form of feedback that can effectively enhance SBT outcomes over other feedback methods.

Chantale Wilson, University of Akron  
 Jerred Holt, Lumir Research Institute  
 Joelle D. Elicker, University of Akron  
 Submitter: Chantale Wilson, chantalewilson@gmail.com

### 243. Symposium/Forum: 8:30 AM–9:20 AM Room 304B

#### Research-Based and Practical Considerations for the Application of E-Learning

Many questions still remain regarding the appropriate application of learner-led e-learning. In this symposium, presenters discuss research- and practice-based recommendations and considerations for the delivery of learner-led e-learning in organizational settings. New areas of concern and optimism are identified and discussed.

Edward L. Levine, University of South Florida, **Chair**

Paul E. Glatzhofer, Select International, **Applied Lessons Learned From Developing and Implementing E-Learning Tools**

Benjamin P. Granger, Verizon Wireless, Edward L. Levine, University of South Florida, Jason D. Way, ACT, **Revisiting the Role of Trainee Satisfaction in E-Learning**

Traci Sitzmann, University of Colorado Denver, Mo Wang, University of Florida, Valeria Alterman, University of Florida, **The Survey Effect: Does Administering Surveys Alter Trainees' Behavior?**

Submitter: Edward Levine, elevine@usf.edu

### 244. Panel Discussion: 8:30 AM–9:20 AM Room 309

#### Talent Management in Turbulent Times: Putting Out the Burning Platform

Practitioners from several global companies discuss the role talent management plays in addressing business challenges including how past talent management practices (or lack thereof) contributed to current business issues, how crises spur talent management innovation, and how to get executives to see talent management as central to business operations.

Steven T. Hunt, SuccessFactors, **Chair**

Lori LePla, General Motors, **Panelist**

Angela K. Pratt, The Kellogg Company, **Panelist**

Matthew R. Walter, Best Buy, **Panelist**

Submitter: Steven Hunt, shunt@successfactors.com

### 245. Symposium/Forum: 8:30 AM–9:20 AM Room 317B

#### Cognitive Ability Testing in the Age of UIT and Globalization

Cognitive ability, the leading predictor of job performance, has been a staple of selection for over a century. The implementation of cognitive testing has changed substantially in the last decade. This session focuses on new challenges to cognitive testing including globalization, speededness, increased demand for short assessments, and cheating.

Darrin Grelle, CEB|SHL, **Chair**

Amanda Dainis, CEB|SHL, **An Empirical Investigation of Cheating Behavior Across Cognitive Constructs**

Christine L. Pusilo, Procter & Gamble, Robert E. Gibby, Procter & Gamble, Andrea Silke McCance, Procter & Gamble, Adam Ducey, University of South Florida, **Design Considerations for Cognitive Ability in the Modern Age**

Sara Lambert Gutierrez, CEB|SHL, **Minimizing Administration Time for Cognitive Tests: Examination of Test Timers**

Anne Thissen-Roe, Comira, Michael Finger, Comira, **Speed, Speededness, and the Price of High Information**

Submitter: Darrin Grelle, dgrelle@previsor.com

### 246. Panel Discussion: 8:30 AM–9:20 AM Room 322AB

#### Developing Junior Scholars: Dos and Don'ts From Experienced Administrators

Among many factors that contribute to the success or failure of junior faculty, an underappreciated variable is the support (or lack thereof) provided by key administrators. This panel of experienced administrators will discuss best practices for developing junior scholars and tips for junior faculty seeking to gain essential support.

Claudia C. Coglisier, Texas Tech University, **Chair**

Leanne E. Atwater, University of Houston, **Panelist**

Cesar Douglas, Florida State University, **Panelist**

William L. Gardner, Texas Tech University, **Panelist**

Kevin B. Lowe, UNC-Greensboro, **Panelist**

Submitter: William Gardner, william.gardner@ttu.edu

### 247. Symposium/Forum: 8:30 AM–9:20 AM Room 323C

#### New Applications of Self-Determination Theory to the Work Domain

Self-determination theory has become a useful theory to conduct research on organizational behavior, and this symposium will present 3 recent applications of the theory to the areas of team motivation, thriving at work, and goal-related mental schemas.

Marylene Gagne, University of Western Australia, **Chair**

Simon Grenier, University of Montreal, Marylene Gagne, University of Western Australia, Francois Chiochio, University of Ottawa, Louis-Pierre Sarrazin, University of Montreal, **Relations of Individual and Team Motivation to Work Satisfaction**

Cristina Gibson, University of Western Australia, Christine Porath, Georgetown University, Gretchen Spreitzer, University of Michigan, **Organizational Enablers of Need Satisfaction and Thriving at Work** Louis-Pierre Sarrazin, University of Montreal, Simon Grenier, University of Montreal, **From Cognition to Action: Action Regulation in Creative Workplaces**

Anja Van den Broeck, KU Leuven, **Discussant**

Submitter: Marylene Gagne, marylene.gagne@uwa.edu.au

### 248. Panel Discussion: 8:30 AM–9:20 AM Room 327

#### Measuring the Impact of Executive Coaching: Approaches, Challenges, and Considerations

Organizations providing executive coaching often face scrutiny around demonstrating its effectiveness in terms of both leadership behaviors and organizational outcomes. The purpose of the panel is to discuss best practices, challenges, and considerations in designing and executing metrics strategies for demonstrating the impact of executive coaching.

Sarah A. Brock, Johnson & Johnson, **Chair**

Allison L. Wallace, Clemson University/Johnson & Johnson, **Co-Chair**

Kshanika Anthony, Medtronic, **Panelist**

Cody Martin, Bristol Myers Squibb, **Panelist**

David B. Peterson, Google, **Panelist**

Submitter: Allison Wallace, alwalla@clemson.edu

## 249. Symposium/Forum: 9:00 AM–10:20 AM Room 303AB

### Theoretical and Practical Advances in Latent Variable Models of Personality

Researchers have begun to recognize that the structure of personality traits is more complex than often characterized under the Big 5. This symposium highlights the results of 4 papers that implement contemporary latent variable modeling techniques to examine issues related to personality assessment. Theoretical, methodological, and practical applications are discussed.

Samuel T. McAbee, Rice University, **Co-Chair**

Michael Biderman, University of Tennessee-Chattanooga, **Co-Chair**

Michael Biderman, University of Tennessee-Chattanooga, **Against All Odds: Bifactors in EFAs of Big Five Data**

Li Guan, University of Georgia, Nathan T. Carter, University of Georgia, Yi Fan, University of Georgia, Allison B. Siminovsky, University of Georgia, Tasheena Hinds, University of Georgia, Benjamin Listyg, University of Georgia, **The Downsides of Extreme Conscientiousness: Unfolding Models Provide New Insights**

Vanessa Jacksch, Justus Liebig Universität Giessen, Ute-Christine Klehe, Justus Liebig Universität Giessen, Filip Lievens, Ghent University, **The Ideal-Employee Factor as an Indicator of Situational Adaptive Response Distortion**

Samuel T. McAbee, Rice University, Fred Oswald, Rice University, Brian S. Connelly, University of Toronto, **Broad Versus Narrow Traits: Bifactor Models of Personality and Prediction**

Fred Oswald, Rice University, **Discussant**

Submitter: Samuel McAbee, smcabee@gmail.com

## 250. Symposium/Forum: 9:00 AM–10:20 AM Room 304A

### The Narcissistic Leadership Paradox: Causes, Consequences, and Responses

This symposium brings together studies that illuminate the sometimes paradoxical forces underlying narcissists' tendency to seek out and then flounder in leadership roles. Narcissists' desire for power, compositional differences, passivity, and lack of humility are implicated as countervailing forces in this narcissistic leadership paradox.

Brian J. Hoffman, University of Georgia, **Chair**

Andrea L. Hetrick, University of Georgia, **Co-Chair**

Elizabeth L. Monahan, University of Georgia, Brian J. Hoffman, University of Georgia, Mark Foster, University of Georgia, **Moths to a Flame? Narcissistic Attraction to Leadership Roles**

Andrea L. Hetrick, University of Georgia, Alexander C. LoPilato, University of Georgia, Brittany Gentile, University of Georgia, Brian J. Hoffman, University of Georgia, **Narcissistic Motivation to Lead: Be Very Afraid**

Lily Cushenbery, Pennsylvania State University, Andrea L. Hetrick, University of Georgia, Megan N. Naude, Colorado State University, Samantha A. Stelman, Colorado State University, Maxine L. Parker, Pennsylvania State University, Tyler J. Slezak, University of Akron, Samuel T. Hunter, Pennsylvania State University, **Narcissistic Leaders' Reactions to Failure: Avoiding a Resolution With Followers**

Burak Oc, Universitat Pompeu Fabra, Michael R. Bashshur, Singapore Management University, Michael A. Daniels, Singapore Management University, Gary J. Greguras, Singapore Management University, Mano Ramakrishnan, HCL, **Leader Humility: A Singaporean Perspective**

W. Keith Campbell, University of Georgia, **Discussant**

Submitter: Andrea Hetrick, andreahetrick19@gmail.com

## 251. Symposium/Forum: 9:00 AM–10:20 AM Room 306A

### New Perspectives on Workplace Experiences of Sexual Orientation Minorities

This symposium features survey and experimental approaches toward understanding issues faced by lesbian, gay, bisexual, and transgender (LGBT) employees. Research explores a wage gap between LGBT and heterosexual employees, the disentanglement of gender nonconformity and sexual preference, means by which LGBT employees are "outed," and attitudes of gender transitioning employees.

Alex P. Lindsey, George Mason University, **Co-Chair**

Lisa Finkelstein, Northern Illinois University, **Co-Chair**

Alex P. Lindsey, George Mason University, Eden B. King, George Mason University, Afra S. Ahmad, George Mason University, Isaac E. Sabat, George Mason University, Yan Dong, George Mason University, **Examining the Wage Gap Between Gay and Straight Employees**

Cynthia Cerrantano, Northern Illinois University, Lisa Finkelstein, Northern Illinois University, **Disentangling Gender Nonconformity From Sexual Orientation in Perceptions of Applicants**

Isaac E. Sabat, George Mason University, Eden B. King, George Mason University, Alex P. Lindsey, George Mason University, Afra S. Ahmad, George Mason University, Amanda Anderson, George Mason University, **Prior Knowledge of Invisible Stigmas: Come Out or Be Outed**

Larry R. Martinez, Pennsylvania State University, Katina Sawyer, Villanova University, Christian N. Thoroughgood, Pennsylvania State University, Lucy Ohle, Villanova University, **Trans-itioning at Work: Impact of Gender Realignment on Workplace Attitudes**

Kristen Jones, George Mason University, **Discussant**

Submitter: Alex Lindsey, aplindse@gmail.com

## 252. Symposium/Forum: 9:00 AM–10:20 AM Room 306B

### Beyond Valence: Discrete Evaluative Emotions and Emotional Expression

This session considers theoretical and empirical distinctions among several discrete positive and negative emotions involved in the evaluation of others and oneself. Emotions to be discussed include pride, interest, gratitude, admiration, envy, disgust, anger, and hostility. Differential antecedents and behavioral responses among these emotions will be emphasized.

Michael T. Ford, University at Albany, SUNY, **Chair**

Michael T. Ford, University at Albany, SUNY, Choe E. Shannon, University at Albany, SUNY, John P. Agosta, University at Albany, SUNY, **Moral Emotions Toward Others at Work: Structure and Function**

Jill M. Sundie, Arizona State University, Daniel J. Beal, University of Texas at San Antonio, Sarah Roche, University of Texas at San Antonio, **Self-Relevance, Schadenfreude, and Sympathy: Understanding Emotional Responses to Others' Successes**

Xiaoxiao Hu, Old Dominion University, Seth A. Kaplan, George Mason University, **Is Feeling Good Good Enough? Differentiating Discrete Positive Workplace Emotions**

Andrea M. Bizarro, University of Connecticut, Lucy L. Gilson, University of Connecticut, Vicki J. Magley, University of Connecticut, **Trust and Displays of Emotion: A Multilevel Investigation**

Howard M. Weiss, Georgia Institute of Technology, **Discussant**

Submitter: Michael Ford, mford@albany.edu



## 253. Symposium/Forum: 9:00 AM–10:20 AM Room 311

### Statistical and Methodological Myths and Urban Legends: Part IX

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

Charles E. Lance, University of Georgia, **Chair**

George C. Banks, Longwood University, Sven Kepes, Virginia Commonwealth University, Michael A. McDaniel, Virginia Commonwealth University, **Publication Bias: Understanding Myths Underlying a Threat to Evidence-Based Practice**

Joel Koopman, Michigan State University, Michael Howe, Michigan State University, John R. Hollenbeck, Michigan State University, **Pulling the Sobel Test Up by Its Bootstraps**

Dev K. Dalal, University of Connecticut, Nathan T. Carter, University of Georgia, **Negatively Worded Items Negatively Impact Survey Research**

Dan J. Putka, HumRRO, Brian J. Hoffman, University of Georgia, **"The" Reliability of Job Performance Ratings Equals 0.52**

Robert J. Vandenberg, University of Georgia, **Discussant**

Submitter: Charles Lance, clance@uga.edu

## 254. Alternative Session Type: 9:00 AM–10:20 AM Room 314

### Ignite: The Essential Realistic Job Preview for Aspiring I-O Practitioners

I-O practitioners often find themselves doing things at work that they, as graduate students, would have been surprised to learn. To enlighten the next generation of applied professionals, 10 practitioners will each present 1 thing they wished they'd learned in graduate school about applied work, offering attendees developmental resources and guidance.

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

Laurie E. Wasko, Select International, **Presenter**

Joshua P. Liff, Oracle Corporation, **Presenter**

Hailey A. Herleman, Kenexa, an IBM Company, **Presenter**

Aaron M. Stehura, Development Dimensions International (DDI), **Presenter**

Kristen P. Cooper, CSX, **Presenter**

Melanie Coleman, Walmart, **Presenter**

Donald E. Lustenberger, Development Dimensions International (DDI), **Presenter**

Emily G. Solberg, CEB, **Presenter**

Andrea Silke McCance, Procter & Gamble, **Presenter**

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

Submitter: Donald Lustenberger, dondc95@gmail.com

## 255. Panel Discussion: 9:00 AM–10:20 AM Room 316C

### Coaching for Leadership Development: Global Perspective from International Coaches

In a world marked by volatility and uncertainty, executive coaching has been a mainstay of leadership development in mature markets for years and is rapidly becoming common in emerging markets. The panel will discuss similarities/differences, as seen through the eyes of non-U.S. coaches who have coached internationally and in the U.S.

Joanna Rock, Fisher Rock Consulting, **Chair**

Pradnya Parasher, Sierra Alta Consulting, **Panelist**

James D. Eyring, Organisation Solutions, **Panelist**

Ambica Saxena, YSC, **Panelist**

Maura Pauck, Integra Consulting, **Panelist**

Submitter: Pradnya Parasher, pradnya@sierraalta.in

## 256. Symposium/Forum: 9:00 AM–10:20 AM Room 317A

### An Examination of Work–Family Experiences in Different Occupations

This symposium extends Innstrand, Langballe, and Falkum's (2010) research findings that work–family experiences differ across occupations. Research on manufacturers, police, fast food workers, and farmers is presented using job demand–resource and boundary theories. A framework is presented that explains the role that occupations play in work–family strain.

Ann H. Huffman, Northern Arizona University, **Co-Chair**

Jaime B. Henning, Eastern Kentucky University, **Co-Chair**

Heather N. Odle-Dusseau, Gettysburg College, Russell A. Matthews, Bowling Green State University, Julie Ho Wayne, Wake Forest University, **Demands, Resources, and Work–Family Interactions of Manufacturing Employees**

Elizabeth M. Boyd, Indiana University–Purdue University Indianapolis, **The Low-Wage Exemplar: Fast Food Jobs and Work–Family Conflict**

Kelsey-Jo Ritter, Bowling Green State University, Russell A. Matthews, Bowling Green State University, Rachel T. King, Bowling Green State University, Jaime B. Henning, Eastern Kentucky University, **When Family-Supportive Supervisor Behaviors Lead to Organizational Perceptions**

Justin M. Sprung, Luther College, Steve M. Jex, Bowling Green State University, **Farming and Work–Family Facilitation: Positive Spillover and Crossover Effects**

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

## 257. Symposium/Forum: 9:00 AM–10:20 AM Room 318A

### The Influence of Sleep on Work Outcomes

Applied psychology has long neglected the topic of sleep as relevant to employees. This symposium focuses on how sleep influences employees, focusing on important outcomes of aggression, abusive supervision, moral awareness, and unethical behavior. These papers highlight the importance of employee sleep for work-related cognition and behavior.

Christopher M. Barnes, University of Washington, **Chair**

Christopher J. Budnick, Northern Illinois University, Larissa Barber, Northern Illinois University, Jade S. Jenkins, Northern Illinois University, **Sleep and Aggressive Reasoning**

Christopher M. Barnes, University of Washington, Lorenzo Lucianetti, University of Chieti and Pescara, Devasheesh Bhawe, Singapore Management University, Michael S. Christian, University of North Carolina, **A Dynamic Multilevel Model of Sleep and Abusive Supervision**

Christopher M. Barnes, University of Washington, Brian Gunia, Johns Hopkins University, David T. Wagner, Singapore Management University, **If You Don't Snooze, You Lose (Your Moral Awareness)**

David Welsh, University of Arizona, Aleksander P. J. Ellis, University of Arizona, Michael S. Christian, University of North Carolina, Ke Mai, University of Arizona, **Sleep and Unethical Behavior: Caffeine and Social Influence as Moderators**

Sabine Sonnentag, University of Mannheim, **Discussant**

Submitter: Christopher Barnes, chris24b@uw.edu

## 258. Symposium/Forum: 9:00 AM–10:20 AM Room 318B

### Exploring the Utility of Resilience in I-O Research and Practice

The study of psychological resilience has exploded in psychology and medicine. However, little research on psychological resilience has appeared in I-O outlets. This symposium examines whether there may be utility in incorporating psychological resilience into I-O and what challenges and opportunities may lay ahead for I-O researchers and practitioners.

Winy Shen, University of South Florida, **Chair**

David M. Klieger, Educational Testing Service (ETS), **Chair**

Thomas W. Britt, Clemson University, **Implications of Extant Resilience**

**Theory and Research for Industrial-Organizational Psychology**

Matthew R. Grossman, University of South Florida, Winy Shen, University of South Florida, Derek Hutchinson, University of South Florida, Kimberly Johnson, University of South Florida, Andrew J. Thurston, University of South Florida, **Personality and Situational Correlates of Resilience: A Meta-Analysis**

Jeremy T. Burrus, Educational Testing Service (ETS), Richard D. Roberts, Educational Testing Service (ETS), **Core Self-Evaluation as a Predictor of Future Workforce Entry**

David M. Klieger, Educational Testing Service (ETS), Chelsea Ezzo, Educational Testing Service (ETS), Steven Holtzman, Educational Testing Service (ETS), **Evaluating Resilience for Admissions to Graduate and Professional School**

Robert R. Sinclair, Clemson University, **Discussant**

Submitter: Winy Shen, wshen@usf.edu

## 259. Symposium/Forum: 9:00 AM–10:20 AM Room 323A

### Workplace Mistreatment Climate: Nipping Mean Behavior Before It Starts

Workplace mistreatment remains a serious and costly issue for organizations. Researchers have long sought ways to reduce workplace mistreatment. This symposium focuses on mistreatment climate and includes 4 studies using meta-analytical, multilevel, and longitudinal research designs. The 4 studies all address how different types of climate may deter mistreatment.

Liu-Qin Yang, Portland State University, **Co-Chair**

Stacey R. Kessler, Montclair State University, **Co-Chair**

Liu-Qin Yang, Portland State University, David E. Caughlin, Portland State University, Michele W. Gazica, University of South Florida, Donald M. Truxillo, Portland State University, Paul E. Spector, University of South Florida, **Workplace Mistreatment Climate and Potential and Target Outcomes: A Meta-Analysis**

Juliya Golubovich, Michigan State University, Chu-Hsiang Chang, Michigan State University, **Differentiating Violence Prevention Climate From Safety Climate**

Zhiqing E. Zhou, University of South Florida, Xinxuan Che, University of South Florida, **From Experienced to Instigated Workplace Incivility: Moderating Effects of Climates**

Stacey R. Kessler, Montclair State University, Stephanie A. Andel, University of South Florida, Gary Kleinman, Montclair State University, Paul E. Spector, University of South Florida, **Conscientiousness as a Moderator of Climate and Mistreatment**

Michael Leiter, Acadia University, **Discussant**

Submitter: Liu-Qin Yang, liuqinyang@pdx.edu

## 260. Panel Discussion: 9:00 AM–10:20 AM Room 323B

### Considerations and Best Practices in Managing Expatriate Talent

Increased globalization and pressure to exploit emerging markets has increased the need for top talent to take international assignments. Yet many companies do not have a strategy for managing their expatriates. This session addresses research and best practices at each stage in the expatriate lifecycle (predeparture, upon arrival, ongoing, repatriation).

Christopher T. Rotolo, PepsiCo, **Chair**

Victoria J. Smoak, PepsiCo, **Panelist**

Amy Dawgert Grubb, Federal Bureau of Investigation, **Panelist**

Johanna E. Johnson, California Polytechnic State University, **Panelist**

Paula Caligiuri, Northeastern University, **Panelist**

Submitter: Christopher Rotolo, chris@behavioralinsights.com

## 261. Roundtable/Conversation Hour: 9:00 AM–10:20 AM Room 324

### Communities of Applied Psychologists Outside the US

This roundtable/conversation hour continues an effort begun with SIOP 2013 to help members establish and become more proactive in grass-roots, local communities of applied/work psychologists outside the US. Presenters will share work underway, discuss challenges, and agree on courses of action for collaboration leading up to SIOP 2015.

Alison R. Eyring, Organisation Solutions Pte, Ltd., **Host**

William L. Farmer, Navy Personnel Research, Studies, & Technology, **Host**

Milt Hakel, Bowling Green State University, **Host**

Barbara Kozusznik, University of Silesia, Katowice, **Host**

Rosalind H. Searle, Coventry University, **Host**

Submitter: Alison Eyring, areyring@organisationsolutions.com

## 262. Panel Discussion: 9:00 AM–10:20 AM Room 305B

### One Step Closer Into the Essence of Performance Measurement

The goal of this panel is to provide examples and experience-based guidance related to ways of collecting, analyzing and presenting criteria related information. Capturing the essence of job performance is not an easy endeavor, but sharing best practices about this topic can only benefit those involved in this area.

Irina F. Cozma, Development Dimensions International (DDI), **Chair**

Dan Ispas, Illinois State University, **Panelist**

Mei-Chuan Kung, Select International, Inc., **Panelist**

Greg F. Schmidt, Microsoft, **Panelist**

Donald R. Scott, Development Dimensions International (DDI), **Panelist**

Kimberly A. Wrenn, CEB, **Panelist**

Submitter: Irina Cozma, irina.cozma@ddiworld.com

## 263. Special Events: 9:00 AM–10:20 AM Theatre 310

**1.5 CE credits  
for attending**

### Theme Track: Neuroscience Meets Leadership

This session will focus on research that connects the study of neuroscience, including cognitive processes and brain functions, with the study of leadership development and effectiveness. The format of the session is 3 "TED-style talks," which involve dynamic speakers presenting information in a digestible, engaging manner.

Steven A. Y. Poelmans, EADA Business School, **Presenter**

David A. Waldman, Arizona State University, **Presenter**  
 William Becker, Texas Christian University, **Presenter**  
 Samantha A. Taylor, Novo Nordisk Inc., **Coordinator**  
 Kristen M. Shockley, Baruch College and The Graduate Center-CUNY,  
**Coordinator**

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

## 264. Poster Session: 9:30 AM–10:20 AM

### Ballroom C

#### Motivation/Rewards/Compensation

##### 264-1 Identifying and Measuring Job Hopping Motives

Two motives for job hopping were theorized: an escape motive and an advancement motive. A corresponding scale was validated across 2 samples of working adults. Traits associated with escape suggest a negative reactivity; traits associated with advancement suggest a positive proactivity. Both motives related to job history and turnover cognitions.

Christopher J. Lake, University of Minnesota, Duluth  
 Scott Highhouse, Bowling Green State University  
 Submitter: Christopher Lake, lakec@d.umn.edu

##### 264-2 Effect of Humor on Employee Work Engagement

The nature of the relationship among 3 different types of humor used by supervisors and employee engagement as mediated by positive emotions was examined. Only positive humor had a relationship that was mediated. Two relationships were modified by transformational leadership, suggesting that humor is not always beneficial. Implications are discussed.

Ashita Goswami, Central Michigan University  
 Prakash K. Nair, Infosys Ltd  
 Michael Grossenbacher, Central Michigan University  
 Submitter: Ashita Goswami, goswa1a@cmich.edu

##### 264-3 The Masks We Share: Impression Management Motives and Behavioral Integrity

This poster studies the influence of managers' impression management motive on their employees' job performance. Behavioral integrity is suggested to mediate the relationship, and it is argued that employees' impression management motive moderates the indirect effect of managers' impression management motive. Results from 89 unique manager–employee dyads in South Korea provided support.

Haeseen Park, Cornell University  
 Hannes Leroy, Cornell University  
 Lisa Dragoni, Cornell University  
 Tony Simons, Cornell University  
 Seokhwa Yun, Seoul National University  
 Submitter: Haeseen Park, hp289@cornell.edu

##### 264-4 The Application of Goal-Setting Theory to Gamification

Gamification is an increasingly popular motivational intervention in organizations, yet research is lagging. Goal-setting theory is tested as a theoretical framework to explain the effect of gamification on performance. Results indicate that a leaderboard is as effective a motivator as a difficult specific goal, and goal commitment moderates this effect.

Kristina N. Bauer, University of West Florida  
 Rachel C. Callan, Old Dominion University  
 Katelyn J. Cavanaugh, Old Dominion University  
 Richard N. Landers, Old Dominion University  
 Submitter: Kristina Bauer, kbauer@uwf.edu

##### 264-5 The Role of Cognitive Depletion in Goal Achievement

This study was conducted to test whether individuals conserve resources when faced with successive demanding tasks. A laboratory study examined the effect of number of anticipated tasks and goal level on task performance. Results indicate no differences between groups, suggesting participants did not actively seek to conserve resources.

Patrick Bradshaw, Georgia Institute of Technology  
 Stefanie A. Plemmons, Georgia Institute of Technology  
 Rustin D. Meyer, Georgia Institute of Technology  
 Submitter: Patrick Bradshaw, rpbradshaw@gmail.com

##### 264-6 Gamification in Psychology: A Review of Theory and Potential Pitfalls

This paper investigates how psychological theories of learning and motivation can be applied in the context of gamification. Examples of gamification in organizations are used to discuss potential problems practitioners may face and how these can be explained through theory and research as well as recommendations for improving gamification interventions.

Rachel C. Callan, Old Dominion University  
 Kristina N. Bauer, University of West Florida  
 Michael B. Armstrong, Old Dominion University  
 Richard N. Landers, Old Dominion University  
 Submitter: Rachel Callan, rjohn104@odu.edu

##### 264-7 A Self-Enhancement Perspective on Idiosyncratic Deals

Recent work has proposed viewing the consequences of idiosyncratic deals within a self-enhancement framework. Drawing on tactical self-enhancement (Sedikides & Strube, 1997), this poster examined self-enhancement as a framework for determining who requests idiosyncratic deals, and under what conditions. Support was found for these predictions in a multiwave study.

Lance Ferris, The Pennsylvania State University  
 Ying Hong, McMaster University  
 Christopher C. Rosen, University of Arkansas  
 Chun-Hsiao Wang, McMaster University  
 Submitter: Lance Ferris, lanceferris@gmail.com

##### 264-8 A Meta-Analysis of Action-State Orientation and its Antecedents and Outcomes

This poster examined the link between action-state orientation and its personality-based antecedents and outcomes. As expected, it was found that action-state orientation correlates positively with Conscientiousness, Extraversion, and positive affect, and negatively with Neuroticism and negative affect. Regarding outcomes, action-state orientation correlates positively with effort and performance as expected.

Simon J. Golden, Michigan State University  
 Abdifatah A. Ali, Michigan State University  
 Chu-Hsiang Chang, Michigan State University  
 Russell E. Johnson, Michigan State University  
 Submitter: Simon Golden, goldensi@msu.edu

##### 264-9 Keeping the Faith: Baseline-Skill and Task-Specific Self-Efficacy Following Failure

This study examined the patterns of self-efficacy before, during, and following manipulated failure. Findings indicate that decreases in self-efficacy following failure endured even after normal performance-levels resumed. Moreover, baseline skill was positively associ-



ated with the rate at which individuals regained confidence. Results are discussed regarding the design of self-efficacy interventions.

Jay H. Hardy, University of Oklahoma

Submitter: Jay Hardy III, jhhardy@ou.edu

#### **264-10 Funding Models and Health Workforce Outcomes: A Systematic Review**

A systematic review of funding models (e.g., pay-for-performance, fee-for-service) was conducted to determine their effects on health-care providers. Results showed that changes to funding models are frequently disliked and that specific factors must be taken into account for models to be successful at changing behavior and improving provider outcomes.

Sara Mallinson, Alberta Health Services

Stephanie Hastings, Alberta Health Services

Gail D. Armitage, Alberta Health Services

Karen Jackson, Alberta Health Services

Esther Suter, Alberta Health Services

Submitter: Stephanie Hastings, stephanie.hastings@albertahealthservices.ca

#### **264-11 The Influence of Instructor Interpersonal Style on Student Motivation**

This study examined the relationship between perceptions of instructor interpersonal styles and students' self-determined motivation. Results suggest instructor warmth and dominance improve students' autonomous motivation. Instructors high in warmth increase students' level of autonomous motivation in a classroom context to a greater degree than instructors high in dominance.

Perry Barnes, Eastern Kentucky University

Jaime B. Henning, Eastern Kentucky University

Justin K. Benzer, VA Healthcare System

Jonathan Gore, Eastern Kentucky University

Submitter: Jaime Henning, jaime.henning@eku.edu

#### **264-12 Mapping the Domain of Pay Secrecy**

This theoretical piece explores the issue of pay secrecy by reconceptualizing it as the intersection of 2 continua of pay information: people (distributive) and process (procedural) components. Through the lens of expectancy theory, the differential effects of the proposed pay secrecy matrix on employee motivation and satisfaction are explored.

Sarah M. Holtzen, University of Arkansas

Nina Gupta, University of Arkansas

Submitter: Sarah Holtzen, sholtzen@walton.uark.edu

#### **264-13 Age Differences in Work Motivation: Same in Different Countries?**

Several studies have shown consistent relationships between age and work motivation, which could lead to the assumption that these patterns are universal. This study examines relationships between age and work motivation in a large sample based on 16 countries (N=67659) and investigates whether these relationships are moderated by country culture.

Ilke Inceoglu, University of Surrey

Jesse Segers, University of Antwerp

Dave Bartram, CEB

Alexandra Livesey, CEB

Submitter: Ilke Inceoglu, i.inceoglu@gmail.com

#### **264-14 Participative Practices, Social Cohesion, Voluntary Turnover, and Labor Productivity**

This poster identifies how participative practices improve productivity. It was found that participative practices enhance social cohesion and reduce voluntary turnover through social cohesion. It was also indicated that organization-based incentives improve labor productivity through voluntary turnover whereas employee involvement increases it through social cohesion and voluntary turnover.

Andrea Kim, Sungkyunkwan University

Kyongji Han, University of Minnesota-Duluth

Submitter: Andrea Kim, vivahr.andy@gmail.com

#### **264-15 Determinants of Top Management Team (TMT) Pay Dispersion**

This study examines the determinants of top management team (TMT) pay dispersion at the industry, organizational, and CEO levels. Results suggest that organizations in the munificent industries and managed by powerful CEOs (i.e., longer tenure and duality) are more likely to have more dispersed compensations for TMT.

Won-Yong Oh, University of Calgary

Young K. Chang, University of Wisconsin-Whitewater

Jeong-Yeon Lee, University of Kansas

Submitter: Jeong-Yeon (Jay) Lee, jaylee@ku.edu

#### **264-16 Future Work Selves, Procrastination, and Job Search**

This poster proposes that salient future work selves indirectly affect job seekers' goal-driven behaviors through motivation control and self-defeating cognition. Results from 194 job seekers largely supported the importance of future work selves in increasing individuals' motivation and confidence to overcome the stress associated with the job search process.

Vivien K.G Lim, National University of Singapore

Sherry Aw, National University of Singapore

Thompson Teo, National University of Singapore

Submitter: Vivien Lim, bizlimv@nus.edu.sg

#### **264-17 JCM, VIE and Engagement in Predicting Federal Workers' Performance**

The relative effectiveness of the JCM and VIE theories as predictors of performance and the mediating role of employee engagement in federal employees (N = 42,020) were compared. VIE was a stronger predictor of performance and rewards than JCM. Engagement fully mediated the relationship between JCM and performance.

Thomas E. Mitchell, University of Baltimore

Peter Leeds, U.S. Merit Systems Protection Boards

Kristi N. Grimes, University of Baltimore

Submitter: Thomas Mitchell, tmitchell@ubalt.edu

#### **264-18 A Closer Look at Individual Differences in Work Motivation**

Several individual difference constructs were examined to assess the unique contribution of each to the work motivation literature. Results suggest that there is significant overlap among purportedly distinct constructs in terms of construct definitions and predictive validity, and different measures of the same construct diverge significantly from one another.

John J. Donovan, Rider University

Jessica M. Nicklin, University of Hartford

Submitter: Jessica Nicklin, jessicamnicklin@gmail.com

**264-19 Perceived Autonomy Supportive Supervision and Subordinate Feedback Seeking**

Based on self-determination theory, and using data collected at 2 time periods, results show the relationship between autonomy supportive supervision and subordinate feedback seeking is partially mediated by task autonomy and fully mediated by informal supervisor feedback and subordinate relationship building.

Gerard Beenen, California State University, Fullerton

Shaun Pichler, California State University, Fullerton

Submitter: Shaun Pichler, spichler@fullerton.edu

**264-20 Examining the Impact of Manager Recognition Training on Unit Performance**

A quasi-experimental field study was used to examine the impact of managerial training for employee recognition on unit-level performance and the occurrence of employee recognition using objective recognition data. Results indicate the training program lead to more recognition and improved unit performance compared to the control group.

Roy Saunderson, Recognition Management Institute

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

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

**264-21 The Dark Side Of Recognition: A Multilevel Model Examination**

This study explored a topic not often examined in the academic literature: employee recognition from the perspective of those observing coworkers receive awards that they did not also receive. Using a social comparison framework, a longitudinal study examined this phenomenon and its relationship to perceived organizational support.

Daniel B. Shore, George Mason University

Clifford R. Haimann, George Mason University

Submitter: Daniel Shore, danielshore86@gmail.com

**264-22 Older Worker Performance: Future Time Perspective, Regulatory Focus, and SOC**

This study examines the behavioral processes through which future time perspective (FTP) and regulatory focus may influence performance for older workers. Specifically, FTP was found to influence regulatory focus, which influenced the use of SOC behaviors, which prior research suggests has an influence on job performance.

Kevin T. Wynne, Development Dimensions International (DDI)

Boris B. Baltes, Wayne State University

Daniel R. Krenn, Wayne State University

Mgrdich A. Sirabian, Wayne State University

Annet de Lange, Radboud University Nijmegen

Submitter: Mgrdich Sirabian, sirabianian@gmail.com

**264-23 Extending Uncertainty Management Theory: How Fairness Awareness Affects Decision Making**

This poster extends uncertainty management theory by suggesting that even a subtle priming of fairness, as opposed to an experienced-based perception, provides a sufficient means of alleviating uncertainty concerns. The idea is tested in a decision-making context involving pricing decisions. Data from an archival study and 2 experiments support the arguments.

Dustin J. Slesman, University of Delaware

Donald E. Conlon, Michigan State University

Submitter: Dustin Slesman, slesman@udel.edu

**264-24 Progress Variability and Effort Intensity: Venture Goal Commitment as Moderator**

The relationship between perceived progress and entrepreneurial effort intensity was examined over 3 months. Experience-sampling data from 111 early-stage entrepreneurs indicated that momentary perceived progress predicted greater effort intensity. Progress variability over time negatively predicted effort intensity. Venture goal commitment attenuated the negative relationship between progress variability and effort intensity.

Marilyn A. Uy, Nanyang Technological University

Maw-Der Foo, University of Colorado, Boulder

Remus Ilies, National University of Singapore

Submitter: Marilyn Uy, uymarilyn@gmail.com

**264-25 Achievement Motivation: Incremental Validity in Concurrent and Predictive Designs**

This poster investigated the relationship between achievement motivation and job performance using both job incumbents and job applicants. Achievement motivation showed criterion and incremental validity over cognitive ability in both groups. No evidence for differential prediction was found.

Andrew L. Salmonson, Illinois State University

Dan Ispas, Illinois State University

Alexandra Ilie, Illinois State University

Dragos Iliescu, NSPAS University, Bucharest, Romania

Kevin L. Askew, University of South Florida

Michael E. Rossi, University of South Florida

Submitter: Dan Ispas, dispas@gmail.com

**265. Symposium/Forum: 9:30 AM–10:20 AM Room 304B****It's Not You, It's Me: Candidate Selection Process Drop-Out Rates**

Human resource teams put significant effort into attracting qualified, talented people to apply to positions in their organizations. However, during the applicant process, large numbers of online applicants remove themselves from consideration. This symposium brings together selection process experts across industries to present organizational research on why candidates drop-out.

Cole Napper, Frito-Lay North America (PepsiCo), **Chair**

Brandon W. Jordan, Kenexa, an IBM Company, Erica L. Hauck, Kenexa, an IBM Company, Christina M. Banister, Kenexa, an IBM Company,

Kevin Impelman, Kenexa, an IBM Company, **Applicant Drop-Off: The Who and the When**

Victoria A. Davis, Marriott International, Steve Hall, Marriott International,

**Where Did We Lose You? Strategies Addressing Applicant Withdrawal Behavior**

Cole Napper, Frito-Lay North America (PepsiCo), Lauren E. McEntire, PepsiCo, Chelsea N. Charron, University of Texas-Arlington, **The One**

**That Got Away or Didn't Want You Anyway**

Heather E. Lomason, Assess Systems, Adam H. Kabins, Assess Systems,

**Please, Stay! Assessing Candidate Drop Off by Protected Class**

Submitter: Cole Napper, cole.napper@pepsico.com

## 266. Special Events: 9:30 AM–10:20 AM Room 309

### Executive Board Invited Session: SIOP Living History Series: An Interview with Edward Lawler

The SIOP Living History Series is a series of interviews of influential individuals in the history of I-O psychology conducted at each SIOP conference. This year, the SIOP historian will interview Edward E. Lawler III, who has made many contributions to the field of I-O as both an academic and practitioner, perhaps most notably in the field of compensation.

Kevin T. Mahoney, South Dakota State University, **Chair**  
Edward E. Lawler, University of Southern California, **Presenter**

## 267. Special Events: 9:30 AM–10:20 AM Room 317B

### M. Scott Myers Award: Team Dimensional Training: A Strategy for Guided Team Self-Correction



A 9-year research program on best practices for debriefing teams culminated in the development of a strategy shown to improve learning in 2 high risk environments: Naval Submarine Warfare and NASA Mission Control. Guidelines will be shared with respect to conducting team debriefs and coordinating multiorganizational programs of research.

David P. Baker, IMPAQ International, **Host**  
Kimberly A. Smith-Jentsch, University of Central Florida, **Presenter**  
Dana Milanovich Costar, OrgVitality LLC, **Presenter**  
Stephanie C. Payne, Texas A&M University, **Presenter**  
Alicia Sanchez, University of Central Florida, **Presenter**  
Danielle C. Merket, Naval Air Warfare Center Training Systems Division (NAWCTSD), **Presenter**  
Janis A. Cannon-Bowers, University of Central Florida, **Presenter**  
Eduardo Salas, University of Central Florida, **Presenter**

## 268. Panel Discussion: 9:30 AM–10:20 AM Room 322AB

### Assessor Perspectives: Ying and Yang of Technology-Enhanced Assessment Centers

The effects of technology on assessment centers (ACs) are not well understood. The aim of this panel is to advance the knowledge of the impact of technology on the critical role of assessor, an area of research that has been unexplored. Panel members include 5 AC experts with diverse experiences.

Sandra Hartog, Sandra Hartog & Associates/Fenestra, Inc, **Chair**  
Lynn Collins, Sandra Hartog & Associates/Fenestra, **Panelist**  
Jessica Osedach, Bank of America, **Panelist**  
Stephanie Butler, Assess Systems, **Panelist**  
Sandra Schlebusch, LEMASA (Pty) Ltd., **Panelist**  
Janis M. Ward, J. M. Ward Consulting, **Panelist**

Submitter: Lynn Collins, lynn.collins@fenestrainc.net

## 269. Symposium/Forum: 9:30 AM–10:20 AM Room 323C

### New Perspectives on Implicit Processes in Organizations

Three empirical studies are presented demonstrating the criticality of implicit processes in fully understanding employee behavior and reactions. Implicit approach and avoidance motivation, leadership conceptualizations, and job satisfaction predict task performance, OCB, and CWB, above and beyond their explicit counterparts. Participants reacted neutrally to attempts to change implicit attitudes.

Jennifer L. Unnerstall, University of Missouri-St. Louis, **Co-Chair**  
Stephanie M. Merritt, University of Missouri-St. Louis, **Co-Chair**  
Russell E. Johnson, Michigan State University, Chu-Hsiang Chang, Michigan State University, **Relations of Implicit Approach and Avoidance Motives With Work Outcomes**  
Peter D. Harms, University of Nebraska, Lincoln, Seth M. Spain, Binghamton University, **An Indirect Approach to Measuring Trait-Based Leadership Styles**  
Jennifer L. Unnerstall, University of Missouri-St. Louis, Stephanie M. Merritt, University of Missouri-St. Louis, **Implicit Satisfaction: Relationships With OCB and Reactions to Manipulation Attempts**  
Alex Stajkovic, University of Wisconsin-Madison, **Discussant**  
Submitter: Jennifer LaChapell, jllachapell@mail.umsi.edu

## 270. Roundtable/Conversation Hour: 9:30 AM–10:20 AM Room 327

### Competency Modeling Research Collaboration: Making Connections Between Practice and Science

This roundtable will provide a forum for practitioners and researchers to exchange information related to the science and practice of competency modeling. The roundtable invites researchers to share findings and practitioners to share recent practices to stimulate collaborations around topics and directions for future competency modeling research and use.

Mark C. Frame, Middle Tennessee State University, **Host**  
Kari R. Strobel, Society for Human Resource Management, **Host**  
Amber Fritsch, Middle Tennessee State University, **Host**  
Submitter: Amber Fritsch, af3i@mtmail.mtsu.edu

## 271. Poster Session: 11:00 AM–11:50 AM Ballroom C

### Research Methods/Measurement/Statistical Techniques

#### 271-1 Applying the Actor–Partner Interdependence Model to Interpersonal Interactions Between Teammates

Mixed-model regression and the actor–partner interdependence model (APIM) were both used to analyze team member first impressions, stress, and performance satisfaction. Results highlight deficiencies of mixed-model regression in estimating relational influences of partner first impression and stress levels on performance satisfaction. Implications for research regarding teammate interpersonal relationships are discussed.

Andrea M. Bizarro, University of Connecticut  
Robert Henning, University of Connecticut  
Submitter: Andrea Bizarro, andrea.bizarro@uconn.edu

#### 271-2 Developing Ideal Intermediate Personality Items for the Ideal Point Model

This study investigated the psychometric properties of intermediate personality items. Findings show that intermediate items can be constructed in 4 different domains (FACT). The inclusion of intermediate items will improve the model fit and measurement accuracy of personality measures based on the ideal point model.

Mengyang Cao, University of Illinois at Urbana-Champaign  
Fritz Drasgow, University of Illinois at Urbana-Champaign  
SeongHee Cho, University of Illinois at Urbana-Champaign  
Submitter: Mengyang Cao, pkucmy@gmail.com



**271-3 Measuring Implicit Followership Theories With Cue Validity**

These studies developed a measure of implicit followership theories (IFT's) using semantic differential measurement items in order to incorporate cue validity. In Study 1, a content analysis was performed on items characterizing followers across 8 contexts. In Study 2, the factor structure was explored and subsequently confirmed.

Patrick T. Coyle, Virginia Tech  
 Kathleen B. Snead, Virginia Tech Provost's Office  
 Roseanne J. Foti, Virginia Tech  
 Yashna Shah, Virginia Tech  
 Nicole J. Thompson, Virginia Tech  
 Jessica Massara, Virginia Tech  
 Submitter: Patrick Coyle, coylep23@vt.edu

**271-4 Perceived Workplace Status: Scale Development and Validation**

Despite growing scholarly interest in the effects of employees' status on work outcomes, no widely accepted or validated scale to measure the construct exists. This poster develops and validates a measure of employee perceived workplace status. Results provide evidence for the validity and utility of the new scale.

Emilija Djurdjevic, University of Arkansas  
 Adam C. Stoverink, Northern Illinois University  
 Anthony Klotz, Oregon State University  
 Serge P. da Motta Veiga, Lehigh University  
 Submitter: Emilija Djurdjevic, edjurdjevic@mail.uri.edu

**271-5 A Preliminary Validation Study of the Professional Self-Awareness Scale**

This study details the development, testing, and analysis of a Professional Self-Awareness Scale (PSA). The 20-item scale is broken down into 3 factors: Self-Monitoring, Appraisal of Strengths, and Openness to Feedback. The PSA was created to improve the coaching experience, allowing coaches to track clients' self-awareness development.

Kyla J. Dvorak, Colorado State University  
 Jaclyn M. Menendez, Colorado State University  
 Lauren E. Cotter, Colorado State University  
 Alyssa M. Gibbons, Colorado State University  
 Submitter: Kyla Dvorak, kyla.dvorak@gmail.com

**271-6 A Rose Is a Rose: Is a "Method" a Method?**

It was hypothesized that measurement methods that also have substantive interpretations would exhibit more method variance than substantively unrelated methods. Results from reanalysis of 160 MTMM matrices supported this hypothesis for AC exercises and rater sources (but not occasions) as compared to different scale formats and test forms as methods

Charles E. Lance, University of Georgia  
 Yi Fan, University of Georgia  
 Allison B. Siminovsky, University of Georgia  
 Christopher D. Morgan, University of Georgia  
 Submitter: Yi Fan, fanyuiga@gmail.com

**271-7 The Role of Similarity Measurement in Understanding Homophily: A Meta-Analysis**

The measurement of similarity has varied across research and practice in the person-environment fit, relational demography, and congruence literatures. In a meta-analytic review of these literatures, similarity oper-

ationalization and level of analysis were found to moderate homophily strength or the extent to which similarity affects relationship strength.

David R. Glerum, University of Central Florida  
 Jennifer Feitosa, University of Central Florida  
 Rebecca Grossman, University of Central Florida  
 Dana Joseph, University of Central Florida  
 Submitter: David Glerum, glerumd@knights.ucf.edu

**271-8 Personality Test Faking as a Shift in Response Process**

This poster proposes the situational press of the employee selection scenario elicits an entirely different response process than under nonmotivated response conditions. Whereas nonmotivated responses involve a comparison of self and item, under selection conditions respondents simply try to "dominate" the item or get the "correct" response.

Li Guan, University of Georgia  
 Nathan T. Carter, University of Georgia  
 Benjamin A. Tryba, Florida Institute of Technology  
 Richard L. Griffith, Florida Institute of Technology  
 Submitter: Li Guan, aguan0215@gmail.com

**271-9 Principal Components and Factor Scores in Multiple Regression: A Simulation**

OLS regression is commonly used in psychology, but it is vulnerable to multicollinearity and shrinkage. Principal components and factor analyses can be used to overcome these limitations. To better understand when these 2 methods outperform OLS regression, a large-scale Monte Carlo simulation was conducted under a range of data configurations.

Christopher R. Huber, University of Minnesota  
 Jeff A. Jones, University of Minnesota  
 Submitter: Christopher Huber, huber195@umn.edu

**271-10 SIMGGUM: A Simulation Program for Generalized Graded Unfolding Model Data**

A program was written in the R programming language to simulate item response data according to the generalized graded unfolding model. In addition, the program sends the simulated data to GGUM2004 and provides researchers with files containing the GGUM2004 parameter estimates and relevant simulation indices such as bias and RMSE.

Alexander C. LoPilato, University of Georgia  
 Nathan T. Carter, University of Georgia  
 Submitter: Alexander LoPilato, alex.lopilato@gmail.com

**271-11 The Unification of Bayesian Principles and Generalizability Theory**

This poster examined the benefits gained by applying Bayesian methods to generalizability theory. Specifically, it focused on how Bayesian methods can overcome issues associated with estimating the variance components and their standard errors.

Alexander C. LoPilato, University of Georgia  
 Nathan T. Carter, University of Georgia  
 Submitter: Alexander LoPilato, alex.lopilato@gmail.com

**271-12 Exploring the Nature of Positively- and Negatively-Keyed Personality Items**

This research explored the nature of the biases associated with positively and negatively keyed personality items. Social desirability

ty and rule consciousness were found to have strong and significant relations with the keying factors, whereas acquiescence was only related to the negative-keying factor, and cognitive ability was not related to either.

Matthew J. W. McLarnon, University of Western Ontario

Richard D. Goffin, University of Western Ontario

Travis J. Schneider, University of Western Ontario

Norman G. Johnston, Private Practice

Submitter: Matthew McLarnon, mmclarno@uwo.ca

### 271-13 SLODR-House Rules: EI Tests Less g-Loaded in Higher Ability Groups



Analyses supported hypotheses that (a) maximal performance tests of Emotional Intelligence (EI) are less g-loaded in higher ability ( $r = .26$ ) groups than in lower ability groups ( $r = .59$ ), and (b) the generalizability of Spearman's Law of Diminishing Return to EI. Results illuminate relationships between EI and general ability.

Peter Legree, U.S. Army Research Institute

Heather M. Mullins, George Mason University

Kate LaPort, George Mason University

Richard D. Roberts, ETS

Submitter: Heather Mullins, heather.m.mullins@gmail.com

### 271-14 Polytomous Item Response Theory Model Comparisons for Computer Adaptive Tests

Computer adaptive testing (CAT) in personality assessment has advanced due to polytomous item response theory (IRT) models. Polytomous IRT is still in its infancy, and there are no established guidelines on choosing a polytomous model. This poster provides a real-world application of polytomous IRT to help inform other researchers and practitioners.

Travis J. Schneider, University of Western Ontario

Julie J. Carswell, Sigma Assessment Systems

Matthew J. W. McLarnon, University of Western Ontario

Submitter: Travis Schneider, tschnei3@uwo.ca

### 271-15 Misleading Influence in I-O: Insensitive Standardized Weights in OLS Regression



This study targets the issues associated with interpreting beta weights obtained from ordinary least squares (OLS) regression. Techniques proposed by Waller (2008) were used to demonstrate the sensitivity of beta weights in OLS regression. The level of sensitivity of published beta weights was examined and implications discussed.

Sarah G. Semmel, University of Minnesota

Deniz S. Ones, University of Minnesota

Submitter: Sarah Semmel, sgsemmel@gmail.com

### 271-16 Effects of Item Type and Estimation Method on Scale Validity

Personality scale validity was compared using a variety of estimation methods (CTT, adjusted-CTT, SGR, GGUM) and item types (monotonic vs. nonmonotonic). Regardless of item type or estimation method, trait estimates were highly correlated. Using job performance ratings as the outcome, all estimation procedures resulted in comparable validity.

Andrew Speer, SHL

Submitter: Andrew Speer, speer1ab@cmich.edu

### 271-17 Design and Validation of Two Climate Measures

This poster utilized items from an employee opinion survey to design measures of empowerment and reward climate and validated using a sample of 2,103 employees affiliated with 169 organizations in the U.S. and Europe. Results suggest that survey items developed for practitioner use can be utilized for scientific research.

Molly L. Delaney, Northern Illinois University/CEB

Mahesh V. Subramony, Northern Illinois University

Amanda Durik, Northern Illinois University

Submitter: Mahesh Subramony, msubramony@niu.edu

### 271-18 Exploring the Nature and Prediction of Job Performance Profiles

Using supervisor ratings of 302 managers, this study applied latent profile analysis to the study of job performance. Four profiles of performers were identified. Mean differences of the 5 factor model (FFM) personality traits were then investigated across profiles. Results suggested that the FFM could help distinguish classes of performers.

Rima Tarraf, University of Western Ontario

Matthew J. W. McLarnon, University of Western Ontario

Mitchell Rothstein, University of Western Ontario

James P. O'Brien, Saint Mary's University

Submitter: Rima Tarraf, rima.tarraf@gmail.com

### 271-19 Improving Differential Item Functioning (DIF) Detection in Personality Measurement

The increasing importance of testing fairness in I-O psychology necessitates improved methods for DIF detection. This study using simulations examined DIF detection with unfolding IRT by using a Bayesian Markov Chain Monte Carlo estimation method. This method yielded lower Type I error rates and higher power than MML estimation method.

Wei Wang, University of Central Florida

Fritz Drasgow, University of Illinois at Urbana-Champaign

Jimmy de la Torre, Rutgers, The State University of New Jersey

Submitter: Wei Wang, wei.wang@ucf.edu

### 271-20 Item Overlap in Meta-Analysis: Definitions, Implications, and Corrections

Statistical artifacts are major obstacles in meta-analysis. Item overlap (IO) is an important, but as-of-yet overlooked, statistical artifact. IO is problematic because its spurious influence can bias population estimates and render metamatrices singular. Definitions, implications, and corrections for IO in meta-analysis are presented, including illustrative examples from a meta-analytic dataset.

Michael P. Wilmot, University of Minnesota-Twin Cities

Submitter: Michael Wilmot, wilmo040@umn.edu

### 271-21 The Development of a Measure of Career Orientation

A measure was designed to evaluate career orientation for adults entering the workforce. Two separate studies were conducted to examine its reliability and validity. Results reveal that the career orientation measure has sufficient internal consistency reliability and convergent relations with similar concepts.

Carmen K. Young, Rice University

Louma Ghandour, Rice University

Margaret E. Beier, Rice University

Submitter: Carmen Young, cky1@rice.edu

**271-22 Boring Surveys: How Interactions Between Individual Differences Affect Response Variability**

This poster examined the effects of individual differences on survey response variability. Results show individuals high on Conscientiousness and boredom proneness tend to respond with low variability during the latter portion of the survey. This trait interaction suggests systematic differences in how people respond to long surveys.

Alexandra M. Dunn, University of North Carolina Charlotte  
 Paul B. Schmidt, University of North Carolina Charlotte  
 Linda R. Shanock, University of North Carolina Charlotte  
 Eric D. Heggestad, University of North Carolina Charlotte  
 Haley Myers, University of North Carolina Charlotte  
 Nels Theilgard, University of North Carolina Charlotte  
 Christian Eatman, University of North Carolina Charlotte  
 Submitter: Alexandra Dunn, adunn33@unc.cc.edu

**271-23 Mapping I-O Psychology: Content and Trends From 1980 to 2009**

24,602 variables reported in the *Journal of Applied Psychology* and *Personnel Psychology* from 1980 to 2009 were content analyzed. This poster developed a hierarchical taxonomy of variables and analyzed trends in their report frequencies over time. Results indicate that the measurement of behavior has declined, whereas the measurement of psychological characteristics has exploded.

Frank A. Bosco, Virginia Commonwealth University  
 Kulraj Singh, University of Memphis  
 James G. Field, Virginia Commonwealth University  
 Submitter: Frank Bosco, siop@frankbosco.com

**271-24 The Viability of MTurk for Testing Applied Psychological Models**

This study tested the notion that MTurk, a powerful research tool, may be viable for testing applied psychological models. It sought to replicate findings from the psychological climate literature using employees sampled from MTurk. Results were positive, suggesting that MTurk is viable for testing applied psychological models.

Evan R. Theys, Louisiana Tech University  
 Brandon E. Dennis, Louisiana Tech University  
 Christopher B. Patton, Louisiana Tech University  
 Christopher M. Castille, Louisiana Tech University  
 Submitter: Christopher Castille, chris\_castille@icloud.com

**271-25 Subject Matter Experts as Sources of Data for Utility Analysis**

This study developed a generalizable process for obtaining utility data from a nationwide sample of HR managers. The process consisted of pilot testing an ROI survey in face-to-face interviews with managers from 10 organizations, administering an online survey to managers, and using manager responses to calculate utility parameters.

Brett J. Litwiller, University of Oklahoma  
 Tobin Kyte, ACT  
 Mary E. LeFebvre, ACT  
 Submitter: Tobin Kyte, tobin.kyte@act.org

**271-26 Putting Context Into Organizational Intervention Design: Using Tailored Questionnaires**

Problems exist with using standardized questionnaires in organizational intervention research. This poster evaluated a tailored question-

naire approach that measured employees' appraisals of their working conditions. In comparison with standardized measures, results indicated that the tailored questionnaire highlighted relevant issues and that initiatives were easier to develop and helped participants to prioritize.

Karina M. Nielsen, University of Nottingham-UK  
 Johan S. Abildgaard, University of Copenhagen  
 Kevin Daniels, Loughborough University  
 Submitter: Karina Nielsen, k.nielsen@uea.ac.uk

**271-27 Using the Repertory Grid Technique to Examine Shared Understanding?**

This paper assesses the utility of employing the repertory grid technique for generating shared group constructs and generic understanding via aggregative analysis of individual construct data, determining, by drawing on performance research, to what extent this offers a worthwhile alternative to traditional analytical approaches and can enable subsequent scale development.

Celine Rojon, University of Edinburgh  
 Almuth McDowall, University of Surrey  
 Mark N. K. Saunders, University of Surrey  
 Submitter: Céline Rojon, celine.rojon@ed.ac.uk

**271-28 The Use of Snowball Sampling in Organizational Research**

Snowball sampling is becoming more frequently used in organizational research. However, there is little guidance to researchers on the how use of this method may impact results. This poster summarizes the pros/cons of this sampling method and reviews the use of this methodology in research that has used snowball sampling.

Michael T. Sliter, Indiana University-Purdue University Indianapolis  
 Nathan T. Carter, University of Georgia  
 Elizabeth M. Boyd, Indiana University-Purdue University Indianapolis  
 Zhenyu Yuan, Indiana University-Purdue University Indianapolis  
 Tiffany McIntire, Indiana University-Purdue University Indianapolis  
 Submitter: Michael Sliter, msliter@iupui.edu

**271-29 An Introduction to ARIMA Time Series Analysis**

This poster provides an overview of the autoregressive integrated moving average (ARIMA) model and describe its utility. It delineates the steps for conducting an ARIMA analysis including identifying and diagnosing the model. The procedure using time series data from Google Insights on online job search behavior is illustrated.

Louis Tay, Purdue University  
 Wei Wang, University of Central Florida  
 Qiming Huang, Purdue University  
 Submitter: Louis Tay, stay@purdue.edu

**271-30 Unpacking the Power of Detecting Social Network Effects**

The network autocorrelation model has become an increasingly popular tool for conducting social network analysis. This simulation study revealed that statistical power of this model is primarily a nonlinear function of network effect size ( $\rho$ ) and network size ( $N$ ), yet network structure impairs power under certain rare conditions.

Wei Wang, University of Central Florida  
 Eric Neuman, University of Illinois at Urbana-Champaign  
 Daniel A. Newman, University of Illinois at Urbana-Champaign  
 Submitter: Wei Wang, wei.wang@ucf.edu



**271-31 Effects of Scale Points, Polarity, and Labeling on Survey Responses**

This study examined the effect of 3 response scale features (number of scale points, polarity, and labeling) on survey responses in a 2 x 2 x 2 factorial design. Participants answered online surveys about cell phones using 1 of 8 rating scale variations. Survey responses varied as a function of these scale characteristics.

Terri Shapiro, Hofstra University  
 Peter J. Rutigliano, Sirota Consulting  
 Vivian A. Woo, Hofstra University  
 Kimberly Wells-Bernard, Hofstra University  
 Submitter: Vivian Woo, thevivian@gmail.com

**271-32 Constraints and Effectiveness of Multilevel Models With Cross-Level Interactions**

This Monte Carlo simulation study evaluated constraints (e.g., sample size, nonindependence, measurement error) that may affect the effectiveness (e.g., estimation bias, power, Type-I error) of multilevel models with cross-level interactions. Results suggest effectiveness of multilevel models is largely affected by the proposed data and design constraints.

Yiwen Zhang, University of Hong Kong  
 Walter Leite, University of Florida  
 Submitter: Yiwen Zhang, yzhang@business.hku.hk

**271-33 Adjusting Multiple Correlations for Regression Overfitting and Indirect Range Restriction**

Absent from the literature is research investigating the efficacy of and proper procedures for adjusting multiple correlations for the combined effects of regression overfitting and indirect range restriction. This study employs Monte Carlo analyses to investigate the implementation of both of these adjustments.

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

**271-34 Completing Assessments on Mobile Devices: Comparability and Ease of Use**

With growing mobile device usage, 2 studies evaluated whether personnel assessments delivered via mobile devices are comparable to assessments delivered on computers. Both studies found the assessments were comparable for mobile device and computer delivery. Study 2 evaluated participants' opinions about the assessment elements and device preferences for completing assessments.

Kelly D. Dages, General Dynamics Information Technology  
 John W. Jones, General Dynamics Information Technology  
 Michael R. Cunningham, University of Louisville  
 Seth Zimmer, AT&T  
 John P. Muros, AT&T  
 Submitter: Kelly Dages, kelly.dages@gdit.com

**271-35 Questioning the Questioner: A Call to Investigate Interviewee Questioning Behaviors**

Authors of interview coaching materials offer advice concerning appropriate applicant questioning behaviors. However, sufficient research investigating the validity of these authors' suggestions is lacking. This poster explains the importance of this research, outlines what is already known, and offers a model to direct future research on applicant questioning behaviors.

Heather G. Heimbaugh, Psychological Associates  
 Therese Macan, University of Missouri-St Louis  
 Submitter: Heather Heimbaugh, hheimbaugh@gmail.com

**271-36 Grade Inflation Marches On: Grade Increases Across the 1990s–2000s**

College course grades provide important information to students and organizational stakeholders. Grade inflation may threaten the integrity of GPA as an indicator of applicant potential. This poster addresses controversy surrounding the existence of this phenomenon using a large national database, finding moderate levels of inflation over the course of a decade.

Jack W. Kostal, University of Minnesota  
 Nathan R. Kuncel, University of Minnesota  
 Paul R. Sackett, University of Minnesota  
 Submitter: Jack Kostal, kosta021@umn.edu

**271-37 Bifactor Models of Likert and Forced-Choice Personality Measures**

Criterion-related validity of Likert and forced-choice measures of Conscientiousness predicting GPA were compared. Forced-choice scale scores were incrementally valid over Likert scale scores. Factor scores did not add incremental validity beyond Conscientiousness scale scores in the forced-choice measure after controlling for cognitive ability.

Nhung T. Nguyen, Towson University  
 Michael Biderman, University of Tennessee-Chattanooga  
 Dave Bartram, CEB  
 Submitter: Nhung Nguyen, nnguyen@towson.edu

**271-38 Psychometric Properties and Test-Taker Reactions to Three SJT Response Formats**

The primary objective of this study was to compare the rate, rank, and most/least response formats of an integrity-based situational judgment test (SJT) in terms of score reliabilities (i.e., internal consistency, test-retest, and alternate-form), and test-taker reactions. Practical and scientific implications are discussed.

Craig D. White, Texas A&M University  
 Winfred Arthur, Texas A&M University  
 Submitter: Craig White, cwhite2715@gmail.com

**272. Symposium/Forum: 11:00 AM–12:20 PM Room 303AB****High-Potential Talent: How Far Have We Come?**

The definition, identification, evaluation and development of high-potential talent continue to intrigue I-O practitioners and business leaders in the search for the panacea of critical role succession and talent development. Practitioners from 4 organizations with unique high-potential talent experience and journeys will share their insights, best practices, and lessons learned.

Orla M. NicDomhnaill, Institute for Leadership Potential, *Chair*  
 Orla M. NicDomhnaill, Institute for Leadership Potential, *High-Potential Best Practices: How Far Have We Come?*  
 Cara L. Wade, PepsiCo, Allan H. Church, PepsiCo, Christopher T. Rotolo, PepsiCo, *Real World Learnings From High Potential Assessment Programs*  
 Adam G. Mitchinson, New York Life Insurance Company, *The Evolution of Potential Assessment at New York Life*  
 Leigh Martin, BHP Billiton, Orla M. NicDomhnaill, Institute for Leadership Potential, *Distinguishing Potential From Performance at BHP Billiton*  
 Submitter: Orla NicDomhnaill, orlanicd@gmail.com

**273. Master Tutorial: 11:00 AM–12:20 PM  
Room 304A****1.5 CE credits  
for attending****Take a Usability Journey: Focus on User-Centered Design**

How well do you know your users? This interactive journey takes you through the software product lifecycle from a usability perspective. This session will provide practical advice for user-centered design and introduce methods for usability testing. Ensuring designs that are intuitive yet psychometrically sound is often difficult.

Kim Karanovich, Development Dimensions International (DDI), **Presenter**  
Sheila M. Rioux, Development Dimensions International (DDI), **Presenter**  
Tami J. Licht, Development Dimensions International (DDI), **Presenter**  
Submitter: Sheila Rioux, sheila.rioux@ddiworld.com

**274. Panel Discussion: 11:00 AM–11:50 AM  
Room 304B****Fraud on Employment Tests Happens: Innovative Approaches to Protecting Tests**

Assessments are an increasingly important part of critical employment decisions (e.g., selection, training/development). With increased reliance on online testing in nontraditional locations, protecting the integrity of testing programs has become paramount. This panel will discuss innovative approaches to reducing test fraud (cheating and test piracy) to ensure sound employment decisions.

Liberty J. Munson, Microsoft, **Chair**  
David Foster, Caveon Test Security, **Panelist**  
Tracy Kantrowitz, CEB, **Panelist**  
Ted B. Kinney, Select International, **Panelist**  
Dennis Maynes, Caveon Test Security, **Panelist**  
Submitter: Liberty Munson, lmunson@microsoft.com

**275. Symposium/Forum: 11:00 AM–12:20 PM  
Room 306A****Let's Get Physiological: Incorporating Physiological Assessments in Well-Being Research**

This symposium focuses on incorporating physiological measures into organizational research on well-being. Brief presentations will describe how neuroimaging technology, physiological measures, and biochemical analyses on endocrine responsiveness can be used to understand processes which affect well-being. A question-and-answer period following the presentations will allow for audience discussion.

Allison S. Gabriel, Virginia Commonwealth University, **Co-Chair**  
Jessica E. Dinh, University of Akron, **Co-Chair**  
Jessica E. Dinh, University of Akron, Robert G. Lord, Durham University, Joshua Pollock, University of Akron, Keith Leavitt, Oregon State University, **A Neurocognitive Perspective on Dark Leadership and Employee Deviance**  
Liu-Qin Yang, Portland State University, Jeremy Bauer, Valdosta State University, Russell E. Johnson, Michigan State University, Maureen Groer, University of South Florida, Kristen Salomon, University of South Florida, **Effects of Interactional Unfairness on Deviant Behavior Through Cortisol Activity**  
Daniel C. Ganster, Colorado State University, Christopher C. Rosen, University of Arkansas, **Workplace Politics and Well-Being: A Tragedy of the Commons?**  
Allison S. Gabriel, Virginia Commonwealth University, James M. Diefendorff, University of Akron, Gina Seaton, University of Akron, Matthew D. Sloan, University of Akron, **Psychophysiology and Emotional Labor**  
John Schaubroeck, Michigan State University, **Discussant**  
Submitter: Allison Gabriel, agabriel2@vcu.edu

**276. Symposium/Forum: 11:00 AM–12:20 PM  
Room 306B****Predictors, Consequences, and Sustainability of Family Supportive Supervisor Behavior**

This session provides an overview of current research into family supportive supervisor behavior (FSSB), a salient topic in the work-family field. Four papers examining factors and perspectives related to FSSB will be presented, increasing understanding of how supervisors develop and sustain support and of what support means for organizations.

Ann H. Huffman, Northern Arizona University, **Co-Chair**  
MacKenna L. Perry, Northern Arizona University, **Co-Chair**  
Heather N. Odle-Dusseau, Gettysburg College, Shaun Pichler, California State University, Fullerton, Russell A. Matthews, Bowling Green State University, Julie Holiday Wayne, Wake Forest University, **FSSB, Management Interpersonal Skills, and Work-Family Outcomes**  
Russell A. Matthews, Bowling Green State University, Jaime B. Henning, Eastern Kentucky University, Julie Holiday Wayne, Wake Forest University, Dorothy Johnson, Eastern Kentucky University, **Dyadic Examination of a Supervisor's Return-on-Investment for Engaging in FSSBs**  
Mireia Las Heras, University of Navarra, Taryn L. Stanko, University of Oregon, **An Examination of the Antecedents of Family Supportive Supervisor Behaviors**  
Ellen E. Kossek, Purdue University, Rebecca J. Thompson, Purdue University, Kelly D. Davis, Pennsylvania State University, Nicole DePasquale, Pennsylvania State University, Erica Sabbath, Harvard Center for Population and Development Studies, Erin L. Kelly, University of Minnesota, Lisa Burke, Purdue University, **Family Supportive Supervisor Behaviors: Multilevel Longitudinal Look at Organizational Change**  
Leslie B. Hammer, Portland State University, **Discussant**  
Submitter: Ann Huffman, ann.huffman@nau.edu

**277. Special Events: 11:00 AM–11:50 AM  
Room 309****Distinguished Professional Contributions Award: Practicing I-O Psychology in the 21st Century**

As the nature of work has changed rapidly in recent years, so too has the practice of I-O psychology. I-O practitioners must adapt quickly and find new ways of working by preparing to meet the challenges of practicing I-O psychology in the 21st century through continuous education and new experiences.

Paul W. Thayer, North Carolina State University, **Host**  
Nancy T. Tippins, CEB Valtera, **Presenter**

**278. Symposium/Forum: 11:00 AM–11:50 AM  
Room 311****Leaning In and Leaning On: Women's Career Progression Today**

In taking Sheryl Sandberg's book, *Lean In*, one step further, this symposium focuses on both leaning in and onto resources in the work and life domains. By focusing on components in Sandberg's book, (e.g. spousal support, female stereotypes, and mentorship), how to advance women's career progression will be discussed.

Tiffany M. Greene-Shortridge, Kenexa, an IBM Company, **Chair**  
Amy Nicole Salvaggio, University of New Haven, **Real Partners: Men's Work Boundary Flexibility and Women's Burnout**  
Whitney Botsford Morgan, University of Houston-Downtown, Sarah S. Walker, University of Houston-Downtown, Michelle (Mikki) Hebl, Rice University, Eden B. King, George Mason University, **Leaning In by Providing Counterstereotypic Information**

Tiffany M. Greene-Shortridge, Kenexa, an IBM Company, Heather N. Odle-Dusseau, Gettysburg College, Ines C. Wichert, Kenexa, an IBM Company, Rena Le Rasch, Kenexa, an IBM Company, ***Leaning Into, and On, Your Mentor: Links to Career Progression***  
 Sara P. Weiner, Kenexa, an IBM Company, ***Discussant***  
 Submitter: Heather Odle-Dusseau, hodle@gettysburg.edu

## 279. Symposium/Forum: 11:00 AM–12:20 PM Room 314

### Insufficient Effort Responding to Surveys: From Impact to Solutions

Surveys data quality can be compromised by insufficient effort responding (IER), a response set that encompasses both occasional careless responding and intentional random responding. This symposium presents latest research on the impact of IER, methods to prevent and detect IER, and practical considerations of IER.

Jason L. Huang, Wayne State University, ***Chair***  
 Mengqiao Liu, Wayne State University, ***Co-Chair***  
 Jason L. Huang, Wayne State University, Mengqiao Liu, Wayne State University, Nathan A. Bowling, Wright State University, ***Insufficient Effort Responding: Uncovering an Insidious Threat to Data Quality***  
 M. K. Ward, North Carolina State University, Adam W. Meade, North Carolina State University, Sean M. Gasperson, North Carolina State University, Samuel B. Pond, North Carolina State University, ***Manipulating Instructions to Prevent Careless Responding on Internet-Based Surveys***  
 Nathan A. Bowling, Wright State University, Gary N. Burns, Wright State University, Caitlin E. Blackmore, Wright State University, ***The Item Content Recall Scale: A New IER Detection Measure***  
 Levi R. Nieminen, Denison Consulting, Lindsey M. Kotrba, Denison Consulting, Daniel R. Denison, International Institute for Management Development, Nathan T. Carter, University of Georgia, ***Respondent Versus Response Screening: Looking Beyond the Class Clowns***  
 Neal W. Schmitt, Michigan State University, ***Discussant***  
 Submitter: Jason Huang, jasonhuang@wayne.edu

## 280. Symposium/Forum: 11:00 AM–12:20 PM Room 316C

### Employees With Disabilities Section 503 Changes: Implications and Recommendations

The change to Section 503 of the Rehabilitation Act will present a challenge to employers to offer more support to employees with disabilities (EWD). This symposium will discuss the current experience for EWD through hiring, disclosure, and attitudes. Implications of the new rule and recommendations for action will be discussed.

Peter J. Rutigliano, Sirota Consulting, ***Chair***  
 Meg O'Connell, National Organization on Disability, ***Global Disability Legislation: Trends, Comparisons, and Impact***  
 Peter J. Rutigliano, Sirota Consulting, Scott Gebhardt, Hofstra University, ***Engagement Differences Between Employees With Disabilities and Those Without***  
 Tania Lavin, Allegis, ***Challenges Job Seekers With Disabilities Encounter During the Hiring Process***  
 Lisa H. Nishii, Cornell University, Susanne Bruyere, Cornell University, Sarah von Schrader, Cornell University, ***The Importance of Employer Practice on the Disability Disclosure Decision***  
 Submitter: Peter Rutigliano, prutigliano@sirota.com

## 281. Panel Discussion: 11:00 AM–12:20 PM Room 317A

### Corporate Ladder or Ivory Tower: Diverse Perspectives on I-O Jobs

This session encourages a discussion of career paths in I-O psychology from the perspective of racial and ethnic minority academicians and practitioners. The panel consists of I-O psychologists who will discuss careers in I-O from a broad perspective. The panel will also highlight diversity issues for minorities in I-O careers.

Sarah S. Walker, University of Houston-Downtown, ***Chair***  
 Maria Arboleda, Google, ***Panelist***  
 Amy E. Crook, Belmont University, ***Panelist***  
 Jimmy Davis, Blacksmith Consulting Co, ***Panelist***  
 Juan Madera, University of Houston, ***Panelist***  
 Bobby D. Naemi, Educational Testing Service, ***Panelist***  
 Enrica N. Ruggs, University of North Carolina at Charlotte, ***Panelist***  
 Submitter: Sarah Walker, singletarys@uhd.edu

## 282. Alternative Session Type: 11:00 AM–12:20 PM Room 317B

### Punching the Clock: Engagement Implications for Hourly Workforces

Although engagement research and engagement survey tactics abound, little attention has been given to the differences between hourly and salaried workers' engagement. Five organizations will share best practices and empirical findings related to the impact of employee status on drivers of engagement and managing an engagement survey program.

Benjamin Schneider, CEB's Workforce Surveys and Analytics, ***Chair***  
 Paul M. Mastrangelo, CEB, ***Presenter***  
 Anisa Ali, Universal Orlando Resort, ***Presenter***  
 Courtney L. Morewitz, Marriott International, Inc., ***Presenter***  
 Kira L. Barden, Starwood Hotels & Resorts Worldwide, ***Presenter***  
 Alan G. Frost, Collective Brands, ***Presenter***  
 Submitter: Katherine Selgrade Spain, kate.spain@universalorlando.com

## 283. Symposium/Forum: 11:00 AM–12:20 PM Room 318A

### Newer and Lesser-Used Methods in I-O Psychology

This symposium seeks to introduce 4 different methodologies that are either new or infrequently used in I-O psychology. Each presenter will (a) introduce his/her method, (b) describe some I-O questions this method can address, and (c) discuss some challenges or issues researchers may face when using the method.

Zandra M. Zweber, University of Connecticut, ***Co-Chair***  
 Dev K. Dalal, University of Connecticut, ***Co-Chair***  
 Jenna C. Shapiro, University of Connecticut, Vicki J. Magley, University of Connecticut, ***Benefits, Challenges and Examples of Multilevel-SEM***  
 Alecia M. Santuzzi, Northern Illinois University, ***Examining Roles and Diversity With the Group Actor-Partner Interdependence Model***  
 Michael T. Braun, Virginia Polytechnic Institute and State University, Leslie A. DeChurch, Georgia Institute of Technology, Dorothy R. Carter, Georgia Institute of Technology, ***Modeling Relational Emergence: The Utility of Exponential Random Graph Models***  
 Justin M. Weinhardt, University of Calgary, Don C. Zhang, Bowling Green State University, Brendan J. Morse, Bridgewater State University, ***The Importance of Computational Models in Theory Development and Testing***  
 Mo Wang, University of Florida, ***Discussant***  
 Submitter: Zandra Zweber, Zandra.zweber@gmail.com



## 284. Symposium/Forum: 11:00 AM–12:20 PM Room 318B

### Novel Approaches to the Study of Workplace Incivility and Victimization

Even the least overt forms of workplace victimization can have negative consequences. This symposium presents innovative ways of examining workplace incivility by studying the victims perspective and how their characteristics (gender, race, emotion regulation and attachment styles, supervisory behaviors) play a significant role in the workplace victimization dynamic.

M. Gloria Gonzalez-Morales, University of Guelph, **Chair**  
William Hernandez, Wright State University, Boris I. Yanovsky, Department of Veterans Affairs, Katerine Osatuke, VHA NCOD, **Relationships Between Supervisors' Burnout and Subordinates' Perceptions of Workplace Civility**

Ashlyn M. Patterson, University of Guelph, M. Gloria Gonzalez-Morales, University of Guelph, **Role of Negative Affectivity and Emotion Regulation in Reciprocal Incivility**

Michael Leiter, Acadia University, Arla L. Day, Saint Mary's University, Lisa Price, Acadia University, **Attachment Styles at Work: Measurement, Collegial Relationships, and Burnout**

Courtney L. McCluney, University of Michigan, Lilia M. Cortina, University of Michigan, **Selective Incivility From the Target's Perspective: Gender, Race, and Attributions**

Thomas Sasso, University of Guelph, M. Gloria Gonzalez-Morales, University of Guelph, **The Development of the Perceived Victimization Measure for Workplace Aggression**

Submitter: M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca

## 285. Symposium/Forum: 11:00 AM–12:20 PM Room 322AB

### Mind Wandering and Mindfulness: Self-Regulation at Work

This symposium investigates how the recently popularized constructs of mind wandering and mindfulness relate to theories of self-regulation. The aim is to demonstrate the benefits of the scientific study of attention regulation at work. Data from experimental studies, qualitative interviews, experience sampling, employee surveys, and employee-centered interventions support this effort.

Jason G. Randall, Rice University, **Co-Chair**

Margaret E. Beier, Rice University, **Co-Chair**

Jason G. Randall, Rice University, Margaret E. Beier, Rice University, **Examining Task Difficulty and Mind Wandering Within Resource Allocation Theory**

Howard M. Weiss, Georgia Institute of Technology, Stefanie A. Plemmons, Georgia Institute of Technology, Lauren Kuykendall, Purdue University, Kelsey L. Merlo, Georgia Institute of Technology, **Exploring the Episodic Structure of Mind Wandering During Work**

Erik Dane, Rice University, Markus Baer, Washington University in St. Louis, **Zoning Out or Breaking Through? Exploring Daydreaming in the Workplace**

Kaitlin M. Kiburz, University of South Florida, Tammy D. Allen, University of South Florida, **Examining the Effects of a Mindfulness-Based Work-Family Intervention**

Aaron M. Schmidt, University of Minnesota, **Discussant**

Submitter: Jason Randall, jason.randall@rice.edu

## 286. Panel Discussion: 11:00 AM–11:50 AM Room 323A

### Change Management: Do We Need to Adapt Our Methodologies?

Change has become constant state for today's organizations. I-O practitioners frequently facilitate organizational change utilizing psychological principles and methodologies. Yet numerous studies show a 60-70% failure rate. To improve the ability to impact transformation, internal and external consultants will discuss critical differences across types of change initiatives.

Lisa Getta, KPMG, **Chair**

Kristin M. Olson, Booz Allen Hamilton, **Panelist**

Chelle O'Keefe, Humana, **Panelist**

Catherine Crocchiola, KeyBank, **Panelist**

Submitter: Lisa Getta, lisa.getta@gmail.com

## 287. Symposium/Forum: 11:00 AM–12:20 PM Room 323B

### Exploring the Social Foundations of Effective Team Processes and Outcomes

This symposium presents 5 papers that draw on diverse theoretical frameworks to examine the social network structures associated with effective teamwork. Papers comprise business simulations and field studies, and shed light on the social processes that undergird effective team processes and outcomes at the team and interteam levels of analysis.

Andreas W. Richter, University of Cambridge, **Chair**

Julia N. Mell, Erasmus University Rotterdam, Daan van Knippenberg, Erasmus University Rotterdam, Wendy van Ginkel, Erasmus University Rotterdam, Dirk van Dierendonck, Rotterdam School of Management, Filip Agneessens, University of Surrey, **A Dyadic Perspective on Team Mental Models**

Margarita Mayo, Instituto de Empresa, Mary Kakarika, Kedge Business School, **Cross-Boundary Team Social Capital and Team Effectiveness**

Mark A. Clark, American University, Alberto Espinosa, American University, **Team Knowledge Networks: Internal and External Linkages**

Michael R. Kukenberger, Rutgers University, Adam Pearson, Pomona College, **How Stereotypes and Diversity Cues Shape Individual and Team Leadership**

Andreas W. Richter, University of Cambridge, Ronald Clarke, University of Valencia, Martin Kilduff, University College London, Rafael Fernandez, University of Valencia, **A Social Network Perspective on Effective Organizational Intergroup Relations**

Jeffery A. LePine, Arizona State University, **Discussant**

Submitter: Andreas Richter, a.richter@jbs.cam.ac.uk

## 288. Panel Discussion: 11:00 AM–11:50 AM Room 323C

### Lost in Translation: Identifying and Managing High-Potentials Around the World

This panel discussion will include multiple viewpoints on how best to identify, develop, manage, and retain high-potential employees in a global organization. Panelists will discuss existing research on high potential talent as well as their practical experience implementing and managing global high potential programs.

Jocelyn M. Hays, Hogan Assessment Systems, **Co-Chair**

Jacqueline A. VanBroekhoven, Hogan Assessments, **Co-Chair**

Michael J. Benson, Johnson & Johnson, **Panelist**

Julianne Brown, Walmart, **Panelist**

Alan L. Colquitt, Eli Lilly & Company, **Panelist**  
 Michael Sanger, Hogan Assessment Systems, **Panelist**  
 Submitter: Jocelyn Hays, jhays@hoganassessments.com

## 289. Roundtable/Conversation Hour: 11:00 AM–11:50 AM Room 324

### Enhancing Talent Management Practices Through Career Path Modeling

Career paths have become increasingly popular talent management strategy within the federal government in recent years. But, how are they developed? And, how can the implementation of career paths be improved? This roundtable will introduce one approach to career path modeling but also promote discussion of alternative methods and strategies.

Joshua S. Quist, C<sup>2</sup> Technologies, Inc., **Host**  
 Scott B. Button, C<sup>2</sup> Technologies, Inc., **Host**  
 Submitter: Scott Button, sbutton@c2ti.com

## 290. Community of Interest: 11:00 AM–12:20 PM Room 328

### Navigating Romantic and Peer Relationships in I-O

Chu-Hsiang Chang, Michigan State University, **Host**  
 Mark L. Poteet, Organizational Research & Solutions, Inc., **Host**  
 Christopher P. Cerasoli, The Group for Organizational Effectiveness (gOE), **Coordinator**

## 291. Special Events: 11:00 AM–12:20 PM Theatre 310

1.5 CE credits  
for attending

### Theme Track: Business Meets Psychology

Although I-O psychologists and business leaders inhabit the same organization, they often live in 2 worlds. There is often a “clash of cultures” based on myths and misunderstandings of the value each bring to improving organizational and leadership performance. This session will help these 2 cultures achieve breakthroughs in solving organizational challenges by understanding each other’s unique value and contribution. Mini case studies will analyze dynamics that lead to success or failure of the 2 perspectives working together.

David Dotlich, Pivot, **Presenter**  
 Todd Carlisle, Google, **Presenter**  
 Eric C. Popp, CEB, **Coordinator**  
 Joanna Rock, Fisher Rock Consulting, **Coordinator**  
 Submitter: Kristen Shockley, kristen.shockley@baruch.cuny.edu

## 292. Poster Session: 12:00 PM–12:50 PM Ballroom C

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

#### 292-1 If I Had My Druthers: Reactions to Work Characteristic Incongruence

This study examines the implications of work characteristic misfit for employee motivation and well-being. Hypotheses were developed and tested among 261 working adults. Results indicate that incongruence along task characteristics motivated employees to engage in job crafting while incongruence along social characteristics resulted in the experience of psychological strain.

Scott Dust, Eastern Kentucky University  
 Christian J. Resick, Drexel University  
 Submitter: Scott Dust, scott.dust@eku.edu

#### 292-2 Policy Capturing Wage Data Using O\*NET and DOT Job Components

This paper examined the efficacy of O\*NET and DOT data in their prediction of national wage data. The importance of job component weighting in policy capturing was also explored. Findings suggest that statistical weighting of O\*NET job components provides the most utility in accounting for variance in national wages.

Brandy N. Parker, North Carolina State University  
 Mark A. Wilson, North Carolina State University  
 Adam W. Meade, North Carolina State University  
 Submitter: Brandy Parker, brandyparker3@gmail.com

#### 292-3 Personality and Boredom: The Impact of Breaks on Task Performance

Recently, there has been a push to reexamine time-related issues in the workplace. The purpose of this study was to explore the effect of short breaks on boredom and on performance. Findings indicated that boredom and errors decreased following a break. However, participants did not demonstrate an increase in productivity.

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

#### 292-4 How Job Crafting Relates to Task Performance

This study examines relationships of job crafting with self- and supervisor-rated task performance. Hierarchical regression analyses of data from 131 employee-supervisor pairs were conducted to analyze the differential relations of 5 job crafting dimensions to self- and supervisor-rated task performance.

Daniela Weseler, Friedrich-Alexander Universität  
 Cornelia Niessen, University of Erlangen-Nürnberg  
 Submitter: Daniela Weseler, Daniela.Weseler@fau.de

#### 292-5 Personality, Organizational Commitment and Job Search Behavior

A field study at a national telecommunications company tested whether organizational commitment mediates the relationship of 2 broad personality traits with job search behavior. Results showed affective and continuance commitment (not normative commitment) mediated the relationship of the trait conscientiousness (not openness to new experience) with job search behavior.

Cynthia Hackney, Impact Associates  
 Eric D. Sundstrom, University of Tennessee  
 Submitter: Cynthia Hackney, chackney@utk.edu

#### 292-6 Privacy and Fairness Perceptions of Internet-Based Selection Procedures

This paper examines perceptions of privacy and fairness reactions to 3 types of Internet-based selection procedures (IBSPs). Results suggest that privacy perceptions may positively affect reluctance to submit data over the Internet and may negatively affect fairness reaction to IBSPs. Moreover, some differences were observed between Saudi and UK respondents.

Sara M. Ahmed, Brunel University  
 Neil R. Anderson, Brunel University  
 Ana Cristina Costa, Brunel University  
 Submitter: Sara Ahmed, sara.ahmed@brunel.ac.uk

### 292-7 Targeted Recruitment: Exploring Job Preferences Across Applicant Profiles

Targeted recruitment implies organizations can identify and attract applicants with a common set of desirable characteristics. This study contributed to this area of research by exploring job preferences across personality profiles and specific segments of applicants. Observed differences across personality profiles and subgroups support the use of a targeted recruitment approach.

Nikki Blacksmith, The George Washington University  
Yongwei Yang, Gallup, Inc.  
Nate T. Dvorak, Gallup, Inc.

Submitter: Nikki Blacksmith, nikki.blacksmith@gmail.com

### 292-8 Stakeholder Perceptions of Selection in a High-Stakes Context

This study extends the existing literature on applicant reactions by comparing the perceptions of applicant ( $N = 195$ ) and nonapplicant stakeholders (medical practitioners,  $N = 63$  and patients,  $N = 107$ ) regarding their perceptions of the tests and methods used in the high-stakes context of medical student selection.

Jeff E. Brown, Macquarie University

Submitter: Jeff Brown, jeffbrown23@hotmail.com

### 292-9 Creating More Ideal Applicants: A New Dimension for Recruitment Methods

Recruitment source research has not considered whether the time when a source reaches a potential applicant influences the impact of source on applicant prehire outcomes. This paper investigates source timing, its impact on future applicants' human capital investment strategies, and how it relates to subsequent levels of occupation-specific human capital.

Michael C. Campion, University of South Carolina  
Robert E. Ployhart, University of South Carolina  
Richard A. Posthuma, University of Texas-EI Paso  
Michael A. Campion, Purdue University

Submitter: Michael Campion, michael.campion@grad.moore.sc.edu

### 292-10 Sign of the Times: Dynamic Criteria in the Modern Workplace

Accepted theories of dynamic criteria suggest the importance of mental ability for performance decreases with job tenure, whereas personality's importance remains stable. Results show some opposing trends in recent years, indicating these propositions no longer hold in the modern workplace, pointing to increasing importance of traits related to adaptation.

Nathan T. Carter, University of Georgia  
David B. Birkelbach, University of Georgia  
Lauren A. Wood, University of Georgia  
Charles E. Lance, University of Georgia  
Brian J. Hoffman, University of Georgia

Submitter: Nathan Carter, carternt1981@gmail.com

### 292-11 Indecision in Employee Selection

This poster examined 3 antecedents to indecision in employee selection. There was higher deferral when there were no dominant candidates than when there was a dominant candidate. Missing information in the profile of candidates significantly predicted hiring deferral. However, trait indecisiveness did not significantly predict hiring deferral.

Christopher S. Chang, Bowling Green State University  
Margaret E. Brooks, Bowling Green State University

Submitter: Christopher Chang, cchang@bgsu.edu

### 292-12 A Novel Approach to Employee Recruitment: Gamification

A framework for possible mechanisms in which gamification may work to engender positive attitudes towards organizations is discussed. Gamification may affect applicants through influencing their levels of elaboration likelihood (EL). Through higher states of EL, the affective and cognitive components of attitudes are more strongly influenced than traditional recruitment practices.

Sam Chow, University of Calgary  
Derek S. Chapman, University of Calgary

Submitter: Sam Chow, samchow@ucalgary.ca

### 292-13 Effects of Self-Worth Contingencies on Perceptions of Organizational Prestige

The purpose of this study is to investigate how contingent self-worth moderates the relationship among organizational stylishness, a symbolic attribute, and prestige associated with working for the organization. Experimental results show that working for stylish organizations is only seen as more prestigious by candidates with high contingent self-worth.

Alexandra Tumminia, The College of New Jersey  
Jason Dahling, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

### 292-14 Consider the Source: An Examination of Referrers in Employee Referrals

This study examines relationships between referrer characteristics and referral success using data from 1,372 referee/referrer pairs. Referrer characteristics examined include tenure, managerial status, and job similarity and job level. Results suggest that management status of the referrer and the job being filled were related to referee performance and tenure.

Michelle A. Dean, San Diego State University  
Jeffrey M. Conte, San Diego State University  
Megan Groover, WellStar Health System

Submitter: Michelle Dean, michelle.dean@sdsu.edu

### 292-15 Altering Images during Selection: Assessment Content Matters

An experimental manipulation of assessment content was conducted to investigate the effects of selection experiences on corporate image and organizational attraction. Results supported the hypothesized mediation of assessment content on attraction through corporate image. Supplemental path analyses showed corporate image and attraction were affected by assessment content and applicant reactions.

Jacqueline Carpenter, University of Akron  
Dennis Doverspike, University of Akron  
Submitter: Dennis Doverspike, dd1@uakron.edu

### 292-16 Understanding the Veteran Employment Experience: Lessons from the Veterans Administration

This paper explores differences between veteran and nonveteran experiences in the VA federal employee workplace. Results show that veterans differ from nonveterans in their reasons for joining the VA, in their perceptions of work, and in the timing and reasons for turnover.

Stacie Furst-Holloway, University of Cincinnati



Kelley A. Carameli, VHA National Center for Organization Development  
 Steven R. Howe, University of Cincinnati  
 Daniele A. Bologna, University of Cincinnati  
 Adam C. Carle, University of Cincinnati  
 Scott C. Moore, VHA National Center for Organization Development  
 Dee Ramsel, VHA National Center for Organizational Development  
 Submitter: Stacie Furst-Holloway, stacie.furst-holloway@uc.edu

### **292-17 The Regulatory Effect of Normative Feedback Interventions on Interviewer Ratings**

This poster developed a model of normative feedback interventions in a structured interview context and examined the effect of feedback on interviewer ratings. Lenient raters are most affected by normative feedback. Feedback leads to increased within-person variance and increased interrater reliability. Results after multiple feedback interventions are also discussed.

Christopher J. Hartwell, Purdue University  
 Michael A. Campion, Purdue University  
 Submitter: Christopher Hartwell, chartwel@purdue.edu

### **292-18 Deception by Job Applicants: Development of a Résumé Fraud Measure**

Research on résumé fraud is severely impeded by the absence of a measure of applicants' intentional efforts to deceive hiring managers. Through multiple studies, a self-report measure was developed by generating items representing the résumé fraud dimensions (fabrication, embellishment, omission), evaluating content validity, determining factor structure, and assessing construct validity.

Chris A. Henle, Colorado State University  
 Brian R. Dineen, Purdue University  
 Michelle K. Duffy, University of Minnesota  
 Submitter: Chris Henle, chris.henle@business.colostate.edu

### **292-19 Employees' Motives During Job Search: A Qualitative Inquiry**

This paper describes and demonstrates a structured qualitative interviewing method that can be used to probe job seekers' goals and motives. Semistructured in-depth interviews with 24 employed job searchers revealed that engagement, minimizing negative emotions, and upward mobility were central to the majority of job search behaviors and choices.

Adam M. Kanar, Brock University  
 Submitter: Adam Kanar, amk58@cornell.edu

### **292-20 Utilizing Talent Supply Chain Management in an Academic Setting**

Although research has begun to apply supply chain concepts to talent management (Cappelli, 2008), an overall theoretical model has not been established. Thus, a conceptual framework is built based on the SCOR model, an archetype used in supply chain management, and it is applied to the academic talent management context.

Erin Makarius, University of Akron  
 Mahesh Srinivasan, University of Akron  
 Submitter: Erin Makarius, makarius@uakron.edu

### **292-21 The Validity of Conscientiousness Is Overestimated**

Sensitivity analyses (e.g., publication bias analyses, outlier analyses) were conducted on the largest collection of

Conscientiousness validity data (Shaffer & Postlethwaite, 2012). Publication bias influences the validity of Conscientiousness such that the validity of Conscientiousness is shown to be moderately overestimated (typically overestimated by at least 20%).

Sven Kepes, Virginia Commonwealth University  
 Michael A. McDaniel, Virginia Commonwealth University  
 Submitter: Michael McDaniel, mamcdani@vcu.edu

### **292-22 Political Skill and Recruiting Success in Membership Organizations**

This poster investigated whether politically skilled union members are more successful at recruiting new members than those low in political skill. As unions in Germany are membership organizations, recruiters' apparent sincerity is hypothesized to play a critical role in their success. Objective recruiting success data of 1,170 members confirmed the hypotheses.

Katharina S. Oerder, University Bonn  
 Gerhard Blickle, University of Bonn  
 Submitter: Katharina Oerder, koerder@uni-bonn.de

### **292-23 Test-Taking Motivation and Promotional Exam Performance**

Test-taking motivation (TTM) has been found in the past to influence selection and promotion test score levels, but less is known about the developmental course of TTM. This study indicates that past experiences with promotional exams influence TTM through goal setting, both of which predicted exam scores.

Stephanie J. Law, University of Calgary  
 Thomas A. O'Neill, University of Calgary  
 Julie M. McCarthy, University of Toronto  
 R. Blake Jelley, University of Prince Edward Island  
 Submitter: Thomas O'Neill, toneill7@gmail.com

### **292-24 Ethnic Differences in Applicant Perceptions of Cognitive Ability Tests**

This study provides insight into ethnic differences in the formation of applicant perceptions (pre- and posttest). The sample consisted of 180 job seekers participating in an application training. Results showed that ethnic minority applicants hold more negative perceptions of cognitive ability tests than ethnic majority applicants due to self-serving attributions.

Janneke K. Oostrom, VU University Amsterdam  
 Britt De Soete, Ghent University  
 Submitter: Janneke Oostrom, j.k.oostrom@vu.nl

### **292-25 Why Do Situational Interviews Predict Performance?**

This study examined 2 theoretical explanations for the validity of situational interviews, namely that they are measures of (a) candidates' behavioral intentions or (b) candidates' ability to decipher situational demands. These explanations were tested with 101 students, who participated in a 2-day selection simulation. Support was found for both explanations.

Janneke K. Oostrom, VU University Amsterdam  
 Klaus G. Melchers, Universität Ulm  
 Pia Ingold, University of Zurich  
 Martin Kleinmann, University of Zurich  
 Submitter: Janneke Oostrom, j.k.oostrom@vu.nl

### 292-26 Ageism in Candidate Selection Using LinkedIn

This experiment was concerned with ageism in the presence or absence of the phrase “fast-paced work environment” when hiring through LinkedIn. Contrary to predictions, binary logistic regression showed that the presence of the phrase “fast-paced work environment” significantly biased participants toward older candidates.

Lisa S. Paik, Ohio University  
Manoela Z. Oliveira, Universidade Federal do Rio Grande do Sul, Brazil  
Submitter: Lisa Paik, lpaik2@gmail.com

### 292-27 Meta-Analysis of Minority Recruitment Interventions and Organizational Attraction

This poster summarized the effects of 2 minority recruitment interventions—diversity statements and racial representation—on the organizational attraction of would-be job applicants. Members of racioethnic minority groups were consistently more attracted to organizations with minority recruitment interventions than without, but were consistently even more attracted by racial representation interventions.

Bertha Rangel, University of Illinois at Urbana-Champaign  
Kisha S. Jones, Pennsylvania State University  
Daniel A. Newman, University of Illinois at Urbana-Champaign  
Submitter: Bertha Rangel, rangelbertha@gmail.com

### 292-28 The Impact of Media and Peer Justice Communication in Selection

This study shows that applicants informed about an unfair selection process report more negative preselection impressions (i.e., lower expectations and motivation, higher anxiety, more negative emotions) but not lower test performance. Moreover, the impact on anxiety and emotions is stronger when information is communicated by the media than a peer.

Nicolas Roulin, University of Manitoba  
Brigitte Geenen, Open University  
Submitter: Nicolas Roulin, nicolas.roulin@umanitoba.ca

### 292-29 An Empirical Investigation of Applicant Attribution-Reaction Theory

Applicant attribution-reaction theory represents an expansion of current understanding of applicant reactions. However, to date little empirical research exists on the model. This study empirically examines this theory using a sample of recent applicants. Support is found for some but not all aspects of the model.

Nicholas P. Salter, Ramapo College of New Jersey  
Karen Pavon, Ramapo College of New Jersey  
Kimberly Halloran, Ramapo College of New Jersey  
Submitter: Nicholas Salter, nsalter@ramapo.edu

### 292-30 Implications of Choosing to Include or Omit Pictures on LinkedIn

Previous research suggests decision makers prefer applicants with pictures to those without. This study investigates how the applicant or an outsider choosing to include or exclude a picture on LinkedIn affects preferences. Results suggest decision makers prefer applicants with pictures but only when inclusion was the applicant's choice.

Nicholas P. Salter, Ramapo College of New Jersey  
Tiffany R. Poeppelman, Aptima  
Leslie Migliaccio, Ramapo College of New Jersey  
Submitter: Nicholas Salter, nsalter@ramapo.edu

### 292-31 Interviewee-Reported and Interviewer-Perceived Impression Management: Investigating the Discrepancy

The convergence between interviewer perceptions and applicant self-reports of deceptive impression management (IM) tends to be near zero; what is not known is why interviewers cannot correctly detect deception. Using Brunswik's lens model, this poster investigated the cues that interviewees emit and the cues that interviewers use to investigate this discrepancy.

Leann Schneider, University of Guelph  
Deborah M. Powell, University of Guelph  
Submitter: Leann Schneider, leann@uoguelph.ca

### 292-32 Value Effects on Applicant Reactions to Targeted Recruitment

Based on diversity management and image theories, this poster examined the justifications used in targeted recruitment ads and applicants' value for diversity predict applicant reactions. In a sample of 372 respondents, the poster tested these predictions and found varying levels of support.

Alexis N. Smith, Oklahoma State University  
Brian D. Webster, Oklahoma State University  
Joongseo Kim, Oklahoma State University  
Marla B. Watkins, Northeastern University  
Bryan D. Edwards, Oklahoma State University  
Submitter: Alexis Smith, lex.smith@okstate.edu

### 292-33 Do We Prefer the Devil We Know Over External Candidates?

Managers and human resource professionals ( $N = 179$ ) promoted candidates among 9 pools of internal candidates (with performance, potential, and interview ratings) and 1 external candidate with interview ratings only. Although there was a skew towards internal candidates, choices depended on strength of the other candidates in the pool.

Krista L. Uggerslev, Northern Alberta Institute of Technology  
David G. Kraichy, University of Manitoba  
Kasey D. Martin, University of Manitoba  
Francoise J. Cadigan, University of Manitoba  
Neil Fassina, Northern Alberta Institute of Technology  
Submitter: Krista Uggerslev, kristau@nait.ca

### 292-34 How Managers Weigh Performance Ratings and Employee Potential in Decisions

Managers and human resource professionals ( $N = 179$ ) made training, development, and promotion recommendations using cues of job performance and employee potential for 9 employee profiles. The interactions between performance and employee potential were significant. Participants were grouped into clusters based on how they weighted performance and potential cues.

Francoise J. Cadigan, University of Manitoba  
David G. Kraichy, University of Manitoba  
Kasey D. Martin, University of Manitoba  
Krista L. Uggerslev, Northern Alberta Institute of Technology  
Neil Fassina, Northern Alberta Institute of Technology  
Submitter: Krista Uggerslev, kristau@nait.ca

### 292-35 Recruiting Candidates Virtually: Does it Pay?

This study compared customer service representatives (CSRs) sourced via web-enabled modalities with those sourced via traditional modalities on 2 outcomes: performance and retention. Although CSRs

sourced using web-enabled modalities were rated more highly on key dimensions of performance, they were no less likely to turn over.

Daly Vaughn, Shaker Consulting Group  
 Jacqueline Carpenter, University of Akron  
 Linda S. Simon, DIRECTV, Inc.  
 Traci Conner, DIRECTV, Inc.

Submitter: Edwin Vaughn, dalyvaughn@gmail.com

### 292-36 The Promise of Working Memory for Learning and Task Performance

This poster presents theory and evidence that working memory (WM) should be as important for learning and performance as the more ubiquitous construct of *g*. Results of hypotheses demonstrate that WM is a stronger predictor of attention and multitasking performance whereas *g* is a stronger predictor of perceptual speed performance.

Brian D. Webster, Oklahoma State University  
 Bryan D. Edwards, Oklahoma State University  
 Ana M. Franco-Watkins, Auburn University  
 Travis Tubre, University of Wisconsin-River Falls  
 Submitter: Brian Webster, bdwebster2@gmail.com

### 292-37 Applicant Reactions and Website Information: The Importance of Transparency

This study was conducted to examine the effect of selection ratios, completion ratios, and website framing on prospective graduate students' reactions. The experiment demonstrated the benefits of making information accessible and framing websites appropriately. Implications for recruitment and admission to graduate programs and selection to organizations are discussed.

Sarena Bhatia, Michigan State University  
 Ann Marie Ryan, Michigan State University  
 Submitter: Sarena Bhatia, sbhatia@msu.edu

### 293. Symposium/Forum: 12:00 PM–12:50 PM Room 304B

#### New Developments in Biodata Research and Practice

Biodata remains an underappreciated selection technique, despite strong empirical support. This symposium presents the latest research on biodata, including machine learning to reduce faking, techniques for item generation, and extending biodata scoring techniques to other assessments. A discussion of the papers and current and future directions will close the session.

Craig M. Reddock, CEB, **Co-Chair**  
 Alexander R. Schwall, Development Dimensions International (DDI), **Co-Chair**  
 Alexander R. Schwall, Development Dimensions International (DDI), **Preventing Faking in Biodata Items Using Elaboration and Machine Learning**  
 Craig M. Reddock, CEB, Chris Coughlin, CEB, **Biodata Item Generation: Using Cloning to Generate Multiple Tests**

Mark W. Tawney, Selection Works, LLC, Alan D. Mead, IIT, **Empirically Keying Personality Measures to Mitigate Faking Effects**  
 Craig J. Russell, University of Oklahoma, **Discussant**  
 Submitter: Craig Reddock, craig.reddock@shl.com

### 294. Panel Discussion: 12:00 PM–12:50 PM Room 309

#### Breaking the Rules: Innovative Methods for Investigating Aberrant Behavior

Applied settings often require the evaluation of aberrant behaviors that have negative implications for organizations. Although guided

by empirical research, some investigations take place in unique contexts that call for innovative methodologies. A group of panelists working in diverse environments will share their experiences in investigating aberrant behaviors.

Kimberly Acree Adams, American Institutes for Research, **Chair**  
 Laura A. Steighner, American Institutes for Research, **Panelist**  
 Kaitlyn G. Mikush, The Federation of State Boards of Physical Therapy, **Panelist**

Tracy E. Costigan, American Institutes for Research, **Panelist**  
 Jennifer King, Transportation Security Administration, **Panelist**

Submitter: Kimberly Adams, kadams@air.org

### 295. Panel Discussion: 12:00 PM–1:20 PM Room 311

#### Big Data: From Hype to Practical Realities

This panel pulls together internal and external consultants to discuss practical realities of working with big data. The panel will explore how panelists have planned and executed analytics programs, with a focus on cutting through the hype and addressing challenges and lessons learned, along with how I-Os can add value.

Pamela J. Levine, CEB, **Chair**  
 Marilen G. Endicott, Novelis, **Panelist**  
 Jay Janovics, CEB, **Panelist**  
 Dwayne Munneke, Nationwide Insurance, **Panelist**  
 Brian Sears, John Deere & Company, **Panelist**

Submitter: Pamela Levine, pam.levine@shl.com

### 296. Symposium/Forum: 12:00 PM–12:50 PM Room 323A

#### Taking Stock of Generational Differences: What's Next?

Generational differences have attracted many scholars and practitioners. However, the mixed research findings point to a gap in the literature and call for new research directions. In this symposium, presenters will share their views on generation research based on their studies and propose new directions for generation research.

Ia Ko, Denison Consulting, **Chair**  
 Sean T. Lyons, University of Guelph, Lisa Kuron, Wilfrid Laurier University, **Generational Differences in the Workplace: Taking Stock and Moving Forward**  
 Michael J. Urlick, Saint Vincent College, Elaine Hollensbe, University of Cincinnati, **Discovery or Justification: A Qualitative Approach to Examining Generations**  
 Ia Ko, Denison Consulting, **Looking at Generational Differences In Engagement Through the Culture Lens**  
 Rena R. Yi, Mercer Inc., **Relational Job Design and Relational Mentoring: Implications for All Generations**

Submitter: Ia Ko, iko@denisonculture.com

### 297. Panel Discussion: 12:00 PM–1:20 PM Room 323C

#### I Want ROI Now! Analyzing Impact Sooner Than Desired

I-O practitioners are regularly asked to demonstrate the effectiveness of initiatives they create and deploy. A panel of experienced practitioners from internal consulting, external consulting, and government will discuss the impact of timing when assessing ROI, focusing on what to do when asked to assess ROI sooner than desired.

Megan K. Leasher, Macy's, Inc., **Chair**  
 Jerilyn Hayward, ServiceMaster, **Panelist**



Scott Whiteford, Talent Plus, **Panelist**

John P. Steele, Best Buy, **Panelist**

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

Mark Morris, Lockheed Martin, **Panelist**

Submitter: Megan Leasher, megan.leasher@macys.com

## 298. Roundtable/Conversation Hour: 12:00 PM–12:50 PM Room 324

### Strategic Uses of 360 Degree Feedback

All benchmark data indicate that more organizations are using 360 degree feedback results for strategic uses, that is, for more than just leadership development. The Conversation Hour will encourage audience members to share their experiences with strategic 360s and the associated challenges, solutions, successes, and future trends.

David W. Bracken, OrgVitality LLC, **Host**

Submitter: David Bracken, dwbracken@gmail.com

## 299. Symposium/Forum: 12:00 PM–1:20 PM Room 327

### Social Contagion: “Catching” Emotions and Attitudes

Our personal experiences are interwoven with the experiences of those around us. This symposium seeks to enhance current insight into this contagion process. Four complementary studies demonstrate that contagion occurs in dyads and groups for a variety of emotions and attitudes, affecting both those involved and their surroundings.

Heleen van Mierlo, Erasmus University Rotterdam, **Chair**

Arnold B. Bakker, Erasmus University Rotterdam, **Co-Chair**

Dana Rei Arakawa, VHA National Center for Organization Development (NCOD), Elaine Hatfield, University of Hawaii, Ronald Heck, University of Hawaii, **Does Temporary Mood Affect Susceptibility to Emotional Contagion?**

Vanessa U. Druskat, University of New Hampshire, Joan-Manuel Batista-Foguet, Ramon LLull University, Steven Wolff, University of New Hampshire, **“Catching” Team-Level Emotional Competence**

Trevor Foulk, University of Florida, Andrew Woolum, University of Florida, Amir Erez, University of Florida, **Is Rudeness Contagious? Viral Spreading of Rudeness in Social Interactions**

Heleen van Mierlo, Erasmus University Rotterdam, Arnold B. Bakker, Erasmus University Rotterdam, **Crossover of Engagement in Groups**  
Joyce E. Bono, University of Florida, **Discussant**

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

## 300. Symposium/Forum: 12:30 PM–1:50 PM Room 303AB

### A Look at a Paradigmatic Shift in Healthcare Training

The institutionalization of interprofessional education programs in health sciences represents a paradigmatic shift from the “silo” approach that typified training for decades. In addition, administrators, clinicians, and educators are embracing a variety of competencies for improving patient outcomes. This symposium surveys representative training programs with discussion of I-O training principles.

Matthew J. Kerry, Georgia Tech, **Chair**

Elizabeth H. Lazzara, University of Kansas/Wichita State University, **Co-Chair**

Megan E. Gregory, UCF Institute for Simulation and Training, Lauren E. Benishek, UCF Institute for Simulation and Training, Ashley M. Hughes, UCF Institute for Simulation and Training, Shirley Sonesh, University of Central Florida, Dana Joseph, University of Central Florida, Heidi B. King, Office of the Assistant Secretary of Defense (Health Affairs), Eduardo Salas, University of Central Florida, **Does Healthcare Team**

### Training Work?: A Review of What Matters

Wendy L. Bedwell, University of South Florida, **The Influence of**

**Experiential Learning on Clinical Self-Efficacy and Knowledge**

David N. Dickter, Western University of Health Sciences, **Effectiveness of an Interprofessional Education Program for the Health Sciences**

Mindy K. Shoss, Saint Louis University, **An Integrated Approach To Enhancing Resident Professionalism**

David P. Baker, IMPAQ International, **Patient Evaluation of Resident Performance Survey**

Submitter: Matthew Kerry, mkkerry@gmail.com

## 301. Symposium/Forum: 12:30 PM–1:50 PM Room 304A

### Where the Rubber Meets the Road: Work–Family Interventions Driving Change

The translation of work–family research into practice through interventions is gaining popularity, but investigations of the effectiveness of these programs are still lacking. This session features a set of studies examining the effectiveness of unique individual-level and organizational-level interventions aimed at improving aspects of the work–family interface.

Ryan C. Johnson, Portland State University, **Co-Chair**

Krista Brockwood, Portland State University, **Co-Chair**

Ravit Hezkiau-Ludwig, University of Toronto, Julie M. McCarthy, University of Toronto, **Coping With Work–Family Conflict and Guilt Through Self-Affirmation**

Winnie Shen, University of South Florida, Kristen M. Shockley, Baruch College and The Graduate Center-City University, **Learn From Mistakes or Focus on Positives? Tailoring Work–Family Interventions**

Leslie B. Hammer, Portland State University, Tori L. Crain, Portland State University, Ellen E. Kossek, Purdue University, Kelly D. Davis, The Pennsylvania State University, Erin L. Kelly, University of Minnesota, Orfeu M. Buxton, Harvard Medical School, Lisa F. Berkman, Harvard Center for Population and Development Studies, Ryan C. Johnson, Portland State University, Jeremy Bray, UNC Greensboro, Mary Durham, Kaiser Permanente Center for Health Research, Casey Chosewood, National Institute for Occupational Safety and Health/Centers for Disease Control, **Effects of a Work–Family Intervention on Organizational Outcomes Over Time**

Joseph Sherwood, Portland State University, Leslie B. Hammer, Portland State University, Donald M. Truxillo, Portland State University, Todd Bodner, Portland State University, **Supervisor Adaptability, FSSB Training Effectiveness, and Employee Job Satisfaction**

Angela K. Pratt, The Kellogg Company, **Discussant**

Submitter: Ryan Johnson, ryan.johnson@pdx.edu

## 302. Symposium/Forum: 12:30 PM–1:50 PM Room 306A

### Lateral, Distributed, and Configural Influence in Teams

Recent work has expanded understanding of how team processes emerge and impact team performance, but most studies examine team constructs as mean-level aggregates. This session underscores the importance of conceptualizing team phenomena beyond the mean, highlighting how more nuanced operationalizations of core team constructs meaningfully add to understanding.

Elizabeth M. Campbell, University of Maryland, **Chair**

Nathan P. Podsakoff, University of Arizona, Timothy D. Maynes, University at Buffalo (SUNY), Philip M. Podsakoff, Indiana University, Steven W. Whiting, Indiana University, **Examining Collective Ratings of Individual Voice Behaviors in Groups**

Elizabeth M. Campbell, University of Maryland, Brady Firth, University of

Maryland, *Therein Lies the Difference: Patterns of Proactivity Predict Team Functioning*

Jay B. Carson, Southern Methodist University, *Patterns of Leadership in Teams: A Role Perspective*

Eean R. Crawford, University of Iowa, *Discussant*

Submitter: Elizabeth Campbell-Bush, ecbush@rsmith.umd.edu

### 303. Symposium/Forum: 12:30 PM–1:50 PM Room 306B

#### Complexity of Applying Approach/Avoidance Motivation to Work Outcomes

Approach/avoidance (A/A) is a broad framework that can help to explain work behavior. Four papers measure A/A in unique ways (e.g., motivational traits, core self-evaluations) and show the value and complexity of using A/A to predict stress, deviance, and performance.

Alicia A. Grandey, Pennsylvania State University, *Chair*

Morgan A. Krannitz, Pennsylvania State University, *Co-Chair*

Chu-Hsiang Chang, Michigan State University, Russell E. Johnson, Michigan State University, *Relations of Employee Approach and Avoidance Motives With Work Outcomes*

Ping Shao, Drexel University, Katrina A. Graham, Drexel University, Anthony McDonnell, Drexel University, Jaclyn Margolis, Drexel University, Christian J. Resick, Drexel University, Michael B. Hargis, University of Central Arkansas, *Motivation, Personality, and Organizational Deviance: Do Ethical Judgments Matter?*

Morgan A. Krannitz, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *Avoiding Threat, Approaching Opportunity: Scandal Appraisals, CSE, and Burnout*

Melissa Gutworth, Pennsylvania State University, Alicia A. Grandey, Pennsylvania State University, *Fight or Flight? Predicting Behavioral Responses to Organizational Threat*

Lance Ferris, The Pennsylvania State University, *Discussant*

Submitter: Morgan Krannitz, mak517@psu.edu

### 304. Panel Discussion: 12:30 PM–1:20 PM Room 314

#### Retesting: Best Practices and Future Directions

This panel brings together scholars from academia and industry to discuss issues of a theoretical and practical nature regarding retesting in selection systems. Topics include the factors influencing retest score change, the influence on criterion-related validity and discrimination, and what organizations can do to account for the retest phenomenon.

Anton J. Villado, Rice University, *Co-Chair*

Christina L. Zimmer, Rice University, *Co-Chair*

Michael Baysinger, Kronos, *Panelist*

Scott H. Oppler, Association of American Medical Colleges, *Panelist*

Jason G. Randall, Rice University, *Panelist*

Submitter: Jason Randall, jason.randall@rice.edu

### 305. Symposium/Forum: 12:30 PM–1:20 PM Room 316C

#### Expatriate Support: Understanding the Impact of a Multidimensional Construct

Support has emerged as one of the most important antecedents of expatriate adjustment and success. This session uses data from large-scale expatriate samples to examine this multidimensional construct from several perspectives. Presenters examine the differential impacts of organizational, family, social, and societal support and discuss implications for effective expatriate management.

Stephan Dilchert, Baruch College, CUNY, *Chair*

Brenton M. Wiernik, University of Minnesota, *Co-Chair*

Brenton M. Wiernik, University of Minnesota, Heiko Rueger, German Federal Population Research Institute, Stine Waibel, German Federal Population Research Institute, Herbert Fliege, German Federal Foreign Office, Maria Bellinger, German Federal Foreign Office, *Core Self-Evaluations, Mobility Efficacy, and Expatriate Family Outcomes*

Anne-Grit Albrecht, University of Mannheim, Deniz S. Ones, University of Minnesota, Stephan Dilchert, Baruch College, CUNY, Juergen Deller, Leuphana University of Lueenburg, Frieder Paulus, Philipps-University Marburg, *Impact of Organizational/Social Support on Expatriate Adjustment and Job Performance*

Jack W. Kostal, University of Minnesota, Brenton M. Wiernik, University of Minnesota, Deniz S. Ones, University of Minnesota, Joy F. Hazucha, Korn Ferry, *Expatriate Leadership Experience: A Host Country Burden or Resource?*

Stephan Dilchert, Baruch College, CUNY, Deniz S. Ones, University of Minnesota, Anne-Grit Albrecht, University of Mannheim, Juergen Deller, Leuphana University of Lueenburg, Frieder Paulus, Philipps-University Marburg, *Gender Differences in Expatriate Performance and Adjustment: Role of Culture*

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

### 306. Alternative Session Type: 12:30 PM–1:50 PM Room 317A

#### Working Session: Building a Comprehensive Environmental Sustainability in Organizations Model

Whether your acquaintance with environmental sustainability research is green or mature, please contribute to synthesis of what is known and hypotheses of what is not known. Panelists and participants have drafted a comprehensive model of ES and I-O, and request your inputs. Facilitated virtual collaboration will continue postconference.

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

Stephanie C. Payne, Texas A&M University, *Co-Chair*

Sean Cruse, United Nations Global Compact, *Presenter*

David B. Zoogah, Morgan State University, *Presenter*

Rodney L. Lowman, Alliant International University, *Presenter*

Ante Glavas, University of Notre Dame, *Presenter*

David A. DuBois, True Market Solutions, *Presenter*

Cathy L. Z. DuBois, Kent State University, *Presenter*

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

### 307. Symposium/Forum: 12:30 PM–1:50 PM Room 317B

#### (Not) Movin' on Up: Dilemmas in Women's Career Advancement

Across industries, women face unique barriers to advancement in the workplace. This symposium highlights specific factors, at both the individual and organizational level, that may impede women's abilities to advance in their careers. Suggestions for overcoming these obstacles will be discussed.

Margaret S. Stockdale, IUPUI, *Chair*

Katherine A. Sliter, IUPUI, *Co-Chair*

Katharine R. O'Brien, Rice University, Michelle (Mikki) Hebl, Rice University, Eden B. King, George Mason University, *Gender Differences in Ability to Decline Requests in the Workplace*

Amy J. Quarton, Maryville University, Catherine S. Daus, Southern Illinois University-Edwardsville, Joel T. Nadler, Southern Illinois University-Edwardsville, *Work/Nonwork Practices and Organizational Attractiveness: An Examination of Gender Differences*

David Futrell, Eli Lilly and Company, *Gender Differences in Leadership*

**Success in a Global Pharmaceutical Company**

Katherine A. Sliter, IUPUI, Margaret S. Stockdale, IUPUI, Sarah Elizabeth Chatfield, IUPUI, **Pet to Threat: Testing the Theory**  
 Ny Mia Tran, University of Georgia, Kecia M. Thomas, University of Georgia, Lindsay N. Johnson, University of Georgia, **Going From Pet to Threat: Fight-or-Flight for Underrepresented Minority Women?**

Submitter: Katherine Sliter, sliterk@iupui.edu

**308. Panel Discussion: 12:30 PM–1:50 PM****Room 318A****Searching for the Perfect Translation: Test Translation Best Practices**

To goal of this panel is to share examples and lessons learned in the process of translating psychological instruments from both an academic and a practitioner's perspective. The ultimate intent is to provide a foundation for an effective and systematic process to be used for test translation and translation review.

Irina F. Cozma, Development Dimensions International (DDI), **Co-Chair**  
 Jing Jin, Development Dimensions International (DDI), **Co-Chair**  
 Dave Bartram, CEB, **Panelist**  
 Sharon Glazer, University of Maryland, **Panelist**  
 Mei-Chuan Kung, Select International, Inc., **Panelist**  
 Stephen Nichols, Hogan Assessment Systems, **Panelist**  
 Vas Taras, University of North Carolina at Greensboro, **Panelist**

Submitter: Irina Cozma, irina.cozma@ddiworld.com

**309. Panel Discussion: 12:30 PM–1:50 PM****Room 318B****What Does a Master's Degree in Industrial-Organizational Psychology Really Mean?**

Based on a survey by Tett and colleagues, the panel will discuss survey results and implications, including the finding that a majority of graduates in I-O psychology are masters graduates, the possible need for increased standardization across programs, and what it means to have a master's degree in I-O psychology.

Mark S. Nagy, Xavier University, **Panelist**  
 Brian W. Schrader, Emporia State University, **Panelist**  
 Richard G. Moffett III, Middle Tennessee State University, **Panelist**

Submitter: Mark Nagy, nagyms@xu.edu

**310. Symposium/Forum: 12:30 PM–1:50 PM****Room 322AB****A Global Perspective on Leadership Measurement Through a Cross-Cultural Lens**

Leadership research has substantially progressed over the last 100 years, but largely through an emphasis on US culture. However, globalization demands that organizations consider how leadership concepts vary from one culture to another. This symposium aims to shed light on studies that develop and validate leadership measures in non-US countries.

Kiyoshi Takahashi, Kobe University, **Co-Chair**  
 Toshio Murase, Georgia Institute of Technology, **Co-Chair**  
 Kiyoshi Takahashi, Kobe University, Toshio Murase, Georgia Institute of Technology, Kunio Ikari, Kobe University, Yoshio Ono, Kansai University, Yasuhiro Hattori, Yokohama National University, **What Is Your Leadership Score? A Leadership Situational Judgment Test**  
 Joerg Felfe, Helmut Schmidt University, Magdalena Gatzka, Helmut Schmidt University, **Development of a SJT for Leadership Assessment in the Military**

Ding-Yu Jiang, National Chung Cheng University, Meng-Yu Cheng, Feng Chia University, Lei Wang, Dongbei University of Finance and Economics, Lisa Baranik, East Carolina University, **Differential Leadership: Reconceptualization and Measurement Development**  
 Chia-Lin Ho, Abt Associates, S. Bart Craig, North Carolina State University, **The Leadership Versatility Index: Does Language Make a Difference?**

Submitter: Toshio Murase, toshio.murase@gmail.com

**311. Panel Discussion: 12:30 PM–1:50 PM****Room 323B****Little Data: Conducting Focused Research Within Organizations**

This session will present practitioners' viewpoints on how focused programs of research are used within organizations to better understand specific interest areas. Topics will include how academic research informs the design of programs, the challenges of implementing experiments in a "real-world" setting, and how practitioners turn results into action.

Brian Welle, Google, **Chair**  
 Megan L. Huth, Google, **Panelist**  
 Corina Rice, CSX Transportation, **Panelist**  
 Steve Wendel, HelloWallet, **Panelist**  
 Sara J. Roberts, ConAgra Foods, **Panelist**  
 Kevin Loo, JetBlue, **Panelist**

Submitter: Megan Huth, mhuth@google.com

**312. Community of Interest: 12:30 PM–1:50 PM****Room 328****I-O in and Around Healthcare Organizations**

Sylvia J. Hysong, Michael E. DeBakey VA Medical Center, **Host**  
 Sallie J. Weaver, Johns Hopkins School of Medicine, **Host**  
 Jessica M. Nicklin, University of Hartford, **Coordinator**

**313. Special Events: 12:30 PM–1:50 PM****Theatre 310**

**1.5 CE credits  
for attending**

**Theme Track: Deductive Research Meets Inductive Research**

I-O psychologists have traditionally taken the deductive approach to research by hypothesizing then testing, yet an inductive approach that tests then hypothesizes can also yield valuable insights. This session advocates the view that both approaches are necessary for a vibrant science. Examples of deductive and inductive research serve as a foundation for specific recommendations. Format of the session is 3 "TED-style talks," which involve dynamic speakers presenting information in a digestible, engaging manner.

Fred Oswald, Rice University, **Presenter**  
 Ronald S. Landis, Illinois Institute of Technology, **Presenter**  
 Robert J. Vandenberg, University of Georgia, **Presenter**  
 Laurent M. Lapiere, University of Ottawa, **Coordinator**  
 Kristen M. Shockley, Baruch College and The Graduate Center-City University, **Coordinator**

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

**314. Poster Session: 1:00 PM–1:50 PM****Ballroom C****Occupational Health/Safety/Stress & Strain/Aging****314-1 Safety Doesn't Happen by Accident: Motivational Antecedents of Unsafe Behaviors**

Safety and productivity are often in competition for the same resources, creating a multiple-goal situation. Using 2 studies this



poster showed that unsafe behaviors are likely to emerge when limited resources are available, when perceived danger is low, and when productivity is construed as an obligation.

James W. Beck, University of Waterloo  
Abigail A. Scholer, University of Waterloo  
Aaron M. Schmidt, University of Minnesota  
Submitter: James Beck, beckjam2@gmail.com

### **314-2 Working Hard and Sick Days Taken: A Moderated Mediated Model**

This poster investigated the indirect roles of job control and work support on the relationship between work intensity and sickness absenteeism among 1,911 individuals. Results revealed that job control moderated the relationship between work intensity and work support. Moreover, work support mediated the relationship between work intensity and sickness absenteeism.

Janet A. Boekhorst, York University  
Al-Karim Samnani, University of Windsor  
Submitter: Janet Boekhorst, janetb@yorku.ca

### **314-3 A Meta-Analytic Examination of the Relationship Between Workload and Well-Being**

This meta-analysis provides a quantitative summary of research linking perceived workload to employee well-being. As expected, workload was related to several indicators of poor psychological and physical health, such as emotional exhaustion ( $\rho = .44$ ), distress ( $\rho = .27$ ), and physical symptoms ( $\rho = .24$ ).

Caleb B. Bragg, Wright State University  
Nathan A. Bowling, Wright State University  
Gene Alarcon, Air Force Research Laboratory  
Michael J. Hartman, Wright State University  
Submitter: Caleb Bragg, bragg.caleb@gmail.com

### **314-4 Scale Validation for the Self-Report Stress Response Questionnaire (SRSRQ)**

This paper presents 4 scale validation studies for the Self-Report Stress Response Questionnaire (SRSRQ). The scale provides behavioral researchers a new measurement tool for positive and negative cognitive stress response. Evidence supports that the SRSRQ has strong content validity, factor structure, reliability, convergent validity, discriminant validity, and predictive validity.

M. Blake Hargrove, University of Texas at Arlington  
Wendy J. Casper, University of Texas at Arlington  
James Campbell Quick, Goolsby Leadership Academy (UTA)  
Submitter: Wendy Casper, wjcasper@uta.edu

### **314-5 The Development and Validation of the Savoring at Work Inventory**

This poster presents the development and validation of an instrument designed to assess savoring strategies—the behavioral, emotional, and cognitive up-regulation of positive experiences—within the context of organizational environments. Furthermore, the results of a preliminary validation study are examined.

Matthew Christensen, Central Michigan University  
Michael Grossenbacher, Central Michigan University  
Brandon S. King, Central Michigan University  
Kimberly E. O'Brien, Central Michigan University  
Submitter: Matthew Christensen, chris2ms@cmich.edu

### **314-6 Effect of Workplace Barriers and Facilitators on Healthy Behaviors**

This study examined the relationship between workplace barriers and facilitators on employee's healthy behaviors. One-hundred nine participants reported factors that inhibited or facilitated their ability to behave healthily each day for 1 week. Barriers were generally found to be negatively related to healthy behaviors, but facilitators related positively.

Joseph Mazzola, Roosevelt University  
Jeffery T. Moore, National Institute of Occupational Safety and Health  
Katherine N. Alexander, Bowling Green State University  
Alexis R. Cosco, Roosevelt University  
Submitter: Alexis Cosco, acosco@mail.roosevelt.edu

### **314-7 Workplace Fitness Promotion and Exercise Behavior**

This study investigates how access to workplace fitness promotion relates to exercise behavior when taking employees' individual exercise motivation into account. The study further examines how exercise behavior mediates the relationship between fitness promotion and well-being criteria (employee stress and somatic complaints).

Taylor K. Lauricella, The College of New Jersey  
Jason Dahling, The College of New Jersey  
Submitter: Jason Dahling, dahling@tcnj.edu

### **314-8 Illegitimate Tasks and Well-being: Findings From Two Daily Diary Studies**

Tasks are illegitimate if they violate norms about what an employee can properly be expected to do. Two daily diary studies explore daily illegitimate tasks and how it relates to employee self-esteem and well-being.

Erin Eatough, The City University of New York, Baruch College  
Laurenz L. Meier, University of South Florida  
Ivana Igic, University of Bern  
Achim Elfering, University of Bern  
Paul E. Spector, University of South Florida  
Norbert K. Semmer, University of Bern  
Submitter: Erin Eatough, erin.eatough@baruch.cuny.edu

### **314-9 "Tell Me About It!" Safety Communication and Safety Climate Perceptions**

This study employs structural equation modeling to investigate the relationship between 3 types of safety communication (downward, between-team, and within-team) and individual perceptions of safety climate at multiple levels (organizational, supervisor, coworker). Results provide unique insight into the relationships between safety communication and safety climate perceptions.

Allison M. Ellis, Portland State University  
Tristan Casey, Sentic  
Autumn D. Krauss, Sentic  
Submitter: Allison Ellis, allison.ellis@sentic.net

### **314-10 A Multidimensional Analysis of Stress Event Classifications**

Dimensions of stress and their relationship to strain outcomes tend to be studied in isolation. As such, integrative theory and research pertaining to dimensions of stress is lacking. In an inductive study using discriminant function analysis, preliminary support is offered for a multidimensional view of stress.

Ernest L. Hoffman, University of Akron  
Allison S. Gabriel, Virginia Commonwealth University  
Submitter: Ernest Hoffman, elh0627@yahoo.com

**314-11 Factors That Affect Psychological Treatment Seeking in High Stress Occupations**

This study investigated individual and organizational factors that affect soldier treatment seeking. Ten underlying factors were found, with the strongest predictors of seeking treatment being self-reliance, positive treatment attitudes, and lack of information about treatment. In addition, unit support predicted communication with unit members and leaders about psychological problems.

Kristen S. Jennings, Clemson University  
Janelle H. Cheung, Clemson University  
Thomas W. Britt, Clemson University  
Anna C. McFadden, Clemson University  
Cynthia L. S. Pury, Clemson University  
Heidi Zinzow, Clemson University  
Mary A. Raymond, Clemson University  
Submitter: Kristen Jennings, ksje@clmson.edu

**314-12 Industrial Environment Job Stressors on Psychological Contract Breach and Violation**

Results of this manufacturing organization study suggest breach and violation are more likely from the environmental stressors of role overload and career progression. Further, control but not social support moderated stress and both breach and violation. Practical implications include how to reduce the likelihood of psychological contract breach and violation.

Isabel M. Xavier, University of New South Wales  
Denise M. Jepsen, Macquarie University  
Submitter: Denise Jepsen, denise.jepsen@mq.edu.au

**314-13 Transformational and Passive Leadership as Crosslevel Moderators of Safety Outcomes**

This poster examined conditions under which safety knowledge and safety motivation were related to safety participation. Using multilevel modeling, it was found that transformational leadership strengthened the relationship between safety motivation and safety participation, whereas passive leadership weakened the relationship between safety knowledge and safety participation.

Lixin Jiang, University Wisconsin Oshkosh  
Tahira M. Probst, Washington State University Vancouver  
Submitter: Lixin Jiang, jiangl@uwosh.edu

**314-14 Workplace Gossip, Psychological Needs and Occupational Stress.**

This study investigated relationships between psychological needs, occupational stress, and workplace gossip—a ubiquitous and influential, yet underresearched workplace phenomenon. It was found that need for affiliation was predictive of gossiping behaviors. Contrary to the study's hypotheses, data showed that gossipers experience higher levels of stressors and psychological strain.

Urszula M. Kakar, University at Albany, SUNY  
Michael T. Ford, University at Albany, SUNY  
Victoria Hendrickson, Alliant International University  
Submitter: Urszula Kakar, urszulakakar@yahoo.com

**314-15 Linking Sleep Deficiency to Workplace Injuries: A Moderated Mediation Model**

This study investigated the effect of sleep deficiency on safety outcomes. Based on the self-regulatory resource theory, results of this

study suggest that sleep deficiency significantly affects safety behavior and injuries. Results also indicated that supervisor safety priority alleviates the effect of sleep deficiency on safety behavior and injuries.

Kuo-Yang Kao, University of Houston  
Christiane Spitzmueller, University of Houston  
Surizaday Serrano, University of Houston  
Sarah Sullivan, University of Houston  
Hao Wu, University of Houston  
Konstantin Cigularov, Old Dominion University  
Submitter: Kuo-Yang Kao, kkao@uh.edu

**314-16 The Validation of New Role Stressor Scales**

New self-report measures of role ambiguity, role conflict, and role overload were developed and their psychometric properties examined. In a series of 4 studies, it was found that the new scales have high levels of face validity, internal-consistency reliability, and test-retest reliability. Evidence of their construct validity is provided.

Steven Khazon, Wright State University  
Nathan A. Bowling, Wright State University  
Caleb B. Bragg, Wright State University  
Caitlin E. Blackmore, Wright State University  
Submitter: Steven Khazon, khazon.2@wright.edu

**314-17 Smartphone: It Can Do More Than You Think**

Employees often use smartphones in the workplace for nonwork-related purposes. This study investigated individual smartphone usage for 5 business days based on an application developed by researchers and how individual smartphone usage influence workplace. Multilevel analysis revealed that individual smartphone usage is positively associated with well-being.

Sooyeol Kim, Kansas State University  
Qikun Niu, George Mason University  
Submitter: Sooyeol Kim, sooyeolkim@gmail.com

**314-18 Working With Errors: Error-Management Strategies Relate to Employee Strains**

Employee errors predict performance but may also influence employee's well-being and strain. Error-management strategies are proposed as mediators between the occurrence of errors and employee strains. Negative error-management strategies fit the model but positive error-management did not. Error severity did not moderate the paths.

Brandon S. King, Central Michigan University  
Terry A. Beehr, Central Michigan University  
Submitter: Brandon King, shengdeking@gmail.com

**314-19 Subjective Well-Being and Physiological Health at Work: A Conceptual Model**

This poster examined the link between SWB and physiological health in the context of work. Integrating positive psychology and occupational health perspectives, the model explains the link between SWB and physiological health as stemming from the generative function of SWB and also the common antecedents of work stressors and personal resources.

Lauren Kuykendall, Purdue University  
Louis Tay, Purdue University  
Submitter: Lauren Kuykendall, lgasque@purdue.edu

**314-20 When Thinking About Work Doesn't Hurt**

Psychological detachment (PD) is important for recovery from work stress. It is proposed that the relationship between PD and recovery is moderated by use of a planning coping style. This hypothesis was supported, suggesting that PD failure may not hinder recovery for individuals who cope with stress by planning.

Lauren Kuykendall, Purdue University

Louis Tay, Purdue University

Howard M. Weiss, Georgia Institute of Technology

Submitter: Lauren Kuykendall, lgasque@purdue.edu

**314-21 The Safety Dance: Outcomes of Psychological Safety Climate**

This study examined the impact of job attitudes on the psychological safety climate–safety behaviors relationship. Structural equation modeling based on cross-sectional data from 326 nurses indicated support for the mediating effects of job-related negative affect and job satisfaction between psychological safety climate with turnover intentions, hazard exposure, and injuries.

Julie J. Lanz, Florida International University

Archana Manapragada, Florida International University

Ashley E. Nixon, Willamette University

Valentina Bruk Lee, Florida International University

April D. Schantz, Florida International University

José F. Rodriguez, Florida International University

Submitter: Julie Lanz, julie.lamer@gmail.com

**314-22 Seeking Clarity From Confusion: Moderators of Workplace Aggression–Strain Relationships**

Recent calls for research have highlighted limitations in the workplace aggression literature arising from term proliferation and measurement overlap. This study examined and found support for a model proposed to reconcile these limitations, potentially increasing understanding of how moderators impact workplace aggression–strain relationships. Unexpected findings and critical future research are discussed.

Ashley E. Nixon, Willamette University

Paul E. Spector, University of South Florida

Submitter: Ashley Nixon, ashley.e.nixon@gmail.com

**314-23 "Do Not Disturb": A Micro–Macro Examination of Intrusions at Work**

This poster examined the effects of day-to-day intrusions (Level 1), or interruptions by others, on long-term strain (Level 2) in 150 computing and information technology employees. Using a micro-macro technique in structural regression, intrusions were found to be significantly associated with increased fatigue, self-regulation depletion, and decreased job performance.

Bing C. Lin, Portland State University

Charlotte Fritz, Portland State University

Submitter: Bing Lin, bclin@pdx.edu

**314-24 Coworker Conflict in Cross-Cultural settings: the Moderating Effect of Harmony**

This study examines the joint moderating effects of country origin and individual-level harmony values on associations among coworker interpersonal injustice, coworker conflict at work, and employees' well-being outcomes. Results suggest that employees'

harmony values may play different roles in predicting their occupational health across the China and the U.S. sample.

Cong Liu, Hofstra University

Raja S. Kainth, Hofstra University

Scott T. Gebhardt, Sirota Consulting, LLC

Liu-Qin Yang, Portland State University

Margaret Nauta, Illinois State University

Paul E. Spector, University of South Florida

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

**314-25 Coaching for Workers With Chronic Illness: Evaluating an Intervention**

A coaching intervention to boost workers' resources and mitigate strain was tested. Fifty-nine workers with various chronic illnesses were randomly assigned to a coaching group or waitlisted control group. Compared with the control group, the coaching group showed improved work ability, exhaustion burnout, core self-evaluations, and resilience after coaching.

Alyssa McGonagle, Wayne State University

Joy Beatty, University of Michigan-Dearborn

Submitter: Alyssa McGonagle, alyssa.mcgonagle@gmail.com

**314-26 Combining Work and Close Relationships in Occupational Stress Interventions**

On a sample of  $N = 160$  dual career couples, the positive effects of a cognitive behavioral stress intervention on well-being and job performance was tested. Latent difference analyses using longitudinal dyadic data showed lower stress levels and higher job performance in intervention groups compared to a wait-list control group.

Corina A. Merz, University of Zurich

Submitter: Corina Merz, corina.merz@uzh.ch

**314-27 Meaningfulness at Work: A Conditional Process Model of Relational Identification**

The experience of meaning at work is associated with important outcomes. Relationships are a pathway through which employees construct meaningful experience. Social identity theory is utilized to construct a conditional process model wherein employees of lower status utilize relational identification with a higher status individual to experience greater meaningfulness.

Matthew J. Monnot, PLU

Submitter: Matthew Monnot, monnotmj@plu.edu

**314-28 Stress, Insomnia, Cohesion, and Adjustment Performance: A Moderated Mediation Model**

Understanding the effects of stress on performance is crucial to maintaining a productive and healthy workforce. This paper posits insomnia as a mediating mechanism between stress and performance and assesses interpersonal cohesion as a moderator of the stress–insomnia relationship. Results provide partial support for this model for adjustment performance.

Heather M. Mullins, George Mason University

Elizabeth A. Rupprecht, U. S. Army Research Institute

Kate LaPort, George Mason University

Tonia S. Heffner, U.S. Army Research Institute

Submitter: Heather Mullins, heather.m.mullins@gmail.com



### 314-29 Distress, Eustress, and Physical Health of Female Breadwinners

The extent to which indicators of distress (stress, tiredness, and pain) and eustress (happiness and meaningfulness) at work predicted physical health among female breadwinners was examined. It was found that tiredness and pain negatively predict health while happiness positively predicts health. Earner status moderated the relationship between tiredness and physical health.

Kelsey N. Parker, University of Tulsa

Jennifer M. Ragsdale, University of Tulsa

Submitter: Kelsey Parker, kelsey-parker@utulsa.edu

### 314-30 The Influence of Occupational Intimidation on Journalists' Attitudes and Performance

This study introduces occupational intimidation, a type of aggression characterized by low to moderate intensity behaviors that threaten or discourage journalists from carrying out certain job duties. Occupational intimidation was found to be negatively related to job performance but not job attitudes. Potential explanations for the findings are discussed.

Kelsey N. Parker, The University of Tulsa

Bradley J. Brummel, The University of Tulsa

Elana Newman, The University of Tulsa

Susan Drevo, The University of Tulsa

Nigel A. Cook, The University of Tulsa

Submitter: Kelsey Parker, kelsey-parker@utulsa.edu

### 314-31 Can Resilience Be Developed? A Meta-Analysis of Resilience-Based Intervention Effectiveness

Resilience interventions are popularly implemented in military and work settings to improve psychological and behavioral health. Resilience-based interventions were meta-analyzed in various settings. Their overall short-term effectiveness is  $d = .23$ , with predicted declines at follow-up measurement. Interventions are similarly effective in many contexts. Substantive moderators of interventions are tested and discussed.



Adam J. Vanhove, University of Nebraska-Lincoln

Alycia L. Perez, Research Facilitation Team/Army Analytics Group

Mitchel Herian, University of Nebraska Public Policy Center

Peter D. Harms, University of Nebraska-Lincoln

Submitter: Alycia Perez, alycia.l.perez.ctr@mail.mil

### 314-32 Person-Environment Fit: Exploring Negative Implications for Safety in Hazardous Jobs

This poster examined personality traits and hazardous job characteristics in relation to safety attitudes and leader performance. Both positive and negative outcomes were found. Findings indicated that there may actually be negative P-E fit effects on leadership performance through negative safety attitudes for individuals who are high in masculinity and emotion seeking.

Kristin M. Repchick, George Mason University

Andreina Daza, George Mason University

Robert Kilcullen, U.S. Army Research Institute for the Behavioral and Social Sciences

Lois E. Tetrick, George Mason University

Alycia Busz, George Mason University

Submitter: Kristin Repchick, Krepchick@m.marywood.edu

### 314-33 Politics Perceptions and Strain: The Moderating Effects of Rumination

This poster argues that rumination serves as a maladaptive form of coping that affects employee reactions to organizational politics. Across 3 samples, hypotheses were supported, affirming that politics negatively affect ruminators but demonstrate little influence on those who ruminate less. Research contributions, implications, and directions for future research are discussed.

Wayne A. Hochwarter, Florida State University

Christopher C. Rosen, University of Arkansas

Submitter: Christopher Rosen, crosen@walton.uark.edu

### 314-34 Safety Culture: A Leadership and Empowerment Approach

Safety culture was assessed among a 600 employee division of a *Fortune* 100 specialty chemical company located in the U.S. Archival data and surveys of employees tested a model of safety culture, leadership and empowerment. Results demonstrate the critical role leadership and empowerment play in establishing effective safety cultures.

John E. Sawyer, University of Delaware

Madhura D. Chavan, University of Delaware

Bhuvan Shankar, University of Delaware

Submitter: John Sawyer, sawyerj@udel.edu

### 314-35 Illegitimate Tasks, Feelings of Resentment, and Recovery

Illegitimate tasks are a relatively new stressor concept, referring to tasks that an employee cannot appropriately expect to carry out. This study tested the hypothesis that illegitimate tasks predicted recovery, mediated by feelings of resentment. The hypothesis was confirmed in a longitudinal study with 3 waves of measurement.

Rabea Krings, University of Bern

Nicola Jacobshagen, University of Bern

Anita Keller, University of Bern

Norbert K. Semmer, University of Bern

Submitter: Norbert Semmer, norbert.semmer@psy.unibe.ch

### 314-36 Developing a Model of the Antecedents of Customer Incivility

This study was designed to examine the antecedents of customer incivility from a customer's perspective. A qualitative study was conducted in which people were asked about experiences where they had perpetrated incivility. Thematic analysis showed that characteristics of the customer, the environment/organization, and the service representative could lead to incivility.

Michael T. Sliter, Indiana University-Purdue University Indianapolis

Brittany Alexander, Indiana University-Purdue University Indianapolis

Morgan D Jones, Indiana University-Purdue University Indianapolis

Submitter: Michael Sliter, msliter@iupui.edu

### 314-37 Laboratory Test of Psychological and Performance Outcomes of Active Workstations

This study was designed to test whether active workstations have short-term psychological benefits without having an impact on performance. Initial results are supportive, with walking and cycling workstations resulting in higher satisfaction and lower strain than sitting/standing workstations, and with walking workstations having similar levels of performance as sitting/standing workstations.

Michael T. Sliter, Indiana University-Purdue University Indianapolis

Katherine A. Sliter, Indiana University-Purdue University Indianapolis  
 Zhenyu Yuan, Indiana University Purdue University Indianapolis  
 Brittany Alexander, Indiana University-Purdue University Indianapolis  
 Ariana Fite, Indiana University-Purdue University Indianapolis  
 Leslie Gibson, Indiana University-Purdue University Indianapolis  
 Tiffany McIntire, Indiana University-Purdue University Indianapolis  
 Submitter: Michael Sliter, msliter@iupui.edu

### 314-38 Safety Motivation, Behavior, and Life Satisfaction Among Farm Couples

This study examined husbands' and wives' safety motivation as predictors of husband safety behavior among a sample of farm couples. In addition, the study examined husbands' safety behavior—as well as wives' perception of their husbands' safety behavior—as predictors of life satisfaction for both husbands and wives.

Ashlie R. Britton, Bowling Green State University  
 Justin M. Sprung, Luther College  
 Submitter: Justin Sprung, justin.m.sprung@gmail.com

### 314-39 Demanding Resources: The Curvilinear and Interactive Effects of Skill Utilization

This poster considers whether skill utilization acts as a job demand and resource. Findings show skill utilization exhibits curvilinear relationships with job outcomes. A 3-way interaction shows skill utilization acts as a buffer when either task or emotional labor demands are high, but not when both are high.

Karyn L. Wang, University of New South Wales  
 Robyn E. Goodwin, University of New South Wales  
 Anya M. Johnson, University of New South Wales  
 Helena Nguyen, University of New South Wales  
 Markus Groth, University of New South Wales  
 Submitter: Karyn Wang, karyn.wang@student.unsw.edu.au

### 314-40 Aggression Preventive Supervisor Behaviors: Good for Climate and Employee Outcomes?

Workplace aggression remains a serious and costly issue for organizations. Among 337 nurses, this study examined the relations between aggression preventive supervisor behaviors, violence prevention climate, and employee work outcomes, at both the individual and unit level. Results indicated that climate mediated the relations between supervisor behaviors and employee outcomes.

Liu-Qin Yang, Portland State University  
 David E. Caughlin, Portland State University  
 Kevin O. Novak, Portland State University  
 Alexa Garcia, Portland State University  
 Peter Do, Portland State University  
 Huyen Hoang, Portland State University  
 Submitter: Liu-Qin Yang, liuqinyang@pdx.edu

### 315. Panel Discussion: 1:00 PM–1:50 PM Room 304B

#### Greener Grass: Transitions Between Internal and External I-O Consulting Roles

This panel session will provide an opportunity for I-O professionals to discuss the good, bad, and unexpected of transitioning between internal and external consulting roles. Topics will include politics, communication, work–life balance, career advancement, travel, project management, client–vendor relationships, and I-O skill use and development.

Jarrett H. Shalhoop, CEB, **Chair**  
 Justin Arneson, CPP, **Panelist**  
 Michael N. Bazigos, McKinsey & Co., **Panelist**  
 Sarah A. Brock, Johnson & Johnson, **Panelist**  
 Michael Crespo, Cargill, **Panelist**  
 Kevin D. Meyer, Life Technologies, **Panelist**  
 Submitter: Kevin Meyer, meyerk@lifetech.com

### 316. Panel Discussion: 1:00 PM–1:50 PM Room 309

#### Leadership Development Programs: Challenges and Innovative Solutions

Leadership development solutions must be more innovative than ever to meet the needs of today's work environment. Challenges in population diversity, geographical dispersion, cultural uniqueness, and sheer size require creative design. Experts will share the challenges they faced and discuss how they overcame these to build innovative leadership development programs.

Christine E. Corbet, Right Management, **Co-Chair**  
 Maya Yankelevich, PDRI, a CEB Company, **Co-Chair**  
 Sarah Kirkendall, Kellogg Company, **Panelist**  
 Crystalynn J. Novotny, West Chester University, **Panelist**  
 Submitter: Maya Yankelevich, myankelevich@pdri.com

### 317. Alternative Session Type: 1:00 PM–1:50 PM Room 323A

#### IGNITE Lightning Round: Mentoring Undergraduate Students in I-O Psychology

This IGNITE panel discussion will discuss how to mentor undergraduates wishing to pursue an I-O career and how such mentoring relationships can be beneficial to not only the undergraduate student protégé, but also to graduate students, faculty, and the I-O community.

Lily Cushenbery, Pennsylvania State University, **Chair**  
 Samantha A. Stelman, Colorado State University, **Co-Chair**  
 Andrea L. Hetrick, University of Georgia, **Co-Chair**  
 Jason Dahling, The College of New Jersey, **Presenter**  
 Joshua Fairchild, Creighton University, **Presenter**  
 Melissa Mitchell, University of Georgia, **Presenter**  
 Melissa Gutworth, Pennsylvania State University, **Presenter**  
 Samuel T. Hunter, Pennsylvania State University, **Presenter**  
 Submitter: Samantha Stelman, samanthastelman@gmail.com

### 318. Roundtable/Conversation Hour: 1:00 PM–1:50 PM Room 324

#### Legal Issues in Employment Testing: Past, Present and Future

For several decades, fair employment laws and guidelines have spurred a variety of issues and challenges for developers and users of talent selection procedures in the U.S. This roundtable session will explore legal trends germane to talent assessment, reviewing where we've been, where we are, and what lies ahead.

James C. Sharf, Employment Risk Advisors, Inc., **Host**  
 John A. Weiner, PSI, **Host**  
 David W. Arnold, Wonderlic, Inc., **Host**  
 Submitter: John Weiner, jweiner@psionline.com

### 319. Symposium/Forum: 1:30 PM–2:50 PM Room 311

#### Breaking the Assessment Glass Ceiling

In recent years, renewed emphasis on high potential identification, formalized talent management processes and increasing involvement from boards of directors has resulted in a renewed interest in senior leader assessment. Five presenters will share their unique approaches and rational to engaging the top of the house through refreshed assessment efforts.

Cara L. Wade, PepsiCo, **Chair**

Janet D. Rhoton, Bank of America, Robin R. Cohen, Bank of America, **The Evolution of Senior Leader Assessment at Bank of America**

Alan L. Colquitt, Eli Lilly & Company, **Assessing Senior-Level Talent and Potential at Eli Lilly and Company**

Michael J. Benson, Johnson & Johnson, Sarah A. Brock, Johnson & Johnson, Charlotte L. Powers, Michigan State University, **Evolution to Revolution in Executive Assessment at Johnson & Johnson**

Allan H. Church, PepsiCo, Christopher T. Rotolo, PepsiCo, Cara L. Wade, PepsiCo, Michael Tuller, PepsiCo, Nicole M. Ginther, Pennsylvania State University, **The Future Is Now: Assessing the C-Suite Pipeline**

John C. Scott, APTMetrics, Inc., **Emerging Trends in Leadership Assessment**

Submitter: Cara Wade, cara.wade@pepsico.com

### 320. Panel Discussion: 1:30 PM–2:50 PM Room 314

#### How to Develop Valid Interview Questions and Anchored Rating Scales

This session will present a summary of recent research on the interview question type and anchored rating scales. Several discussants representing major interviewing paradigms will discuss how they develop valid interview questions and rating scales. The ensuing discussion will highlight recommendations for both practice and future research.

Julia Levashina, Kent State University, **Chair**

Michael A. Campion, Purdue University, **Panelist**

Scott C. Erker, Development Dimensions International (DDI), **Panelist**

Paul C. Green, Paul C Green, Ph.D. Inc., **Panelist**

Gary P. Latham, University of Toronto, **Panelist**

Submitter: Julia Levashina, jlevashi@kent.edu

### 321. Symposium/Forum: 1:30 PM–2:50 PM Room 316C

#### Experience-Driven Leader Development: New Tools and Practices

Learning from experience is the number one way that leaders develop. Yet, experience-driven leader development receives considerably less attention and organizational resources compared to formal education, training, and coaching. This symposium highlights cutting-edge research, tools, and practices that organizations are using to develop leaders via experience.

Scott DeRue, University of Michigan, **Chair**

Susan J. Ashford, University of Michigan, **Co-Chair**

Susan J. Ashford, University of Michigan, Scott DeRue, University of Michigan, **Learning to Learn From Experience: The Power of Mindful Engagement**

Mary Plunkett, Carlson, **Succession Planning: Developing General Managers Through Experience**

Laura Ann Preston-Dayne, Kelly Services, **The Leadership Fitness**

**Challenge: Exercising Your Leadership Muscles Everyday**

Paul R. Yost, Seattle Pacific University, Emily M. Pelosi, Seattle Pacific University, Michael Yoder, Seattle Pacific University, Teanna S. Ziegler, Seattle Pacific University, **Built to Last: Sustainable On-the-Job Development Interventions**

Lisa Dragoni, Cornell University, **Discussant**

Submitter: Susan Ashford, sja@umich.edu

### 322. Panel Discussion: 1:30 PM–2:50 PM Room 323C

#### The Continued Evolution of Employee Engagement

Over the past decade engagement has been a well respected component of organizational strategy. Practitioners from 4 leading consulting firms will describe their approach to engagement and how they are beginning to evolve this concept for their client organizations.

Jacki Bassani, Towers Watson, **Chair**

Patrick Kulesa, Towers Watson, **Panelist**

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

Scott A. Young, CEB, **Panelist**

Rebecca C. Masson, Hay Group, **Panelist**

Charlotte Jensen, Gallup, **Panelist**

Submitter: Jacki Bassani, jackibassani@hotmail.com

### 323. Symposium/Forum: 1:30 PM–2:50 PM Room 327

#### New Findings in JDM–I-O Research: Understanding Individual Decision Making

Given that people in organizations make judgments and decisions on a daily basis, investigating judgments and decisions in the workplace is extremely important. The studies presented in this symposium offer new research findings that shed light on researching and understanding individual decision making in the workplace.

Dev K. Dalal, University of Connecticut, **Co-Chair**

Dalia L. Diab, Xavier University, **Co-Chair**

Alan J. Tomassetti, George Mason University, Reeshad S. Dalal, George Mason University, **Gestalt Characteristics as Theories of Test–Retest Reliability in Policy-Capturing Studies**

Christina Foster, Kindred Healthcare, Dalia L. Diab, Xavier University, **Effects of Job Search Purpose and Framing on Inaction Inertia**

Xiaoxi Chang, University of Ottawa, Silvia Bonaccio, University of Ottawa, **Consequences of Getting Conflicting Expert Advice on Decision Makers**

Scott Highhouse, Bowling Green State University, Christopher D. Nye, Michigan State University, Don C. Zhang, Bowling Green State University, Thaddeus B. Rada, Bowling Green State University, **Is There a General Appetite for Risk?**

Verlin B. Hinsz, North Dakota State University, **Discussant**

Submitter: Dev Dalal, dev.dalal@uconn.edu

### 324. Symposium/Forum: 2:00 PM–2:50 PM Room 303AB

#### Work and Family Conflict Across Nations: Theoretical and Methodological Observations

This symposium's purpose is to address the theoretical and methodological challenges, accompanying cross-cultural research on the work–family interface. Based on a large-scale international study, this symposium offers an integrative view of the emic and indigenous manifestations of some of the key constructs used in the work and family conflict research.



Anat Drach-Zahavy, University of Haifa, **Co-Chair**

Anit Somech, University of Haifa, **Co-Chair**

Anat Drach-Zahavy, University of Haifa, **Why Is Studying WFC From a Multicultural Perspective Important?**

Karen Korabik, University of Guelph, Tricia van Rhijn, University of Guelph, **Examining the Cross-Cultural Equivalence of Work-Family Interface Measures**

Anit Somech, University of Haifa, **Personal Coping Strategy and WFC: A Cross-Cultural Perspective**

Shujaat F. Ahmed, Illinois Institute of Technology, Hanyi Min, Illinois Institute of Technology, Roya Ayman, Illinois Institute of Technology, **Sources of Received Support Across Six Countries: A Profile Analysis**

Submitter: Karen Korabik, kkorabik@uoguelph.ca

### 325. Symposium/Forum: 2:00 PM–2:50 PM Room 304A

#### Expanding Our Understanding of SJT Measurement Issues in Critical Areas

Situational judgment tests are popular assessment tools that offer a number of benefits. However, capitalizing on these benefits can be a challenge due to the complexity of measurement issues associated with SJTs. This symposium seeks to expand the understanding of how SJTs perform by examining 3 critical measurement questions.

Eric C. Popp, CEB, **Chair**

Laura G. Barron, Air Force Personnel Center, Cody B. Cox, Texas A&M University San Antonio, Bernardo de la Garza, University of Texas-Brownsville, **Comparative Validity of Traditional (Multiple-Response) and Single-Response Situational Judgment Tests**

Claire Fix, CEB-UK, Hannah Ablitt, CEB-UK, **Made to Measure? Comparing Psychometrics of Text- & Media-Based SJTs**

Eric C. Popp, CEB, **Examining Measurement Invariance of Multimedia-Based SJTs Across Cultures**

Submitter: Eric Popp, eric.popp@shl.com

### 326. Symposium/Forum: 2:00 PM–2:50 PM Room 304B

#### Making Wellness Work: Strategies for Facilitating Employee Health

A range of employee wellness programs and the factors that contribute to participation in these programs are discussed. Studies consider well-being from physical, psychological, and financial perspectives, and are presented by both researchers and practitioners. Strategies for effective implementation of health promotion programs will be discussed.

Lois E. Tetrick, George Mason University, **Co-Chair**

Catherine Ott-Holland, Michigan State University, **Co-Chair**

Catherine Ott-Holland, Michigan State University, William Shepherd, The Wendy's Company, Ann Marie Ryan, Michigan State University, **Wellness Attitudes and Intentions: Wellness Involvement as Planned Behavior**

Heather M. Mullins, George Mason University, Kristin M. Repchick, George Mason University, Aiva K. Gorab, George Mason University, Lois E. Tetrick, George Mason University, **Longitudinal Assessment of Gender Differences in Wellness Program Participation Rates**

Peter Y. Chen, University of South Australia, Yiqiong Li, University of South Australia, **Hidden Occupational Fatalities in the Construction Industry**  
Megan L. Huth, Google, **Nudging Toward Wellness: Changing Nutrition and Financial Behaviors Through Choice Architecture**

Submitter: Catherine Ott-Holland, c.ott holland@gmail.com

### 327. Symposium/Forum: 2:00 PM–2:50 PM Room 306A

#### Express Yourself: Advances in Stigma Identity Management Research

Applicants with stigmatizing identities often make decisions as to how to best express those identities during the selection process. Three empirical studies investigate the consequences and implications of stigma identity management decisions made by racial, gender, and religious minority applicants.

Alexandra I. Zelin, University of Akron, **Co-Chair**

Jennifer L. Wessel, University of Akron, **Co-Chair**

Brent J. Lyons, Michigan State University, Abdifatah A. Ali, Michigan State University, Ann Marie Ryan, Michigan State University, **Precipitating Motives and Job Search Implications of Race Identity Management**

Alexandra I. Zelin, University of Akron, Jennifer L. Wessel, University of Akron, Ann Marie Ryan, Michigan State University, **Do Feminine Traits "Fit" in an Interview for Masculine-Typed Jobs?**

Afra S. Ahmad, George Mason University, Eden B. King, George Mason University, Alex P. Lindsey, George Mason University, Isaac E. Sabat, George Mason University, Amanda Anderson, George Mason University, Kathleen Keeler, George Mason University, Rachel Trump, Rice University, **Religious Identity Management and Discrimination: A Field Experiment**

Michelle (Mikki) Hebl, Rice University, **Discussant**

Submitter: Alexandra Zelin, aiz1@zips.uakron.edu

### 328. Panel Discussion: 2:00 PM–2:50 PM Room 306B

#### Getting Started With R: Examples and Lessons Learned

R is a free and open-source statistical analysis tool and offers a vast range of applications. Its versatility comes at the cost of having a steep learning curve. In this session experienced R practitioners will discuss best practice approaches to getting started with R and resources available to learners.

Donald E. Lustenberger, Development Dimensions International (DDI), **Chair**  
Adam Beatty, University of Minnesota, **Panelist**

Robert I. Kabacoff, Management Research Group, **Panelist**

Alexander R. Schwall, Development Dimensions International (DDI), **Panelist**

Submitter: Alexander Schwall, alexander.schwall@gmail.com

### 329. Symposium/Forum: 2:00 PM–2:50 PM Room 309

#### Dynamic Models: From Getting a Job to Surviving One

In response to calls for more sophisticated dynamic theories of individual and organizational processes, dynamic theories of various phenomena (i.e., job seeking, task scheduling, stress, and justice/leadership) are presented. Emphasis is placed on theory testing, where 3 of the 4 use computational modeling to develop predictions from the theories.

Jeffrey B. Vancouver, Ohio University, **Chair**

Michael Horvath, Cleveland State University, Aaron M. Schmidt, University of Minnesota, **Extending Theories of Dynamic Self-Regulation in a Job-Seeking Context**

Sam Hannah, University of Saskatchewan, Andrew F. Neal, University of Queensland, **Formal Account of Task Scheduling in Dynamic, Uncertain Environment**

Lisa S. Paik, Ohio University, Jeffrey B. Vancouver, Ohio University, **Demanding Dynamics: Computationally Modeling the Job Demands Control Theory**

Leah R Halper, Ohio University, Jeffrey B. Vancouver, Ohio University,  
***Computationally Modeling the Dynamic Roles of Performance, Leadership, and Justice***

Submitter: Jeffrey Vancouver, vancouver@ohio.edu

### 330. Symposium/Forum: 2:00 PM–2:50 PM

#### Room 317A

#### Uncovering Ageism Climate: Implicit and Explicit Discrimination

This symposium examines ageism beliefs and the effects of age bias on both older and younger workers. Papers examine both overt/covert and explicit/implicit stereotyping and discrimination. Moreover, these studies emphasize important outcomes of ageism in HR decisions, workers' job search behavior, retirement intentions, job satisfaction, and mental health.

Gwenith G. Fisher, Colorado State University, **Co-Chair**

Elora Voyles, Northern Illinois University, **Co-Chair**

Lisa Marchiondo, Wayne State University, Ernest Gonzales, Boston University, Larry J. Williams, Wayne State University, ***Overt and Covert Age Discrimination: Implications for Older Workers' Well-Being***

Janelle H. Cheung, Clemson University, David Cadiz, Oregon Nurses Foundation, Donald M. Truxillo, Portland State University, Robert R. Sinclair, Clemson University, ***Effects of Ageism Climate and Support on Older Nurses' Retention***

Joel T. Nadler, Southern Illinois University at Edwardsville, Rosey L. Morr, Southern Illinois University at Edwardsville, ***Ageism Targeting Younger Workers: Implicit and Explicit Stereotypes***

Lisa Finkelstein, Northern Illinois University, **Discussant**

Submitter: Gwenith Fisher, gwen.fisher@colostate.edu

### 331. Symposium/Forum: 2:00 PM–2:50 PM

#### Room 317B

#### Seeing Clearly: Examining Cross-Cultural Test Performance Through Multiple Lenses

Testing is a global business. Hence, much research focuses on cross-cultural measurement equivalence. However, when interpreting test scores, and evaluating global testing program effectiveness, it is important to look beyond norms. This symposium's multifaceted approach brings into focus more peripheral considerations, including test-taker motivations, testing program context, and construct conceptualization.

Holly S. Payne, CEB, **Chair**

Esteban Tristan, Select International, Mei-Chuan Kung, Select International, Inc., Luye Chang, Select International, ***Measuring and Hiring for Safety: Does Culture Matter?***

Donald R. Scott, Development Dimensions International (DDI), Irina F. Cozma, Development Dimensions International (DDI), ***Motivational Normative Differences: Between and Within Countries***

Joseph D. Abraham, PSI Services, LLC, John D. Morrison, Independent Consultant, ***Impression Management Scale DIF: A Cross Cultural Examination***

Donna Roland, CEB, Jennifer L. Rasmussen, CEB|SHL, ***Cross-cultural Biodata: Comparisons between Western and European Cultures***

Submitter: Holly Payne, holly.payne@shl.com

### 332. Symposium/Forum: 2:00 PM–2:50 PM

#### Room 318A

#### She Loves Me? She Loves Me Not?: Investigating Applicant Reactions

This session will examine how applicant reactions affect important selection outcomes such as dropout rates, global assessment

usage, and content selection. Past research indicates that applicants view certain content more favorably, but there is little research that examines the practical implications of applicant reactions.

Ian Smith, CEB, **Chair**

Courtney T. Van Overberghe, CEB, ***The Relationship Between Applicant Reactions and Dropout Rates***

George Montgomery, American Express, ***Trends in Postassessment Global Applicant Reactions***

Ian Smith, CEB, ***Do Applicant Reactions to Preemployment Assessment Content Affect Dropout?***

Michael Blair, Sprint, **Discussant**

Submitter: Ian Smith, ian-smith@utulsa.edu

### 333. Special Events: 2:00 PM–2:50 PM

#### Room 318B

#### Executive Board Invited Session: Broadening our Sphere of Influence: Exemplars of Science Advocacy

SIOP strives to empower its members to engage in science advocacy by communicating with public policy makers, organizational decision makers, granting agencies, the media, and lay audiences. The purpose of this panel is to learn from those who have been particularly successful advocates for our science.

Rustin D. Meyer, Georgia Tech, **Co-Chair**

Stephen Stark, University of South Florida, **Co-Chair**

Tammy D. Allen, University of South Florida, **Presenter**

Leslie A. DeChurch, Georgia Institute of Technology, **Presenter**

Lillian T. Eby, University of Georgia, **Presenter**

Leslie B. Hammer, Portland State University, **Presenter**

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

Mo Wang, University of Florida, **Presenter**

Submitter: Rustin Meyer, rustin.meyer@psych.gatech.edu

### 334. Symposium/Forum: 2:00 PM–2:50 PM

#### Room 322AB

#### Measuring Impact of Corporate Communications: Practical Strategies for Empirical Research

Due to the innate challenges of objectively measuring the efficacy of communication, practitioners must be creative when empirically investigating it. These studies profile communication strategies for organizational surveys and feedback mechanisms whose components purposefully contain measurable dependent variables. This enabled the researchers to capture objective yet practical results.

Christopher M. Rosett, PepsiCo, Inc., **Chair**

Lauren E. McEntire, PepsiCo, Inc., Katherine Sullivan, PepsiCo, Frito-Lay Division, Laura Eigel, PepsiCo, Frito-Lay Division, Christopher M. Rosett, PepsiCo, Inc., Christina Fleck, Xavier University, ***Communication Strategy and Response Rate in Organizational Surveys: What's Cookin'?***

Lauren V. Blackwell Landon, Oak Ridge National Laboratory, Carla Agreda, Oak Ridge National Laboratory, ***Surveys in the Public Sector: Increasing Response Rates and Buy-In***

Andrzej Kozikowski, Hofstra University, Terri Shapiro, Hofstra University, ***What Can Word-of-Mouth Research Teach Us About Effective Corporate Communication?***

Heather Graham, Batrus Hollweg International, ***Taking Our Own Medicine: Use of Survey Response Rate Techniques***

Amy Dawgert Grubb, Federal Bureau of Investigation, **Discussant**

Submitter: Christopher Rosett, rosettc2@gmail.com

### 335. Symposium/Forum: 2:00 PM–2:50 PM Room 323A

#### Situations at Work: Lexical Hypothesis Approaches to Understanding Affordances

Despite many calls to define important situational elements, there is little consensus in the sizeable situation taxonomy literature and no global scale to measure situational differences between different organizational settings. Three papers are presented highlighting the use of the lexical approach to derive a taxonomy of situational affordances.

Cynthia L. S. Pury, Clemson University, **Co-Chair**

Brandy A. Brown, University of Arizona South, **Co-Chair**

Alice M. Brawley, Clemson University, **Co-Chair**

Yu Yang, China Europe International Business School (CEIBS), Jin Zhang, Tsinghua University, **Historical and Current Issues in the Lexical Studies of Situations**

Brandy A. Brown, University of Arizona South, Cynthia L. S. Pury, Clemson University, Fred S. Switzer, Clemson University, **Deriving the Dimensions of Situations: A Lexical Hypothesis Approach**

Alice M. Brawley, Clemson University, Cynthia L. S. Pury, Clemson University, Robert R. Sinclair, Clemson University, **Situation Taxonomies at Work: Theoretical Fit and Ideal Uses**

Submitter: Alice Brawley, [alice.brawley@gmail.com](mailto:alice.brawley@gmail.com)

### 336. Symposium/Forum: 2:00 PM–2:50 PM Room 323B

#### What Happens After the Linkage Research Is Done

Linkage studies between employee surveys and business metrics remain an example of how “big data analytics” can influence operations. Yet companies doing linkage work often fail to transform these results into action. Three case studies are presented highlighting how linkage results can be used to influence business decisions and actions.

Jeffrey A. Jolton, Kenexa, an IBM Company, **Chair**

Darlene J. Thompson, Parker Hannifin Corporation, Jeffrey A. Jolton, Kenexa, an IBM Company, **Leveraging Linkage Analyses to Drive Organizational Change**

John C. Howes, Kenexa, an IBM Company, **Using Linkage Stories to Engage Executives and Drive Actions**

Adam T. Myer, Johnson & Johnson, Paul M. Mastrangelo, CEB, **Linkage Research: Providing Evidence for Evidence Based HR Decisions**

Submitter: Jeffrey Jolton, [jjolton@us.ibm.com](mailto:jjolton@us.ibm.com)

### 337. Roundtable/Conversation Hour: 2:00 PM–2:50 PM Room 324

#### Career Pathing: Best Practices, Challenges, and Lessons Learned

Career pathing and development programs undeniably play a critical role in predicting employee engagement and performance. The goal of the session is to get practitioners to discuss the current challenges they face while setting up career pathing programs in their organizations.

Patricia E. Grabarek, Molina HealthCare, **Host**

Subhadra Dutta, Molina HealthCare, **Host**

Johanna E. Johnson, California Polytechnic State University, **Host**

Ben Porr, Federal Management Partners, Inc., **Host**

Rebecca Ellis, Cal Poly, San Luis Obispo, **Host**

Submitter: Patricia Grabarek, [pegrabarek@gmail.com](mailto:pegrabarek@gmail.com)

### 338. Symposium/Forum: 2:00 PM–2:50 PM Room 305B

#### Developing Global Leaders in the Midst of Changing Business Needs

Companies in all industries are expanding into emerging markets but don't always know how to develop leadership capability in these geographies. Developing innovative global leaders is one of the hardest, yet most crucial, challenges for multinational companies. This session explores the design, implementation, and delivery of effective global programs.

Stephanie A. Tarant, Quintiles, **Chair**

Stephanie L. Sloan, Hay Group, **Co-Chair**

Stephanie A. Tarant, Quintiles, **Engineering the Future: Quintiles Global Learning Journey**

Stephanie L. Sloan, Hay Group, **One Size Doesn't Fit All: Balancing Global and Local Development**

Leslie Young, Invensys, **Throw the Baby Out! The Impact of a New CEO**

Corey S. Munoz, BAE Systems, Bridgette Weitzel, BAE Systems, **Delivering Global Leadership Development Programs: How To Keep Things Fresh!**

Submitter: Stephanie Tarant, [stephanie.tarant@quintiles.com](mailto:stephanie.tarant@quintiles.com)

### 339. Special Events: 2:00 PM–2:50 PM Theatre 310

#### Theme Track: Technology Meets Application

Technological advances of the past few decades have dramatically impacted the tools available to I-O psychologists for research and practice. This session provides insight on breakthrough technological ideas that are relevant to the field, including wearable sensing technology used to evaluate communication patterns, “undercover” assessments, and gamification technology. The process of successfully implementing technology and managing client expectations will also be discussed. The format of the session is 2 “TED-style talks,” which involve dynamic speakers presenting information in a digestible, engaging manner.

Ben Waber, Sociometric Solutions, **Presenter**

Kevin Impelman, Batrus Hollweg International, **Presenter**

Kristen M. Shockley, Baruch College and The Graduate Center-City University, **Coordinator**

Submitter: Kristen Shockley, [kristen.shockley@baruch.cuny.edu](mailto:kristen.shockley@baruch.cuny.edu)

### 340. Special Events: 3:30 PM–4:20 PM Ballroom A

#### Closing Plenary Session

José M. Cortina, George Mason University, **Chair**

Geoffrey Colon, Group Marketing Manager, Microsoft





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- **Widening the Safety Lens by Exploring Macro-Organizational Factors**  
Friday May 16<sup>th</sup>, 7:30AM in Room 327  
Ia Ko, Levi Nieminen, Lindsey Kotrba
- **Holistic Challenges, Narrow Answers: Can We Collaborate to Drive Results?**  
Friday May 16<sup>th</sup>, 9:00AM in Room 311  
Lindsey Kotrba, Daniel Denison
- **Assessing and Facilitating Change Readiness in Healthcare**  
Friday May 16<sup>th</sup>, 9:00AM in Room 318B  
Alice Wastag
- **Going Global with Assessments: Geographic Findings and Benchmarking Challenges**  
Friday May 16<sup>th</sup>, 11:00AM in Room 323C  
Levi Nieminen, Daniel Denison, Felix Thai, Ia Ko
- **The Effect of Unionization and Hierarchical Level on Subculture Formation**  
Friday May 16<sup>th</sup>, 12:00PM in Ballroom C  
Ben Biermeier-Hanson, Levi Nieminen, Adam Roebuck, Daniel Denison
- **Comparing Apples to Oranges: Leveraging Mapping to Drive Survey Action**  
Friday May 16<sup>th</sup>, 2:00PM in Room 314  
Alice Wastag, Levi Nieminen, Ia Ko
- **Insufficient Effort Responding to Surveys: From Impact to Solutions**  
Saturday May 17<sup>th</sup>, 11:00AM in Room 314  
Levi Nieminen, Lindsey Kotrba, Daniel Denison
- **Taking Stock of Generational Differences: What's Next?**  
Saturday May 17<sup>th</sup>, 12:00PM in Room 323A  
Ia Ko

Join us at our Reception Thursday, May 15<sup>th</sup> from 5:30-8:00 pm in the Hilton's Rainbow Rooms I & II.

Please stop by our Booth #504 during expo hours May 15<sup>th</sup>-17<sup>th</sup>.

We look forward to connecting with you!



**Program Participants (listed by session number; numbers following hyphens are posters)**

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- 2-22 Employee Off-Duty Deviance: Measurement, Antecedents, and Distinction From CWB, Ballroom C, 9:30 AM
- 2-23 A Meta-Analytic Examination of the Outcomes of Incivility, Ballroom C, 9:30 AM
- 2-24 Does Psychological Safety Buffer or Exacerbate Machiavellian Undermining?, Ballroom C, 9:30 AM
- 2-25 Explaining Reciprocal Social Undermining Behavior, Ballroom C, 9:30 AM
- 2-26 Cognitive Load and Unethical Behavior: Idle Hands—Devil's Playground?, Ballroom C, 9:30 AM
- 2-27 Predictors of Peer Reporting of Counterproductive Work Behavior, Ballroom C, 9:30 AM
- 2-28 Employee Social Liability: When Workplace Relationships Aren't Working, Ballroom C, 9:30 AM
- 2-29 Daily Rudeness at Work: Incivility Affects After-Work Recovery, Ballroom C, 9:30 AM
- 2-30 Using Latent Profile Analysis to Determine Personal Web User Type, Ballroom C, 9:30 AM
- 2-31 Workplace Ostracism as a Precursor to Unethical Decision Making, Ballroom C, 9:30 AM
- 2-32 Witnessing Incivility: How Do Coworkers Decide When to Intervene?, Ballroom C, 9:30 AM
- 2-33 Workplace Victimization and Target Health: A Job Demands—Resources Approach, Ballroom C, 9:30 AM
- 2-34 It's Me, Not You: How Personality Is Linked to Incivility, Ballroom C, 9:30 AM
- 2-35 Factors Influencing Perceptions of Psychological Infringement, Ballroom C, 9:30 AM
- 2-36 Predictors of Abusive Supervision: An Emotion Regulation Perspective, Ballroom C, 9:30 AM
- 2-37 Workplace Incivility and End-of-Work Negative Affect: Examining Potential Moderators, Ballroom C, 9:30 AM
- 28 Evidence-Based Practice in Preemployment Integrity Testing: Validity, Applicability, and Usability, Room 303AB, 11:00 AM
- 33 Explaining Reactions to Workplace Incivility: A Collection of Mediators, Room 309, 11:00 AM
- 131 New Directions in Behavioral Ethics Research: Theoretical and Methodological Advances, Room 316C, 9:00 AM
- 168 For Your Eyes Only: I-O Application to Insider Espionage, Room 306A, 12:00 PM
- 194 Contextualizing Workplace Incivility, Room 316C, 1:30 PM
- 213 New Directions for Incivility Research: Group Effects, Emotions, and Cognition, Room 306A, 2:30 PM
- 284 Novel Approaches to the Study of Workplace Incivility and Victimization, Room 318B, 11:00 AM

#### **Emotions/Emotional Labor**

- 19 Influences of HR Practices for Emotional Labor and Service Jobs, Room 323C, 9:30 AM
- 37 Novel and Dynamic Approaches to Research on Affect at Work, Room 317A, 11:00 AM
- 60 Linking Organizations, Employees, and Customers Through Emotion Experience and Expression, Room 314, 12:30 PM
- 88 Organizational Neuroscience: Topics, Methods, and Implications, Room 318B, 2:00 PM
- 161 The Future of Emotional Labor: Reasons for Optimism and Concern, Room 323B, 11:00 AM
- 183 Multilevel Emotional Labor: Advancing Research to the Next Level, Room 323C, 12:30 PM
- 207 Interplay of Stable Individual Differences and Mood, Room 323A, 2:00 PM
- 220-1 Predicting Emotionally Competent Behavior: Developing a Model and Predictor Scales, Ballroom C, 7:30 AM
- 220-2 Emotional Intelligence and Work-Related Well-Being: A Meta-Analysis, Ballroom C, 7:30 AM
- 220-3 Exploring the Process Underlying Responses to Emotional Intelligence Inventories, Ballroom C, 7:30 AM
- 220-4 When Does Deep Acting Lead to Emotional Exhaustion?, Ballroom C, 7:30 AM
- 220-5 Emotion in Motion: Does O\*NET Capture Emotional Labor of Jobs?, Ballroom C, 7:30 AM
- 220-6 Dialectical Thinking Influences Reactions to Surface Acting: A Fundraising Study, Ballroom C, 7:30 AM
- 220-7 Group Attention Intensifies Emotion, Ballroom C, 7:30 AM
- 220-8 The Measurement of Discrete Emotion Regulation, Ballroom C, 7:30 AM
- 220-9 Doing Emotional Labor in Good Company, Ballroom C, 7:30 AM

- 220-10 The Curvilinear Relationship Between Self-Compassion and Learning From Project Failures, Ballroom C, 7:30 AM  
 220-11 Does Political Skill Mediate the Emotion Recognition–Work Success Relationship?, Ballroom C, 7:30 AM  
 220-12 Ambient Group Affect and Links With Job Attitudes and Behaviors, Ballroom C, 7:30 AM  
 220-13 Using IRT to Improve the Measurement of State Boredom, Ballroom C, 7:30 AM  
 220-14 Emotional Labor and Well-Being: A Self-Determination Perspective, Ballroom C, 7:30 AM  
 220-15 Ostracism Increases Prosocial Behaviors and Decreases Undermining Toward Envied Targets, Ballroom C, 7:30 AM  
 220-16 Affect Spin and Goal Orientation: Implications on Well-being and Performance, Ballroom C, 7:30 AM  
 220-17 The State of Boredom: Frustrating or Depressing?, Ballroom C, 7:30 AM  
 220-18 Bringing Emotion into Focus: A Study of Interruptions and Attention, Ballroom C, 7:30 AM  
 220-19 Effects of Conscious Versus Nonconscious Deep Acting on Services, Ballroom C, 7:30 AM  
 220-20 Effects of Surface Acting on Voluntary Workplace Behaviors, Ballroom C, 7:30 AM  
 252 Beyond Valence: Discrete Evaluative Emotions and Emotional Expression, Room 306B, 9:00 AM  
 299 Social Contagion: “Catching” Emotions and Attitudes, Room 327, 12:00 PM

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

- 18 Until Withdrawal Do Us Part? Exploring Employee Withdrawal in Organizations, Room 323B, 9:30 AM  
 23-1 Culture and Hoboism: Do Job Hobos Exist in Korea?, Ballroom C, 10:30 AM  
 52-10 The Potential Impact of Absence and Turnover on Nonwithdrawing Employees, Ballroom C, 12:30 PM  
 52-29 Relational Ambivalence With Managers: Should I Stay or Go?, Ballroom C, 12:30 PM  
 52-30 Exploring the Proximal Withdrawal States With Moderated Regression, Ballroom C, 12:30 PM  
 52-31 The Pearly Gates: Job Search Alternatives in the Turnover Process, Ballroom C, 12:30 PM  
 52-32 What Alleviates the Negative Consequences of Abusive Supervision?, Ballroom C, 12:30 PM  
 52-33 An Exploratory Integration: Unfolding and Traditional Turnover Models, Ballroom C, 12:30 PM  
 52-34 Examining the Effects of Turnover Intentions on OCBs and WDBs, Ballroom C, 12:30 PM  
 52-35 Anchors or Stepping Stones? Corporate Reputation and Voluntary Turnover, Ballroom C, 12:30 PM  
 52-36 Exploring Complementary Leader and Follower Correlates of Employee Absence, Ballroom C, 12:30 PM  
 52-37 Shocks and Satisfaction Predicting Turnover and Turnover Intention, Ballroom C, 12:30 PM  
 264-1 Identifying and Measuring Job Hopping Motives, Ballroom C, 9:30 AM

#### **Global/International/Cross-Cultural Issues**

- 4 Beyond Borders: Developing Globally Adaptive Leaders, Room 304A, 9:30 AM  
 35 Leading Global Teams: Translating Science Into Practice, Room 314, 11:00 AM  
 46 Alliance Invited Session: I-O's Alignment With the International Labor Organization's Decent Work Agenda, Room 318A, 11:30 AM  
 70 Global Leadership Assessment and Development: Designing Programs to Drive Results, Room 318B, 1:00 PM  
 87 Alliance Invited Session: Research Incubator on Global Youth Unemployment/Underemployment, Room 318A, 2:00 PM  
 118 Cultural Encounters: The Impact of Cultural Differences on Interpersonal Processes in Work Organizations, Room 324, 7:30 AM  
 132 The Science and Practice of CSR, Sustainability, and Humanitarian Work, Room 317A, 9:00 AM  
 145-1 The Development and Validation of the Cross-Cultural Cognitive Dissonance Scale, Ballroom C, 11:00 AM  
 145-2 Effects of Similarity- and Differences-Based Cross-Cultural Training on Predeparture Anxiety, Ballroom C, 11:00 AM  
 145-3 Effect of Power Distance on Responses to Psychological Contract Breach, Ballroom C, 11:00 AM  
 145-4 The Impact of Cultural and Emotional Intelligence on Intragroup Conflict, Ballroom C, 11:00 AM  
 145-5 Organizational and Individual Cultural Intelligence: Interactive Predictors of Expatriate Performance, Ballroom C, 11:00 AM  
 145-6 Socializing Expatriates and their Spouses Through Organizational Onboarding, Ballroom C, 11:00 AM  
 145-7 Understanding the Antecedents of Perceived Fit Across Cultures, Ballroom C, 11:00 AM  
 145-8 Development and Initial Validation of the Language at Work Scale, Ballroom C, 11:00 AM  
 145-9 Using Occupational-Information and Trade Data to Understand Economic Development, Ballroom C, 11:00 AM  
 145-10 Developing Cross-Cultural Personality Norms: Which Grouping Method Is Appropriate?, Ballroom C, 11:00 AM  
 145-11 The Role of Resiliency in Cross-Cultural Adjustment in the Military, Ballroom C, 11:00 AM  
 145-12 An Intercultural SJT of Metacognitive Cultural Intelligence and Offshoring Performance, Ballroom C, 11:00 AM  
 145-13 There Goes the Neighborhood: Examining Contextualized Culture Scales' Nomological Network, Ballroom C, 11:00 AM  
 145-14 Xenophobia and Xenophilia in Coworker Choices: The Role of Openness, Ballroom C, 11:00 AM  
 145-15 Home Away From Home: Community and Expatriate Engagement, Ballroom C, 11:00 AM  
 189 Alliance Invited Session: How International Is I-O? Perspectives From Six Continents, Room 317A, 1:00 PM  
 216 Building a Bridge West: How to Effectively Influence Chinese Stakeholders, Room 317B, 2:30 PM  
 240 Theme Track: East Meets West, Theatre 310, 7:30 AM  
 260 Considerations and Best Practices in Managing Expatriate Talent, Room 323B, 9:00 AM  
 288 Lost in Translation: Identifying and Managing High-Potentials Around the World, Room 323C, 11:00 AM  
 305 Expatriate Support: Understanding the Impact of a Multidimensional Construct, Room 316C, 12:30 PM  
 308 Searching for the Perfect Translation: Test Translation Best Practices, Room 318A, 12:30 PM  
 331 Seeing Clearly: Examining Cross-Cultural Test Performance Through Multiple Lenses, Room 317B, 2:00 PM  
 338 Developing Global Leaders in the Midst of Changing Business Needs, Room 328, 2:00 PM

#### **Groups/Teams**

- 11 Enhancing Team Effectiveness Across and Between Levels of Analysis, Room 316C, 9:30 AM  
 40 Challenges Facing Project Teams: Towards a Specific Research Agenda, Room 323B, 11:00 AM  
 53 Strategies for Improving Virtual Team Processes and Emergent States, Room 303AB, 12:30 PM  
 90 Little Teams, Big Data: Understanding Teams Using Digital Traces, Room 323A, 2:00 PM  
 100-1 The Influence of Narcissism in the Team Context, Ballroom C, 7:30 AM  
 100-2 Complementary Measures of Early Team Dynamics in Establishing Effective Teamwork, Ballroom C, 7:30 AM  
 100-3 A Longitudinal Study of Metaperceptions and Performance in Virtual Teams, Ballroom C, 7:30 AM  
 100-4 Revisiting Strategic Core Theory of Teams: Implications of Greater Interdependence, Ballroom C, 7:30 AM  
 100-5 Decision-Making Style Diversity and Faultlines in Teams, Ballroom C, 7:30 AM  
 100-6 Time Urgency Diversity, Coordination Difficulties, and Performance in Chef Teams, Ballroom C, 7:30 AM



- 100-7 Virtual Teamwork: Potential Downfalls and Recommendations for Overcoming Them, Ballroom C, 7:30 AM  
 100-8 Cohesion: Examining Its Development in Virtual, Distributed Teams, Ballroom C, 7:30 AM  
 100-9 Dynamic Team-Efficacy in Relation to Routine Versus Adaptive Performance, Ballroom C, 7:30 AM  
 100-10 Forming Identifications With Multiple Foci Through Social Interactions at Work, Ballroom C, 7:30 AM  
 100-11 Social Ties and Initial Trust in Virtual Teammates, Ballroom C, 7:30 AM  
 100-12 Does Virtuality Matter? A Meta-Analysis on Team Cognition and Performance, Ballroom C, 7:30 AM  
 100-13 How and When Psychological Collectivism Influences Employee Outcomes, Ballroom C, 7:30 AM  
 100-14 Leader Proactive Personality, Member Need for Approval, and Team Performance, Ballroom C, 7:30 AM  
 100-15 Leader Versus Team Political Skill: Comparing the Predictive Power, Ballroom C, 7:30 AM  
 100-16 Generalized Self-Efficacy and Perceived Conflict in Dyadic Teams, Ballroom C, 7:30 AM  
 100-17 Third Party Violation of Justice and Interpersonal Trust in Dyads, Ballroom C, 7:30 AM  
 100-18 Team Cohesion: A Meta-Analytical Investigation of Its Nomological Network, Ballroom C, 7:30 AM  
 100-19 A Team-Centric View of Conflict: Implications for Team Outcomes, Ballroom C, 7:30 AM  
 100-20 How Virtuality and Task Demonstrability Affect Decision-Making Teams, Ballroom C, 7:30 AM  
 100-21 The Role of the Star Player in a Cohesive Group, Ballroom C, 7:30 AM  
 100-22 Cognitive and Personality Predictors of Peer Trust, Ballroom C, 7:30 AM  
 100-23 Exploring the Emergence and Dynamics of Team Cohesion, Ballroom C, 7:30 AM  
 100-24 Field Studies and Longitudinal Experiments on Virtual Teams: A Meta-Analysis, Ballroom C, 7:30 AM  
 100-25 Team Composition and Performance in Face-to-Face, Virtual, and Hybrid Teams, Ballroom C, 7:30 AM  
 100-26 The Bright Side of Meetings: Empowerment Through Satisfying Meetings, Ballroom C, 7:30 AM  
 100-27 From Perception to Structure: A Typology of Intrateam Conflict, Ballroom C, 7:30 AM  
 100-28 Impact of Virtuality and Leader Centrality on Team Performance, Ballroom C, 7:30 AM  
 100-29 Leading Together Yet Apart: Collective Leadership in Distributed Virtual Teams, Ballroom C, 7:30 AM  
 100-30 Pleasure Working With You: Personality, Stress, and Satisfaction in Teams, Ballroom C, 7:30 AM  
 100-31 The Influence of Team Composition on Team Flexible Coordination, Ballroom C, 7:30 AM  
 100-32 Toward Development and Validation of an Unobtrusive Unit Cohesion Measure, Ballroom C, 7:30 AM  
 100-33 Goal Orientation and the Absorption of Unique Information in Teams, Ballroom C, 7:30 AM  
 100-34 Homophily, Familiarity, and the Self-Organization of Creative Teams, Ballroom C, 7:30 AM  
 100-35 Intergroup Relations, Leader Communication, and Speaking Up in Healthcare Teams, Ballroom C, 7:30 AM  
 100-36 Individual and Team Skill Acquisition Over Time, Ballroom C, 7:30 AM  
 100-37 Multiple Commitments and Intergroup Conflicts in Organizations, Ballroom C, 7:30 AM  
 100-38 The Relationship Between Team Proactive Composition and Innovative Performance, Ballroom C, 7:30 AM  
 100-39 Elite Members' Behavioral Influence in Teams, Ballroom C, 7:30 AM  
 106 Competition Within and Between Teams: Its Origins and Consequences, Room 309, 7:30 AM  
 124 Powerful Management of Diversity: Chances for Leadership, Room 318A, 8:30 AM  
 130 Does Hierarchy Help or Hinder? Consequences for Individuals and Teams, Room 314, 9:00 AM  
 146 Ordering the Complexity: Establishing Key Differences in Multiteam Systems, Room 303AB, 11:00 AM  
 177 From a Distance: Which Individual Differences Matter in Virtual Teams?, Room 317B, 12:30 PM  
 195 Facilitating Team Growth in Response to Adversity, Room 317B, 1:30 PM  
 267 M. Scott Myers Award: Team Dimensional Training: A Strategy for Guided Team Self-Correction, Room 317B, 9:30 AM  
 287 Exploring the Social Foundations of Effective Team Processes and Outcomes, Room 323B, 11:00 AM  
 302 Lateral, Distributed, and Configural Influence in Teams, Room 306A, 12:30 PM

#### **Human Factors/Ergonomics**

- 77 Aviation Safety and Security: Multidisciplinary Methods for Enhancing Human Performance, Room 327, 1:30 PM  
 122-1 Calibration of Trust: Is It Overrated?, Ballroom C, 8:30 AM  
 273 Take a Usability Journey: Focus on User-Centered Design, Room 304A, 11:00 AM

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

- 12 Moving From Diversity to Inclusion: New Directions in Inclusion Research, Room 317A, 9:30 AM  
 23-2 Threat and Fairness Around Diversity Management: Testing Full Integration Theory, Ballroom C, 10:30 AM  
 23-3 Hire a Hero? Identity Management of Job Seeking Veterans, Ballroom C, 10:30 AM  
 23-4 Putting Diversity in Context: The Role of Racioethnic Representativeness, Ballroom C, 10:30 AM  
 23-5 The Role of Self-Efficacy on Turnover Intentions of New Mothers, Ballroom C, 10:30 AM  
 23-6 Revisiting the Hispanic-White Mean Difference on Job Performance: A Meta-Analysis, Ballroom C, 10:30 AM  
 23-7 The Role of Authentic Leadership in Fostering Workplace Inclusion, Ballroom C, 10:30 AM  
 23-8 Examining Individual Differences and Proactive Behavior: A Cultural Perspective, Ballroom C, 10:30 AM  
 23-9 Gender Ingroup Projection and the Evaluative Connotation of Leader Prototypes, Ballroom C, 10:30 AM  
 23-10 A Meta-Analysis of the Consequences of Perceived Workplace Discrimination, Ballroom C, 10:30 AM  
 23-11 A Meta-Analytic Investigation of Homophily, Ballroom C, 10:30 AM  
 23-12 The Process and Withdrawal Effects of Team Sexual Orientation Dissimilarity, Ballroom C, 10:30 AM  
 23-13 The Role of Uncertainty in Employers' Assessments of Immigrant Applicants, Ballroom C, 10:30 AM  
 23-14 Coping With Ageism at Work, Ballroom C, 10:30 AM  
 23-15 The Effect of Arab Accent on Promotion Decisions, Ballroom C, 10:30 AM  
 23-16 Stigma on the Spectrum: Disclosure Experiences Among Individuals With Autism, Ballroom C, 10:30 AM  
 23-17 How Does Ethnic Identification Influence Resumé Evaluations?: Exploring Psychological Mechanisms, Ballroom C, 10:30 AM  
 23-18 Russian Workers' Experiences With and Perceptions of Sexually Harassing Behavior, Ballroom C, 10:30 AM  
 23-19 Black-White Differences in Job Satisfaction: A Meta-Analysis, Ballroom C, 10:30 AM  
 23-20 Was That Racist? Perceptions of Racial Microaggressions, Ballroom C, 10:30 AM  
 23-21 Self-Esteem Deepens or Alleviates Stereotypes in Negotiations, Depending on Contingencies, Ballroom C, 10:30 AM  
 23-22 Sexual Orientation and Behavior Style: Influencing Perceptions of Men's Leadership, Ballroom C, 10:30 AM  
 23-23 Female Managers: The Role of Implicit Attitudes and Organizational Climate, Ballroom C, 10:30 AM  
 23-24 Marital Status, Gender, and Sexual Orientation: Implications for Organizational Decisions, Ballroom C, 10:30 AM

- 23-25 Sexual Orientation: Reducing Bias in Selection Through Accountability, Ballroom C, 10:30 AM  
 23-26 The Invisible Stigma of "Workplace-Napping-Is-Bad", Ballroom C, 10:30 AM  
 23-27 Effects of Manager Race and Generation on LGBT Performance Evaluations, Ballroom C, 10:30 AM  
 23-28 Stereotypes of Gays in the Military: Multiple Identities and Incongruities, Ballroom C, 10:30 AM  
 23-29 The Queen's Speech: Auditory Sexual Orientation Cues in Interview Contexts, Ballroom C, 10:30 AM  
 23-30 Secrets to the Top: What Women Leaders Do to Succeed, Ballroom C, 10:30 AM  
 23-31 Gender Composition in Work Teams: Why Men Need Women, Ballroom C, 10:30 AM  
 23-32 The Impact of Interpersonal Discrimination on Health: Can Mentors Help?, Ballroom C, 10:30 AM  
 23-33 Laying the Groundwork for Research on Race and Gender Intersectionality, Ballroom C, 10:30 AM  
 23-34 When Leaning In Isn't Enough: Combating Organizational Structural Barriers, Ballroom C, 10:30 AM  
 23-35 Women's Representation in STEM: The Role of Female Faculty, Ballroom C, 10:30 AM  
 23-36 Career Exploration Using the O\*NET Skills Search Tool for Aspies, Ballroom C, 10:30 AM  
 23-37 Employment Expectations for Individuals With Developmental Disabilities, Ballroom C, 10:30 AM  
 47 A Modern Family: The Work-Family Interface Among LGBT Employees, Room 324, 11:30 AM  
 64 Recruitment of Individuals With Disabilities: Regulatory, Research, and Employer Perspectives, Room 323A, 12:30 PM  
 65 Meet Me Half Way: Organizations "Leaning In" for Women's Advancement, Room 323C, 12:30 PM  
 108 Discrimination in the Workplace: Contemporary Issues Facing Women Today, Room 314, 7:30 AM  
 144 Navigating the Labyrinth: New Insights Into Women's Career Advancement, Room 318A, 9:30 AM  
 145-16 An Exploration of Gender Bias in Leadership Behavior Recall, Ballroom C, 11:00 AM  
 145-17 Composition, Climate, and Racioethnic Differences in Graduate Student Retention, Ballroom C, 11:00 AM  
 145-18 Organizational Predictors of Diversity Management Success, Ballroom C, 11:00 AM  
 145-19 Gender Differences in the Propensity to Initiate Negotiations: A Meta-Analysis, Ballroom C, 11:00 AM  
 145-20 The Spillover of Race-Related Hate Crimes to the Workplace, Ballroom C, 11:00 AM  
 145-21 Evaluating Diversity and Inclusion Programs Designed to Change Social Attitudes, Ballroom C, 11:00 AM  
 145-22 Reduced Prejudice in Assessment Centers: A Function of Rating Process?, Ballroom C, 11:00 AM  
 145-23 The Battle of the "ISMs": Racism Versus Sexism Versus Ageism, Ballroom C, 11:00 AM  
 145-24 Does Addressing a Stereotype Help or Harm an Interviewee?, Ballroom C, 11:00 AM  
 145-25 The Impact of Colorism in Selection Systems: A SDO Perspective, Ballroom C, 11:00 AM  
 145-26 Foul Play: Race and the Glass Cliff in the NBA, Ballroom C, 11:00 AM  
 145-27 Nationality and Skin Tone Effects in Hiring Latinos, Ballroom C, 11:00 AM  
 145-28 Turned Off by Empowerment: Understanding Women's Perceptions of Organizational Gender Principles., Ballroom C, 11:00 AM  
 145-29 Shifting Standards? Sex Differences in Teaching Evaluations or Lack Thereof, Ballroom C, 11:00 AM  
 145-30 Abusive Supervision: An Unwelcoming Experience, Ballroom C, 11:00 AM  
 145-31 Influence of Employee Tattoos on Consumers' Attitudes and Behavior, Ballroom C, 11:00 AM  
 145-32 Gender, Shifting Standards, and Perceptions of Managers' Decision-Making Processes, Ballroom C, 11:00 AM  
 145-33 Social Dominance Orientation, Power Distance, and Attitudes Toward Women Managers, Ballroom C, 11:00 AM  
 145-34 Perceptions of Positive Personality in Task Placement: Does Race Matter?, Ballroom C, 11:00 AM  
 145-35 Soda, Pop or Coke? Applicant Assessment Regional Differences, Ballroom C, 11:00 AM  
 145-36 Female Businesspersons' Gender-Professional Identity Integration, Identity Cues, and Negotiation Outcomes, Ballroom C, 11:00 AM  
 145-37 Positive Intentions but Discrimination Toward Hiring Cancer Survivors, Ballroom C, 11:00 AM  
 145-38 The Role of Openness and Tolerance in Culturally Diverse Teams, Ballroom C, 11:00 AM  
 164 Opting Out and Opting In: Developing a Research Agenda, Room 327, 11:00 AM  
 176 Advancing Women in the STEM Workplace: Barriers and Strategies, Room 314, 12:30 PM  
 182 LGBT Research and Practice: New Avenues for Creating Safe Workplaces, Room 323B, 12:30 PM  
 208 Gender Beyond the Binary: Implications for I-O Research and Practice, Room 323B, 2:00 PM  
 227 ADVANCE(ing) Women: From Fixing Women to Transforming Organizations, Room 314, 7:30 AM  
 238 What Goes Unseen: Mental Disabilities in the Workplace, Room 327, 7:30 AM  
 251 New Perspectives on Workplace Experiences of Sexual Orientation Minorities, Room 306A, 9:00 AM  
 280 Employees With Disabilities Section 503 Changes: Implications and Recommendations, Room 316C, 11:00 AM  
 307 (Not) Movin' on Up: Dilemmas in Women's Career Advancement, Room 317B, 12:30 PM  
 327 Express Yourself: Advances in Stigma Identity Management Research, Room 306A, 2:00 PM

### ***Innovation/Creativity***

- 166 Connections That IGNITE I-O Research and Practice, Theatre 310, 11:00 AM  
 167-1 Enhancing Team Creativity Through Psychological Safety and P.A.S.S., Ballroom C, 12:00 PM  
 167-2 The Interaction of Membership Change and Task on Team Creativity, Ballroom C, 12:00 PM  
 167-3 The Roles of Expertise and Product Novelty in Product Assessment, Ballroom C, 12:00 PM  
 167-4 Principals' Work Engagement as Motivator for School-Level Innovative Outputs, Ballroom C, 12:00 PM  
 167-5 Heads or Hearts: Intuition, Need for Cognition, and Team Innovation., Ballroom C, 12:00 PM  
 167-6 Burnout and Creativity: The Role of Proactive Personality, Intrinsic Motivation, Ballroom C, 12:00 PM  
 167-7 Incubating Creative Newcomers: Effects of Role Expectation and Newcomer Affect, Ballroom C, 12:00 PM  
 167-8 High Performance Work Systems, Front-Line Service Employees' Creativity, and Profit, Ballroom C, 12:00 PM  
 167-9 High Performance Work Systems, Organizational Change, and Creativity, Ballroom C, 12:00 PM  
 167-10 When a "Good" Leadership Style Is Bad for Creativity, Ballroom C, 12:00 PM  
 167-11 Realizing Creative Ideas: Performance and Social Considerations, Ballroom C, 12:00 PM  
 167-12 Creative Profiles: The Influence of HEXACO Trait Patterns on Creativity, Ballroom C, 12:00 PM  
 167-13 Is Being Introverted Good or Bad for Creativity?, Ballroom C, 12:00 PM  
 167-14 Creativity as a Reasoned Action, Ballroom C, 12:00 PM  
 167-15 Making It Safe for Creativity, Ballroom C, 12:00 PM

### ***Job Analysis/Job Design/Competency Modeling***

- 7 Marketing and Implementing Enterprise-Wide Competency Models, Room 306B, 9:30 AM  
 49 Bringing Competency Models to Life: Lessons Learned From Competency-Based Practices, Room 318B, 12:00 PM

- 93 Competency Modeling: Disintegrating Challenges to Extend Theory and Practice, Theatre 310, 2:00 PM  
 180 The Competency Modeling Handbook: Competency Modeling in Context, Room 322AB, 12:30 PM  
 270 Competency Modeling Research Collaboration: Making Connections Between Practice and Science, Room 327, 9:30 AM  
 292-1 If I Had My Druthers: Reactions to Work Characteristic Incongruence, Ballroom C, 12:00 PM  
 292-2 Policy Capturing Wage Data Using O\*NET and DOT Job Components, Ballroom C, 12:00 PM  
 292-3 Personality and Boredom: The Impact of Breaks on Task Performance, Ballroom C, 12:00 PM  
 292-4 How Job Crafting Relates to Task Performance, Ballroom C, 12:00 PM

#### ***Job Attitudes/Engagement***

- 6 From Leader's Personality to Employee Engagement, Room 306A, 9:30 AM  
 42 Pushing the Boundaries of Psychological Contract Theory and Research, Room 327, 11:00 AM  
 56 Trust in Organizations Across Levels: Interpersonal, Team, and Multiteam, Room 306A, 12:30 PM  
 62 Understanding Employee Responses to CSR: Explanatory Mechanisms and Boundary Conditions, Room 317A, 12:30 PM  
 91 Identified Employee Surveys: Complex Ethical Issues and Appropriate Actions, Room 323C, 2:00 PM  
 116 Advancing Corporate Social Responsibility Theory Through I-O Psychology, Room 323B, 7:30 AM  
 159 Engagement: Examining Its Role as a Motivational Concept, Room 322AB, 11:00 AM  
 179 Employee Work Engagement and Job Performance, Room 318B, 12:30 PM  
 198-1 Energizing Employees: The Link Between Corporate Citizenship and Employee Engagement, Ballroom C, 2:00 PM  
 198-2 Workaholism as a Moderator of the Job Demands–Burnout Relationship, Ballroom C, 2:00 PM  
 198-3 Testing the Theory of Shared Experiences in Generational Differences, Ballroom C, 2:00 PM  
 198-4 Organizational Identification and Affective Organizational Commitment: An Integrative Approach, Ballroom C, 2:00 PM  
 198-5 Interactive Effects of Trust in Coworkers and Task Interdependence, Ballroom C, 2:00 PM  
 198-6 GenerationNull: Lack of Generational Workplace Attitude Differences in Large Samples, Ballroom C, 2:00 PM  
 198-7 Large Sample Evidence of a General Factor in Employee Surveys, Ballroom C, 2:00 PM  
 198-8 Contagious Flow: Antecedents and Consequences of Classroom Optimal Experience, Ballroom C, 2:00 PM  
 198-9 Testing an Approach–Avoidance Model of Work Engagement, Ballroom C, 2:00 PM  
 198-10 A Work Outcomes Nomological Network of Work and Organization Engagement, Ballroom C, 2:00 PM  
 198-11 National Overall Norms for Revised JDI/JIG Job Satisfaction Measures, Ballroom C, 2:00 PM  
 198-12 Measuring Diversity Behavioral Intentions Using a Situational Judgment Test, Ballroom C, 2:00 PM  
 198-13 A Profile of Profiles: A Meta-Analysis of Commitment Profiles, Ballroom C, 2:00 PM  
 198-14 When Good Goes Bad: Pressure to Produce and Negative Affectivity, Ballroom C, 2:00 PM  
 198-15 Affective Capital and Firm Performance: Top-Down or Bottom-Up?, Ballroom C, 2:00 PM  
 198-16 Organization-Based Self-Esteem: Contributions of Transformational Leadership and Supervisor's Organizational Embodiment, Ballroom C, 2:00 PM  
 198-17 Breaking the Silence: An Examination of Employee Silence Behavior, Ballroom C, 2:00 PM  
 198-18 The Engagement of High Potentials: How and Why They're Different, Ballroom C, 2:00 PM  
 198-19 Why Workplace Friendships Matter: Linkages With Engagement, Embeddedness, and Burnout, Ballroom C, 2:00 PM  
 198-20 Improving Core Self-Evaluation and Intrinsic Work Motivation With Bikram Yoga, Ballroom C, 2:00 PM  
 198-21 Increasing Organizational Commitment by Inducing P–O Fit Through Values Training, Ballroom C, 2:00 PM  
 198-22 Predicting Employee Attendance and Attendance Consistency, Ballroom C, 2:00 PM  
 198-23 Perceptions of Others and Satisfaction: Do Interpersonal Job Demands Matter?, Ballroom C, 2:00 PM  
 198-24 Locus of Control and Empowerment: Motivational Bases of Continuance Commitment, Ballroom C, 2:00 PM  
 198-25 Job Insecurity: A Moderated-Mediation Model of Burnout and Turnover, Ballroom C, 2:00 PM  
 198-26 Do Competencies Predict Objective Performance Outcome? A Multisource Study, Ballroom C, 2:00 PM  
 198-27 Transformational Leadership, Engagement, and Performance: A Task-Level Perspective, Ballroom C, 2:00 PM  
 198-28 High Involvement Management and Satisfaction: Mediated by Service Perceptions, Ballroom C, 2:00 PM  
 198-29 Don't Fire Me!: Examining Job Insecurity in a Multilevel Context, Ballroom C, 2:00 PM  
 198-30 Job Characteristics and Work Engagement: Multiple-Group Analyses of Flexibility Practices, Ballroom C, 2:00 PM  
 198-31 Normative Commitment and Well-Being, Ballroom C, 2:00 PM  
 198-32 Organizational Commitment, Supervisory Commitment and Turnover: A Role Theory Perspective, Ballroom C, 2:00 PM  
 198-33 The Role of Competition in the Emergence of Flow, Ballroom C, 2:00 PM  
 198-34 Personality Predicting Exit, Voice, Loyalty, and Neglect Responses to Dissatisfaction, Ballroom C, 2:00 PM  
 198-35 Goals And Job Engagement: How Affect Theory Illuminates the Relationship, Ballroom C, 2:00 PM  
 198-36 Employee Engagement: The Contributions of Deep-Level Similarity and Interaction Frequency, Ballroom C, 2:00 PM  
 212 Action-Oriented Employee Feedback: Insights Beyond the Engagement Survey, Room 303AB, 2:30 PM  
 232 The State of Engagement, Room 318B, 7:30 AM  
 234 What Is It to You? Understanding Differences in Meaningful Work, Room 323A, 7:30 AM  
 269 New Perspectives on Implicit Processes in Organizations, Room 323C, 9:30 AM  
 282 Punching the Clock: Engagement Implications for Hourly Workforces, Room 317B, 11:00 AM  
 322 The Continued Evolution of Employee Engagement, Room 323C, 1:30 PM  
 336 What Happens After the Linkage Research Is Done, Room 323B, 2:00 PM

#### ***Job Performance/Citizenship Behavior***

- 14 Contextual Factors and Job Performance: Advancing Theory and Measurement, Room 318A, 9:30 AM  
 31 Proactive Behavior Revisited: Antecedents, Outcomes, and New Perspectives, Room 306A, 11:00 AM  
 187-1 A Daily Diary Study of Environmental Workplace Behavior, Ballroom C, 1:00 PM  
 187-2 Antecedents and Outcomes of Reactance to Electronic Performance Monitoring, Ballroom C, 1:00 PM  
 187-3 The Influence of Task Characteristics and Mood on Multitasking Performance, Ballroom C, 1:00 PM  
 187-4 Does OCB Dimensionality Generalize Across Rating Sources? A Meta-Analytic Evaluation, Ballroom C, 1:00 PM  
 187-5 A Meta-Analysis of the Differential Relationships Between P–E Fit and Performance, Ballroom C, 1:00 PM  
 187-6 Perceived Support and OCB: The Mediating Role of Identification, Ballroom C, 1:00 PM  
 187-7 Political Motivation, Ability, and Context: Implications for Employee Performance, Ballroom C, 1:00 PM  
 187-8 Effects of Prosocial and Technical Knowledge on Students' Clinical Performance, Ballroom C, 1:00 PM



- 187-9 The Effects Of Moral Identity and Empathy on OCBs, Ballroom C, 1:00 PM
- 187-10 Coworker Support and Supervisor's Overall Evaluation: A Moderated Mediation Test, Ballroom C, 1:00 PM
- 187-11 Good or Bad Customer? Customer Treatment Connected to Employee Citizenship, Ballroom C, 1:00 PM
- 187-12 Unpacking Functions of Workplace Friendships and Links to Job Performance, Ballroom C, 1:00 PM
- 187-13 Overqualification and Contextual Performance, Ballroom C, 1:00 PM
- 187-14 The Effects of Imbalanced Versus Balanced Favor Exchange on Status, Ballroom C, 1:00 PM
- 187-15 Role Definitions and OCB: An Investigation of Antecedents and Consequences, Ballroom C, 1:00 PM
- 187-16 Workplace Ambiguity Mediates and Moderates Abusive Supervision–Employees' Strains Relations, Ballroom C, 1:00 PM
- 187-17 Individual Expression or Group Constraint: Impact of Collectivism on Employees, Ballroom C, 1:00 PM
- 187-18 Person–Organization Fit, Work–Life Balance, and Their Outcomes: Longitudinal Analysis, Ballroom C, 1:00 PM
- 187-19 Mislabeling of Work Performance Items: An Item-Level Meta-Analytic Investigation, Ballroom C, 1:00 PM
- 187-20 An Investigation Into the Distributional Properties of Leadership, Ballroom C, 1:00 PM
- 187-21 How Corporate Social Performance Creates Proud Employees and Happy Customers, Ballroom C, 1:00 PM
- 187-22 The Impact of Group-Level Climate for Health on Employee Performance, Ballroom C, 1:00 PM

### **Judgment/Decision Making**

- 30 Decision-Making Processes, Biases, and Heuristics Across the Employment Life Cycle, Room 304B, 11:00 AM
- 242-1 A Social Perception Perspective on Managerial HR Decisions, Ballroom C, 8:30 AM
- 242-2 Leaders' Implicit Followership Theories: Resulting Subordinates' Behavioral and Attitudinal Outcomes, Ballroom C, 8:30 AM
- 242-3 ACED IT: A Tool for Improved Ethical Decision Making, Ballroom C, 8:30 AM
- 242-4 Racial Stereotypes and Occupational Roles: The Inconsistency Disadvantage, Ballroom C, 8:30 AM
- 242-5 BREAKING NEWS! How Modern Media Affects Sustained Attention and Performance, Ballroom C, 8:30 AM
- 242-6 Ethical Decision Making in Situations of Escalating Commitment, Ballroom C, 8:30 AM
- 242-7 Cooperative Goals and Face for Business Confidence in Government Regulators, Ballroom C, 8:30 AM
- 242-8 Managerial Preferences for Decision Making Evidence, Ballroom C, 8:30 AM
- 323 New Findings in JDM–I-O Research: Understanding Individual Decision Making, Room 327, 1:30 PM

### **Leadership**

- 1 Opening Plenary Session, Ballroom A, 7:30 AM
- 2-38 No More Excuses? Supervisory Excuses and Employee Production Deviance, Ballroom C, 9:30 AM
- 8 Leading for Creativity and Innovation, Room 309, 9:30 AM
- 34 Beyond 70-20-10 Leadership Development, Room 311, 11:00 AM
- 45-8 Leader–Member Exchange and Employee Creativity: The Role of Positive Emotion, Ballroom C, 11:30 AM
- 45-9 Abusive Supervision and Proactivity: A Social Identity Perspective, Ballroom C, 11:30 AM
- 45-10 A Field Study of Leader Humor and Leader–Member Exchange Quality, Ballroom C, 11:30 AM
- 45-11 Upward Influence Tactics, Upward Influence Effectiveness, LMX, and Trust, Ballroom C, 11:30 AM
- 45-12 Leader Listening and Subordinate Attitudes: A Cross-Cultural Experimental Study, Ballroom C, 11:30 AM
- 45-13 Context of Error: A Situation Bound for Disaster, Ballroom C, 11:30 AM
- 45-14 Network Characteristics and Leader Use of Collective Influence Tactics, Ballroom C, 11:30 AM
- 45-15 Impact of Aggressive Humor on Dysfunctional Resistance, Ballroom C, 11:30 AM
- 45-16 Authentic Leadership and Voice: Mediating Role of Follower Voice Efficacy, Ballroom C, 11:30 AM
- 45-17 Antecedents and Consequences of Destructive Leadership: A Resource Depletion Perspective, Ballroom C, 11:30 AM
- 45-18 When Supervisors Lash Out: A Self-Control Model of Abusive Supervision, Ballroom C, 11:30 AM
- 45-19 Antecedents of Influence Behavior: A Multilevel Approach, Ballroom C, 11:30 AM
- 45-20 How Followers Experience Leader Influence Tactics: A Two-Factor Model, Ballroom C, 11:30 AM
- 45-21 "Social Death": The Curvilinear Effect of Leader–Member Exchange on Ostracism, Ballroom C, 11:30 AM
- 45-22 The Androgyny of Leadership: Expectations of Male and Female Leaders, Ballroom C, 11:30 AM
- 45-23 Leadership Expression in Context, Ballroom C, 11:30 AM
- 45-24 Leadership Acuity: Matching Team Members to Tasks During Role Assignment, Ballroom C, 11:30 AM
- 45-25 An Examination of the Cascading Effect of Shared Leadership, Ballroom C, 11:30 AM
- 45-26 Leader's and Follower's Power Distance Moderating Abusive Supervision–Voice Relations, Ballroom C, 11:30 AM
- 45-27 Measuring the Dark Triad of World-Class Leaders at a Distance, Ballroom C, 11:30 AM
- 45-28 Effects of Leadership Themes in Presidential Rhetoric on Follower Evaluation, Ballroom C, 11:30 AM
- 45-29 The Art of Followership: Applying Aesthetics to Implicit Followership Theories, Ballroom C, 11:30 AM
- 45-30 Effects of Different Implicitly Endorsed Leadership Styles in Three Cultures, Ballroom C, 11:30 AM
- 45-31 Ethical Leadership and Customer Loyalty Over Time, Ballroom C, 11:30 AM
- 45-32 Learning Goal Orientation, Supervisor Support, Role Clarity, and Customer Orientation, Ballroom C, 11:30 AM
- 45-33 A Meta-Analysis of a Multi-Attribute Leadership Framework, Ballroom C, 11:30 AM
- 45-34 Transformational Leadership and Voice: When Felt Obligation Matters?, Ballroom C, 11:30 AM
- 45-35 Ideal Leaders and Gender: A Person-Centered Approach, Ballroom C, 11:30 AM
- 45-36 Reexamining Antecedents of Follower-Rated LMX: Context Matters, Ballroom C, 11:30 AM
- 45-37 Differentiated Leadership and Individual and Team Creativity: A Multilevel Investigation, Ballroom C, 11:30 AM
- 55 Implicit Leadership Theories (3): Influences on Perceiving Leaders, Room 304B, 12:30 PM
- 58 What Is Leadership Potential and How Is It Measured?, Room 309, 12:30 PM
- 79 The Emergence of Abusive Supervisors: What Makes Them Mean?, Room 304B, 2:00 PM
- 84 Balancing the Art and Science of CEO Succession Planning, Room 314, 2:00 PM
- 113 Exploring Learning Agility's Links With Other Constructs, Room 318B, 7:30 AM
- 142-1 Reciprocal Effects of Follower Proactivity and LMX: A Longitudinal Analysis, Ballroom C, 9:30 AM
- 142-2 The Effects of the Leader's Trust and Competence on LMX, Ballroom C, 9:30 AM
- 142-3 The Trickle-Down Effect of Empowering Leadership: A Moderated Mediation Test, Ballroom C, 9:30 AM
- 142-4 Servant Leadership on Proactive Customer Service Performance (PCSP), Ballroom C, 9:30 AM
- 142-5 Enabling and Burdening: Paradoxical Mechanisms of Empowering Leadership, Ballroom C, 9:30 AM

- 142-6 A Conceptual Investigation of Leaders' Extraversion-Introversion Personality in Collectivism, Ballroom C, 9:30 AM  
 142-7 Differentiating Perceptions of Leaders and Followers Using ILTs and IFTs, Ballroom C, 9:30 AM  
 142-8 The Influence of Transformational Leadership and Attitudes on Implementation Success, Ballroom C, 9:30 AM  
 142-9 Servant Leadership as a Mediator of Leaders' Traits and Effectiveness, Ballroom C, 9:30 AM  
 142-10 Act on Time: Leader's Power Facilitates Timeliness, Ballroom C, 9:30 AM  
 142-11 Charismatic Leadership Homogeneity: Antecedents and Consequences in Work Teams, Ballroom C, 9:30 AM  
 142-12 The Facilitation of Transformational Leadership by Follower Emotional Stability, Ballroom C, 9:30 AM  
 142-13 Managing Uncertainty and Increasing Creativity Through Transformational Leadership, Ballroom C, 9:30 AM  
 142-14 Before the Last Flame Goes Out: Transformational Leadership and Burnout, Ballroom C, 9:30 AM  
 142-15 A Validation Study of the Perceived Leader Integrity Scale, Ballroom C, 9:30 AM  
 142-16 Leader-Subordinate Empowerment Role Identity Alignment, Perceived Autonomy, and Job Satisfaction, Ballroom C, 9:30 AM  
 142-17 A Moderated Mediation Model of Abusive Supervision and Knowledge Sharing, Ballroom C, 9:30 AM  
 142-18 Core Self-Evaluations and Abusive Supervision: A Conditional Process Model, Ballroom C, 9:30 AM  
 142-19 Goal-Focused Leadership, Leader-Member Exchange, and Task Performance, Ballroom C, 9:30 AM  
 142-20 How Managers Support Exhausted Employees: A Qualitative Approach, Ballroom C, 9:30 AM  
 142-21 Mistaking Overconfidence for Great Leadership? Derailment Archetypes and Follower Perceptions, Ballroom C, 9:30 AM  
 142-22 Abusive Supervision and Psychological Capital: A Mediated Moderation Model, Ballroom C, 9:30 AM  
 142-23 Self-Verification and LMX Congruence: Does Seeing Eye-to-Eye Affect Motivation?, Ballroom C, 9:30 AM  
 142-24 Employer Perceptions, Preferences, and Hiring Practices of Military Personnel, Ballroom C, 9:30 AM  
 142-25 LMX Development: Integrating Implicit and Need to Belong Theories, Ballroom C, 9:30 AM  
 142-26 McGregor's Theories 50 Years Later: Valid Constructs or Pop Psychology?, Ballroom C, 9:30 AM  
 142-27 Servant Leadership and Employee Well-Being: The Moderating Role of Motives, Ballroom C, 9:30 AM  
 142-28 Leadership Behaviors and Follower Health: A Meta-Analysis, Ballroom C, 9:30 AM  
 142-29 Dysfunctional Leadership: Through the Eyes of the Beholders, Ballroom C, 9:30 AM  
 142-30 Contextual Constraints: An Examination of Implicit Followership Theories, Ballroom C, 9:30 AM  
 142-31 Examining Follower Preferences for Charismatic, Ideological, and Pragmatic Leaders, Ballroom C, 9:30 AM  
 142-32 Learning Organizations, Empowerment, and Innovation: The Importance of Transformational Leaders, Ballroom C, 9:30 AM  
 142-33 Two Types of Respect and Their Impact on Job Satisfaction, Ballroom C, 9:30 AM  
 142-34 A Short Form of the Perceived Leadership Integrity Scale (sPLIS), Ballroom C, 9:30 AM  
 142-35 Leading by Example and Employees' Organizational Citizenship Behavior, Ballroom C, 9:30 AM  
 142-36 Interaction Between Leader Network Ties and Subordinate Cultural Values, Ballroom C, 9:30 AM  
 143 Executive Board Invited Session: A Conversation With SIOP Leadership, Room 309, 9:30 AM  
 167-16 Empowering Leadership, Uncertainty Avoidance, Trust, and Employee Creativity, Ballroom C, 12:00 PM  
 171 Whither Situations in Leadership: Do They Matter and How So?, Room 316C, 12:00 PM  
 201 Does Leadership Still Lack Something? Integrating Emotions/Distance Into Leadership Theorizing, Room 306B, 2:00 PM  
 205 Investigating the Effects of Person-Environment Fit Across Varying Contexts, Room 318B, 2:00 PM  
 211 IGNITE and Discuss: Perspectives on High Potential, Theatre 310, 2:00 PM  
 220-21 Moral Emotions and Ethical Leadership, Ballroom C, 7:30 AM  
 220-22 Why and When Leader's Emotional Control Influences Employee's Upward Voice, Ballroom C, 7:30 AM  
 220-23 Emotional Intelligence Competencies and Leadership Status in Real-World Organizations, Ballroom C, 7:30 AM  
 223 Implicit Leadership and Followership Theories: New Developments, Room 304B, 7:30 AM  
 236 Team Leadership When Lives Depend on It, Room 323C, 7:30 AM  
 250 The Narcissistic Leadership Paradox: Causes, Consequences, and Responses, Room 304A, 9:00 AM  
 263 Theme Track: Neuroscience Meets Leadership, Theatre 310, 9:00 AM  
 264-2 Effect of Humor on Employee Work Engagement, Ballroom C, 9:30 AM  
 264-3 The Masks We Share: Impression Management Motives and Behavioral Integrity, Ballroom C, 9:30 AM  
 266 Executive Board Invited Session: SIOP Living History Series: An Interview With Edward Lawler, Room 309, 9:30 AM  
 272 High-Potential Talent: How Far Have We Come?, Room 303AB, 11:00 AM  
 310 A Global Perspective on Leadership Measurement Through a Cross-Cultural Lens, Room 322AB, 12:30 PM  
 316 Leadership Development Programs: Challenges and Innovative Solutions, Room 309, 1:00 PM  
 321 Experience-Driven Leader Development: New Tools and Practices, Room 316C, 1:30 PM  
 340 Closing Plenary Session, Ballroom A, 3:30 PM

#### **Legal Issues/Employment Law**

- 9 *Fisher v. University of Texas: The Future of Affirmative Action*, Room 311, 9:30 AM  
 23-38 Determining the Impact of Employee Religious Accommodation on Performance Ratings, Ballroom C, 10:30 AM  
 184 A Conversation on Sexual Harassment: Confessions of an Expert Witness, Room 324, 12:30 PM  
 187-23 Time to Face(book) the Truth: Examining Organizational SNS Use, Ballroom C, 1:00 PM  
 192 Within-Group Variability: Methodological and Statistical Advancements in the Legal Context, Room 306A, 1:30 PM  
 318 Legal Issues in Employment Testing: Past, Present, and Future, Room 324, 1:00 PM

#### **Measurement/Statistical Techniques**

- 20 The Wild Frontiers of Measurement Invariance, Room 327, 9:30 AM  
 44 How Big of a Change Will Big Data Bring?, Theatre 310, 11:00 AM  
 48 Measurement Equivalence of Personality Measures Across Different Methods and Cultures, Room 317B, 12:00 PM  
 57 Psychic Powers Not Required: Advanced Predictive Modeling in Organizations, Room 306B, 12:30 PM  
 86 Meta-Analysis Methods for Messy, Incomplete, and Complex Data, Room 317A, 2:00 PM  
 102 Biological Foundations of Organizational Behavior, Room 304A, 7:30 AM  
 148 Using MPlus for Structural Equation Modeling in I-O Research, Room 304B, 11:00 AM  
 193 Leveraging Social Network Analysis in I-O Science and Practice, Room 311, 1:30 PM  
 214 Analyzing Big Data: The Next Frontier in Organizational Statistical Techniques, Room 311, 2:30 PM  
 222 Standard Setting Issues, Research, and Practical Considerations for Criterion-Referenced Tests, Room 304A, 7:30 AM

- 229 Measuring Performance in Organizations: True Scores Behind Biases and Politics, Room 317A, 7:30 AM
- 271-1 Applying the Actor-Partner Interdependence Model to Interpersonal Interactions Between Teammates, Ballroom C, 11:00 AM
- 271-2 Developing Ideal Intermediate Personality Items for the Ideal Point Model, Ballroom C, 11:00 AM
- 271-3 Measuring Implicit Followership Theories With Cue Validity, Ballroom C, 11:00 AM
- 271-4 Perceived Workplace Status: Scale Development and Validation, Ballroom C, 11:00 AM
- 271-5 A Preliminary Validation Study of the Professional Self-Awareness Scale, Ballroom C, 11:00 AM
- 271-6 A Rose Is a Rose: Is a "Method" a Method?, Ballroom C, 11:00 AM
- 271-7 The Role of Similarity Measurement in Understanding Homophily: A Meta-Analysis, Ballroom C, 11:00 AM
- 271-8 Personality Test Faking as a Shift in Response Process, Ballroom C, 11:00 AM
- 271-9 Principal Components and Factor Scores in Multiple Regression: A Simulation, Ballroom C, 11:00 AM
- 271-10 SIMGUM: A Simulation Program for Generalized Graded Unfolding Model Data, Ballroom C, 11:00 AM
- 271-11 The Unification of Bayesian Principles and Generalizability Theory, Ballroom C, 11:00 AM
- 271-12 Exploring the Nature of Positively and Negatively Keyed Personality Items, Ballroom C, 11:00 AM
- 271-13 SLODR-House Rules: EI Tests Less g-Loaded in Higher Ability Groups, Ballroom C, 11:00 AM
- 271-14 Polytomous Item Response Theory Model Comparisons for Computer Adaptive Tests, Ballroom C, 11:00 AM
- 271-15 Misleading Influence in I-O: Insensitive Standardized Weights in OLS Regression, Ballroom C, 11:00 AM
- 271-16 Effects of Item Type and Estimation Method on Scale Validity, Ballroom C, 11:00 AM
- 271-17 Design and Validation of Two Climate Measures, Ballroom C, 11:00 AM
- 271-18 Exploring the Nature and Prediction of Job Performance Profiles, Ballroom C, 11:00 AM
- 271-19 Improving Differential Item Functioning (DIF) Detection in Personality Measurement, Ballroom C, 11:00 AM
- 271-20 Item Overlap in Meta-Analysis: Definitions, Implications, and Corrections, Ballroom C, 11:00 AM
- 271-21 The Development of a Measure of Career Orientation, Ballroom C, 11:00 AM
- 283 Newer and Lesser-Used Methods in I-O Psychology, Room 318A, 11:00 AM
- 328 Getting Started With R: Examples and Lessons Learned, Room 306B, 2:00 PM
- 335 Situations at Work: Lexical Hypothesis Approaches to Understanding Affordances, Room 323A, 2:00 PM

### **Motivation/Rewards/Compensation**

- 74 Developments in Goal Research: Where Are We Now, Room 317B, 1:30 PM
- 97 Understanding the Allocation of Resources to Competing Demands, Room 323B, 2:30 PM
- 125 Challenges to Self-Determination Theory in Organizational Psychology, Room 303AB, 9:00 AM
- 151 Distinguished Early Career Contribution Award (Science): Using Implicit Measures for Organizational Research, Room 309, 11:00 AM
- 160 Future Time Perspective at Work: Different Conceptualizations, Different Findings, Room 323A, 11:00 AM
- 210 Current and Emerging Directions in Employee Motivation/Engagement, Room 328, 2:00 PM
- 247 New Applications of Self-Determination Theory to the Work Domain, Room 323C, 8:30 AM
- 264-4 The Application of Goal-Setting Theory to Gamification, Ballroom C, 9:30 AM
- 264-5 The Role of Cognitive Depletion in Goal Achievement, Ballroom C, 9:30 AM
- 264-6 Gamification in Psychology: A Review of Theory and Potential Pitfalls, Ballroom C, 9:30 AM
- 264-7 A Self-Enhancement Perspective on Idiosyncratic Deals, Ballroom C, 9:30 AM
- 264-8 A Meta-Analysis of Action-State Orientation and Its Antecedents and Outcomes, Ballroom C, 9:30 AM
- 264-9 Keeping the Faith: Baseline Skill and Task-Specific Self-Efficacy Following Failure, Ballroom C, 9:30 AM
- 264-10 Funding Models and Health Workforce Outcomes: A Systematic Review, Ballroom C, 9:30 AM
- 264-11 The Influence of Instructor Interpersonal Style on Student Motivation, Ballroom C, 9:30 AM
- 264-12 Mapping the Domain of Pay Secrecy, Ballroom C, 9:30 AM
- 264-13 Age Differences in Work Motivation: Same in Different Countries?, Ballroom C, 9:30 AM
- 264-14 Participative Practices, Social Cohesion, Voluntary Turnover, and Labor Productivity, Ballroom C, 9:30 AM
- 264-15 Determinants of Top Management Team (TMT) Pay Dispersion, Ballroom C, 9:30 AM
- 264-16 Future Work Selves, Procrastination, and Job Search, Ballroom C, 9:30 AM
- 264-17 JCM, VIE, and Engagement in Predicting Federal Workers' Performance, Ballroom C, 9:30 AM
- 264-18 A Closer Look at Individual Differences in Work Motivation, Ballroom C, 9:30 AM
- 264-19 Perceived Autonomy Supportive Supervision and Subordinate Feedback Seeking, Ballroom C, 9:30 AM
- 264-20 Examining the Impact of Manager Recognition Training on Unit Performance, Ballroom C, 9:30 AM
- 264-21 The Dark Side of Recognition: A Multilevel Model Examination, Ballroom C, 9:30 AM
- 264-22 Older Worker Performance: Future Time Perspective, Regulatory Focus, and SOC, Ballroom C, 9:30 AM
- 264-23 Extending Uncertainty Management Theory: How Fairness Awareness Affects Decision Making, Ballroom C, 9:30 AM
- 264-24 Progress Variability and Effort Intensity: Venture Goal Commitment as Moderator, Ballroom C, 9:30 AM
- 285 Mind Wandering and Mindfulness: Self-Regulation at Work, Room 322AB, 11:00 AM
- 329 Dynamic Models: From Getting a Job to Surviving One, Room 309, 2:00 PM

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

- 5 All About Fit: Using Polynomial Regression to Advance Stressor-Well-Being Research, Room 304B, 9:30 AM
- 23-39 A Power and Dependence Approach to Behavioral Responses to Harassment, Ballroom C, 10:30 AM
- 50 Employee Resilience: Trait, State, or Process and Does It Matter?, Room 323B, 12:00 PM
- 52-38 Burned Out but Won't Quit: Volunteer Fit, Burnout, and Spirituality, Ballroom C, 12:30 PM
- 52-39 The Role of Passion in Job Burnout at Career Start, Ballroom C, 12:30 PM
- 72-1 Recovery From Work: Examining Attributes of Work and Leisure Activities, Ballroom C, 1:30 PM
- 72-2 FIW and Present Orientation: Exploring the Links to Safety Performance, Ballroom C, 1:30 PM
- 72-3 Does a Weekend Away From Work Fully Replenish Resources?, Ballroom C, 1:30 PM
- 72-4 Does Weekend Communication Recover Employees' Self-Regulatory Resources?, Ballroom C, 1:30 PM
- 85 Health and Well-Being in the Army: Working With Big Data, Room 316C, 2:00 PM
- 94-1 Personal and Professional Implications of Trait Mindfulness: A Meta-Analytic Review, Ballroom C, 2:30 PM
- 94-2 Stressors, Performance, and the Moderating Effect of General Self-Efficacy, Ballroom C, 2:30 PM
- 94-3 Job Stressors, Job Performance, and Conscientiousness: A Mixed-Method Approach, Ballroom C, 2:30 PM



- 94-4 Relationships Between Personality Traits and Safety Behaviors: A Meta-Analysis, Ballroom C, 2:30 PM  
 119 Widening the Safety Lens by Exploring Macro-Organizational Factors, Room 327, 7:30 AM  
 121 A Lifespan Perspective on Stress and Well-Being at Work, Theatre 310, 7:30 AM  
 139 Natural Disasters and Organizations: The I-O Role, Room 327, 9:00 AM  
 142-37 Effects of Leadership Competencies and Style on Objective Safety Outcomes, Ballroom C, 9:30 AM  
 142-38 Safety Leadership and Employee Safety Behavior: Vision, Collaboration, and Supporting, Ballroom C, 9:30 AM  
 145-39 Effects of National Culture on Error Reporting and Safety Behavior, Ballroom C, 11:00 AM  
 145-40 Measuring Workplace Discrimination: Breadth Versus Depth, Ballroom C, 11:00 AM  
 163 Leisure Activities and Individual Differences in the Context of Recovery, Room 324, 11:00 AM  
 167-17 Perfectionism, Workaholism Climate, and Work Safety Tension: An Interactionist Perspective, Ballroom C, 12:00 PM  
 174 Exploring the Unique Safety Experiences of Contractor Employees, Room 303AB, 12:30 PM  
 197 Fostering I-O Psychology's Involvement in Corporate Well-Being, Part 2, Room 324, 1:30 PM  
 200 An Integrative Approach to Safety: Group and Individual Level Predictors, Room 304B, 2:00 PM  
 220-24 A Dual-Process Model of Anxiety and Job Performance, Ballroom C, 7:30 AM  
 225 Daily Life at Work: Helpers and Hindrances to Employee Well-Being, Room 306B, 7:30 AM  
 257 The Influence of Sleep on Work Outcomes, Room 318A, 9:00 AM  
 275 Let's Get Physiological: Incorporating Physiological Assessments in Well-Being Research, Room 306A, 11:00 AM  
 312 I-O in and Around Healthcare Organizations, Room 328, 12:30 PM  
 314-1 Safety Doesn't Happen by Accident: Motivational Antecedents of Unsafe Behaviors, Ballroom C, 1:00 PM  
 314-2 Working Hard and Sick Days Taken: A Moderated Mediated Model, Ballroom C, 1:00 PM  
 314-3 A Meta-Analytic Examination of the Relationship Between Workload And Well-Being, Ballroom C, 1:00 PM  
 314-4 Scale Validation for the Self-Report Stress Response Questionnaire (SRSRQ), Ballroom C, 1:00 PM  
 314-5 The Development and Validation of the Savoring at Work Inventory, Ballroom C, 1:00 PM  
 314-6 Effect of Workplace Barriers and Facilitators on Healthy Behaviors, Ballroom C, 1:00 PM  
 314-7 Workplace Fitness Promotion and Exercise Behavior, Ballroom C, 1:00 PM  
 314-8 Illegitimate Tasks and Well-Being: Findings From Two Daily Diary Studies, Ballroom C, 1:00 PM  
 314-9 "Tell Me About It!" Safety Communication and Safety Climate Perceptions, Ballroom C, 1:00 PM  
 314-10 A Multidimensional Analysis of Stress Event Classifications, Ballroom C, 1:00 PM  
 314-11 Factors That Affect Psychological Treatment Seeking in High Stress Occupations, Ballroom C, 1:00 PM  
 314-12 Industrial Environment Job Stressors on Psychological Contract Breach and Violation, Ballroom C, 1:00 PM  
 314-13 Transformational and Passive Leadership as Crosslevel Moderators of Safety Outcomes, Ballroom C, 1:00 PM  
 314-14 Workplace Gossip, Psychological Needs, and Occupational Stress., Ballroom C, 1:00 PM  
 314-15 Linking Sleep Deficiency to Workplace Injuries: A Moderated Mediation Model, Ballroom C, 1:00 PM  
 314-16 The Validation of New Role Stressor Scales, Ballroom C, 1:00 PM  
 314-17 Smartphone: It Can Do More Than You Think, Ballroom C, 1:00 PM  
 314-18 Working With Errors: Error Management Strategies Relate to Employee Strains, Ballroom C, 1:00 PM  
 314-19 Subjective Well-Being and Physiological Health at Work: A Conceptual Model, Ballroom C, 1:00 PM  
 314-20 When Thinking About Work Doesn't Hurt, Ballroom C, 1:00 PM  
 314-21 The Safety Dance: Outcomes of Psychological Safety Climate, Ballroom C, 1:00 PM  
 314-22 Seeking Clarity From Confusion: Moderators of Workplace Aggression-Strain Relationships, Ballroom C, 1:00 PM  
 314-23 "Do Not Disturb": A Micro-Macro Examination of Intrusions at Work, Ballroom C, 1:00 PM  
 314-24 Coworker Conflict in Cross-Cultural Settings: The Moderating Effect of Harmony, Ballroom C, 1:00 PM  
 314-25 Coaching for Workers With Chronic Illness: Evaluating an Intervention, Ballroom C, 1:00 PM  
 314-26 Combining Work and Close Relationships in Occupational Stress Interventions, Ballroom C, 1:00 PM  
 314-27 Meaningfulness at Work: A Conditional Process Model of Relational Identification, Ballroom C, 1:00 PM  
 314-28 Stress, Insomnia, Cohesion, and Adjustment Performance: A Moderated Mediation Model, Ballroom C, 1:00 PM  
 314-29 Distress, Eustress, and Physical Health of Female Breadwinners, Ballroom C, 1:00 PM  
 314-30 The Influence of Occupational Intimidation on Journalists' Attitudes and Performance, Ballroom C, 1:00 PM  
 314-31 Can Resilience Be Developed? A Meta-Analysis of Resilience-Based Intervention Effectiveness, Ballroom C, 1:00 PM  
 314-32 Person-Environment Fit: Exploring Negative Implications for Safety in Hazardous Jobs, Ballroom C, 1:00 PM  
 314-33 Politics Perceptions and Strain: The Moderating Effects of Rumination, Ballroom C, 1:00 PM  
 314-34 Safety Culture: A Leadership and Empowerment Approach, Ballroom C, 1:00 PM  
 314-35 Illegitimate Tasks, Feelings of Resentment, and Recovery, Ballroom C, 1:00 PM  
 314-36 Developing a Model of the Antecedents of Customer Incivility, Ballroom C, 1:00 PM  
 314-37 Laboratory Test of Psychological and Performance Outcomes of Active Workstations, Ballroom C, 1:00 PM  
 314-38 Safety Motivation, Behavior, and Life Satisfaction Among Farm Couples, Ballroom C, 1:00 PM  
 314-39 Demanding Resources: The Curvilinear and Interactive Effects of Skill Utilization, Ballroom C, 1:00 PM  
 314-40 Aggression Preventive Supervisor Behaviors: Good for Climate and Employee Outcomes?, Ballroom C, 1:00 PM  
 326 Making Wellness Work: Strategies for Facilitating Employee Health, Room 304B, 2:00 PM  
 330 Uncovering Ageism Climate: Implicit and Explicit Discrimination, Room 317A, 2:00 PM

#### **Organizational Culture/Climate**

- 63 Can You Keep the Startup Culture When a Company Grows?, Room 322AB, 12:30 PM  
 89 New Opportunities in Implementation Science and Practice for I-O Psychologists, Room 322AB, 2:00 PM  
 147 Generational Differences in the Workplace: Managing Millennials, Room 304A, 11:00 AM  
 167-18 The Effect of Unionization and Hierarchical Level on Subculture Formation, Ballroom C, 12:00 PM  
 167-19 Adaptive Cultures and Organizational Survival, Ballroom C, 12:00 PM  
 167-20 De-Balkanization: A Molar Organizational Climate Framework Based on Situational Affordances, Ballroom C, 12:00 PM  
 167-21 Effects of Abusive Supervision Climate Strength on Justice, Ballroom C, 12:00 PM  
 167-22 Examining the Origins of Perceived Fit With Organizations, Ballroom C, 12:00 PM  
 167-23 Nuclear Safety Culture as Predictor of Allegations of Safety Concerns, Ballroom C, 12:00 PM  
 167-24 Work Relationships in Service Settings: A Unit-Level Investigation, Ballroom C, 12:00 PM

- 167-25 Differing Responses to Politics: The Moderating Effect of Regulatory Focus, Ballroom C, 12:00 PM  
 167-26 More Than Ideals: The Impact of Counterideal Value Congruence, Ballroom C, 12:00 PM  
 226 The International Culture and Climate Item Pool: Concerns and Solutions, Room 309, 7:30 AM  
 259 Workplace Mistreatment Climate: Nipping Mean Behavior Before It Starts, Room 323A, 9:00 AM  
 291 Theme Track: Business Meets Psychology, Theatre 310, 11:00 AM

### **Organizational Justice**

- 38 Expanding the Boundaries of the Justice Literature, Room 322AB, 11:00 AM  
 220-25 Third Party's Justice Judgment to Coworker's Psychological Contract Breach, Ballroom C, 7:30 AM  
 220-26 Retaliatory Responses to Perceived Injustice: A Dual-Process Model, Ballroom C, 7:30 AM  
 220-27 When Words Speak Louder Than Actions: Effects of Indirect Information, Ballroom C, 7:30 AM  
 220-28 Personality and Justice Perceptions: An Updated Meta-Analysis, Ballroom C, 7:30 AM  
 220-29 Managing Knowledge Transfer: An Appropriation–Justice Perspective, Ballroom C, 7:30 AM  
 220-30 Coworkers' Distributive judgments of I-Deals: The Role of Gender, Ballroom C, 7:30 AM  
 220-31 Event Justice and Social Entity Justice: A Cross-Lagged Analysis, Ballroom C, 7:30 AM  
 220-32 That's Not Fair! Hindrances in the Workplace: A Justice Perspective., Ballroom C, 7:30 AM  
 220-33 Organizational Justice: Importance of Felt Obligation and Just World Beliefs, Ballroom C, 7:30 AM  
 220-34 Does Facebook Tell Us About Organizational Justice Practices?, Ballroom C, 7:30 AM  
 220-35 Survivors' Reactions to Layoff: The Role of Corporate Social Responsibility, Ballroom C, 7:30 AM  
 220-36 Interactional Justice Modulates the Affective Forecasting Error in Idol Candidates, Ballroom C, 7:30 AM

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

- 76 Opportunities for I-O Psychology in Cybersecurity Research, Room 324, 1:30 PM  
 105 Physical Environment and Performance in Organizations, Room 306B, 7:30 AM  
 134 Assessing and Facilitating Change Readiness in Healthcare, Room 318B, 9:00 AM  
 136 Workshift, Telework, Flexwork: The Psychology of Work Outside the Office, Room 323A, 9:00 AM  
 167-27 Testing Mediators Between Job Insecurity and Its Longitudinal Consequences, Ballroom C, 12:00 PM  
 167-28 Outplacement Adequacy and Benefits: The Mediating Role of Retrospective Justice, Ballroom C, 12:00 PM  
 167-29 Resisting Change: The Role of Justice Perceptions and Emotion Regulation, Ballroom C, 12:00 PM  
 167-30 Development of an Assessment and Training Program for Employee Resiliency, Ballroom C, 12:00 PM  
 167-31 Human Capital Management Practices, Employee Engagement, and Organizational Financial Performance, Ballroom C, 12:00 PM  
 167-32 Temporal Influence and Contrast in Leader Transition and Organizational Change, Ballroom C, 12:00 PM  
 173 Branching Into Higher Education From I-O Roots, Room 327, 12:00 PM  
 244 Talent Management in Turbulent Times: Putting Out the Burning Platform, Room 309, 8:30 AM  
 286 Change Management: Do We Need to Adapt Our Methodologies?, Room 323A, 11:00 AM

### **Performance Appraisal/Feedback/Performance Management**

- 187-24 Blame the Items? A Substantive Validity Investigation of Proactivity Constructs, Ballroom C, 1:00 PM  
 187-25 Performance Management Practices and Organizational Performance: System Reactions as Moderators, Ballroom C, 1:00 PM  
 187-26 A Meta-Analysis of Rater Individual Differences–Rating Level Relationships, Ballroom C, 1:00 PM  
 187-27 Multisource Feedback: Relevance of Purpose and Relationship to Organizational Outcomes, Ballroom C, 1:00 PM  
 187-28 Multisource Feedback Program and Organizational Performance: Which Leads to Which?, Ballroom C, 1:00 PM  
 187-29 Computational Models of Potential Processes Creating Positively Skewed Performance Distributions, Ballroom C, 1:00 PM  
 187-30 Destructive Criticism, Shame, and Work Performance, Ballroom C, 1:00 PM  
 187-31 Testing Regulatory Fit Theory in the Context of Performance Feedback, Ballroom C, 1:00 PM  
 187-32 Seeking Feedback but Unable to Improve Work Performance?, Ballroom C, 1:00 PM  
 187-33 Using Structural Equation Modeling to Solve 360-Degree Feedback's Criterion Problem, Ballroom C, 1:00 PM  
 187-34 Rating Goals in Performance Appraisal: Developing a Taxonomy and Measure, Ballroom C, 1:00 PM  
 187-35 The Influence of Implicit Person Theory on Feedback Environments, Ballroom C, 1:00 PM  
 187-36 Development of a Rater Motivation Scale, Ballroom C, 1:00 PM  
 187-37 The Effect of Expertise on Rating Leniency and Severity, Ballroom C, 1:00 PM  
 187-38 Feedback Seeking and Supervisor Power: The Role of Goal Orientation, Ballroom C, 1:00 PM  
 187-39 Social Network Divide in Peer Performance Rating, Ballroom C, 1:00 PM  
 235 How's Our Driving? Innovations in Feedback, Room 323B, 7:30 AM  
 298 Strategic Uses of 360 Degree Feedback, Room 324, 12:00 PM

### **Personality**

- 2-39 The Interactive Effect of Entitlement and Conscientiousness on Organizational Deviance, Ballroom C, 9:30 AM  
 17 Observer Reports of Personality in Organizational and Educational Research, Room 323A, 9:30 AM  
 72-5 A Dispositional, Situational, and Motivational Approach to Work–School Enrichment, Ballroom C, 1:30 PM  
 94-5 Personality and the Motivation for Leadership, Entrepreneurship, and Professional Work, Ballroom C, 2:30 PM  
 94-6 Proactive Personality and Customer Service Performance, Ballroom C, 2:30 PM  
 94-7 A Person-Centric Investigation of Personality, Performance, and Attrition, Ballroom C, 2:30 PM  
 94-8 Bringing Together Persistence: The Creation of a Multidimensional Measure, Ballroom C, 2:30 PM  
 94-9 Detecting Socially Desirable Responding by Examining Personality Item Response Patterns, Ballroom C, 2:30 PM  
 94-10 Warning Against Faking: Investigating the Measurement Equivalence of Personality Scales, Ballroom C, 2:30 PM  
 94-11 Effects of Group Cohesion and Emotional Stability on Emotional Exhaustion, Ballroom C, 2:30 PM  
 94-12 Do Extraverts Prefer Multitasking? Investigation of the Extraversion–Polychronicity Relationship, Ballroom C, 2:30 PM  
 94-13 Social Intelligence and Work Attitudes: The Mediating Role of LMX, Ballroom C, 2:30 PM  
 94-14 Environmental Sustainability and National Personality, Ballroom C, 2:30 PM  
 94-15 Trait, State, and Task-Contingent Conscientiousness: Predicting Learning and Transfer, Ballroom C, 2:30 PM  
 94-16 Revisiting the Relationship Between Impression Management and Job Performance, Ballroom C, 2:30 PM  
 94-17 Investigating Ceiling Effects for Personality Faking in Work Settings, Ballroom C, 2:30 PM

- 94-18 Personality Profiles and Modes of Conflict, Ballroom C, 2:30 PM  
 94-19 Predicting Optimal Experience (Flow): Individual Differences Versus Task Characteristics, Ballroom C, 2:30 PM  
 94-20 Examining Modal Personality Differences Between Organizations and Occupations, Ballroom C, 2:30 PM  
 94-21 Faking and Socially Desirable Responding: An Experimental Integration, Ballroom C, 2:30 PM  
 94-22 Explicit and Implicit Predictors of Achievement Orientation Reputation at Work, Ballroom C, 2:30 PM  
 94-23 An Examination of Warning Type on Personality Faking, Ballroom C, 2:30 PM  
 94-24 Circumplex Traits Versus Facet Traits, Ballroom C, 2:30 PM  
 94-25 The Workplace IPIP: A Contextualized Measure of Personality, Ballroom C, 2:30 PM  
 94-26 The Faking Warning in Conventional and Forced-Choice Personality Measures, Ballroom C, 2:30 PM  
 94-27 The Paradox of ADHD Disinhibition in Entrepreneurs, Ballroom C, 2:30 PM  
 94-28 A Psychopathic Advantage? Relations Between Psychopathy, Engagement, and Abusive Supervision, Ballroom C, 2:30 PM  
 94-29 Group Personality Composition and Conflict Asymmetry: Effects on Team Learning, Ballroom C, 2:30 PM  
 94-30 Social Desirability in Personality Assessment: A New Perspective, Ballroom C, 2:30 PM  
 94-31 Intelligence and Openness to Experience Relations Across the Lifespan, Ballroom C, 2:30 PM  
 94-32 Fear of Success: The Impostor Phenomenon in the Work Context, Ballroom C, 2:30 PM  
 94-33 The Moderating Effect of Honesty–Humility in Personality–Performance Relationship, Ballroom C, 2:30 PM  
 94-34 Nonlinearity in the Extraversion–Job Performance Relationship, Ballroom C, 2:30 PM  
 94-35 Personal Initiative and Job Performance Evaluations: Role of Political Skill, Ballroom C, 2:30 PM  
 94-36 Taxometric Analysis Redux: A Replication of Gangestad and Snyder (1985), Ballroom C, 2:30 PM  
 94-37 Meta-Analysis of Organization-Based Self-Esteem: Updates and Extensions, Ballroom C, 2:30 PM  
 110 Personality Dynamics at Work: Conceptual, Empirical, and Methodological Advances, Room 317A, 7:30 AM  
 141 The Dark Side of Personality and Leadership, Theatre 310, 9:00 AM  
 181 Interests: New Frontier for Personnel Selection, Room 323A, 12:30 PM  
 239 Broadcasting Individual Differences: Drawing Inferences Based on Social Media Profiles, Room 328, 7:30 AM  
 249 Theoretical and Practical Advances in Latent Variable Models of Personality, Room 303AB, 9:00 AM  
 258 Exploring the Utility of Resilience in I-O Research and Practice, Room 318B, 9:00 AM  
 271-22 Boring Surveys: How Interactions Between Individual Differences Affect Response Variability, Ballroom C, 11:00 AM  
 292-5 Personality, Organizational Commitment and Job Search Behavior, Ballroom C, 12:00 PM  
 303 Complexity of Applying Approach/Avoidance Motivation to Work Outcomes, Room 306B, 12:30 PM

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

- 10 Assuring the Trustworthiness of Cumulative Scientific Knowledge in I-O Psychology, Room 314, 9:30 AM  
 36 Best Practices in the Collection of High-Quality Field Data, Room 316C, 11:00 AM  
 41 A Critical Review of Mechanical Turk as a Research Tool, Room 323C, 11:00 AM  
 59 Starting the Analytics Engine: Practical Approaches and Lessons Learned, Room 311, 12:30 PM  
 81 Beyond the Subject Pool: Creative Sampling Methods in I-O Research, Room 306B, 2:00 PM  
 101 Conducting Qualitative Research: Methodologies and Strategies for I-O Psychologists, Room 303AB, 7:30 AM  
 109 Building and Testing Temporal Theories in I-O Psychology, Room 316C, 7:30 AM  
 152 Are Interactions Really Worth the Trouble?, Room 311, 11:00 AM  
 170 The Promise and Perils of Big Data in I-O Psychology, Room 311, 12:00 PM  
 196 Computational Modeling: Advancing Research on Team Dynamics, Room 318A, 1:30 PM  
 203 Comparing Apples to Oranges: Leveraging Mapping to Drive Survey Action, Room 314, 2:00 PM  
 228 Conducting Analyses on Matrices of Meta-Analytic Correlations, Room 316C, 7:30 AM  
 241 Organizational Neuroscience: Using Electroencephalography (EEG) to Study I-O Topics, Room 311, 8:00 AM  
 253 Statistical and Methodological Myths and Urban Legends: Part IX, Room 311, 9:00 AM  
 271-23 Mapping I-O Psychology: Content and Trends From 1980 to 2009, Ballroom C, 11:00 AM  
 271-24 The Viability of MTurk for Testing Applied Psychological Models, Ballroom C, 11:00 AM  
 271-25 Subject Matter Experts as Sources of Data for Utility Analysis, Ballroom C, 11:00 AM  
 271-26 Putting Context Into Organizational Intervention Design: Using Tailored Questionnaires, Ballroom C, 11:00 AM  
 271-27 Using the Repertory Grid Technique to Examine Shared Understanding?, Ballroom C, 11:00 AM  
 271-28 The Use of Snowball Sampling in Organizational Research, Ballroom C, 11:00 AM  
 271-29 An Introduction to ARIMA Time Series Analysis, Ballroom C, 11:00 AM  
 271-30 Unpacking the Power of Detecting Social Network Effects, Ballroom C, 11:00 AM  
 271-31 Effects of Scale Points, Polarity, and Labeling on Survey Responses, Ballroom C, 11:00 AM  
 271-32 Constraints and Effectiveness of Multilevel Models With Cross-Level Interactions, Ballroom C, 11:00 AM  
 279 Insufficient Effort Responding to Surveys: From Impact to Solutions, Room 314, 11:00 AM  
 294 Breaking the Rules: Innovative Methods for Investigating Aberrant Behavior, Room 309, 12:00 PM  
 313 Theme Track: Deductive Research Meets Inductive Research, Theatre 310, 12:30 PM  
 334 Measuring Impact of Corporate Communications: Practical Strategies for Empirical Research, Room 322AB, 2:00 PM

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

- 27 The STEM Pipeline: A Conversation, Room 324, 10:30 AM  
 75 Strategic Succession Management: Defining, Assessing, and Developing Future Leadership Talent, Room 323B, 1:30 PM  
 83 IGNITE Session: Important Considerations Throughout the Selection Lifecycle, Room 311, 2:00 PM  
 153 Social Media in Selection: Validity, Applicant Reactions, and Legality, Room 314, 11:00 AM  
 156 Current Thinking and Research About the ASA Cycle, Room 317B, 11:00 AM  
 224 Understanding Applicant Fairness Perceptions: Moderators, Mediators, and Contextual Influences, Room 306A, 7:30 AM  
 242-9 Training to Detect Fit Through Employment Interviews, Ballroom C, 8:30 AM  
 265 It's Not You, It's Me: Candidate Selection Process Drop-Out Rates, Room 304B, 9:30 AM  
 292-6 Privacy and Fairness Perceptions of Internet-Based Selection Procedures, Ballroom C, 12:00 PM  
 292-7 Targeted Recruitment: Exploring Job Preferences Across Applicant Profiles, Ballroom C, 12:00 PM  
 292-8 Stakeholder Perceptions of Selection in a High-Stakes Context, Ballroom C, 12:00 PM



- 292-9 Creating More Ideal Applicants: A New Dimension for Recruitment Methods, Ballroom C, 12:00 PM  
 292-10 Sign of the Times: Dynamic Criteria in the Modern Workplace, Ballroom C, 12:00 PM  
 292-11 Indecision in Employee Selection, Ballroom C, 12:00 PM  
 292-12 A Novel Approach to Employee Recruitment: Gamification, Ballroom C, 12:00 PM  
 292-13 Effects of Self-Worth Contingencies on Perceptions of Organizational Prestige, Ballroom C, 12:00 PM  
 292-14 Consider the Source: An Examination of Referrers in Employee Referrals, Ballroom C, 12:00 PM  
 292-15 Altering Images During Selection: Assessment Content Matters, Ballroom C, 12:00 PM  
 292-16 Understanding the Veteran Employment Experience: Lessons From the Veterans Administration, Ballroom C, 12:00 PM  
 292-17 The Regulatory Effect of Normative Feedback Interventions on Interviewer Ratings, Ballroom C, 12:00 PM  
 292-18 Deception by Job Applicants: Development of a Resumé Fraud Measure, Ballroom C, 12:00 PM  
 292-19 Employees' Motives During Job Search: A Qualitative Inquiry, Ballroom C, 12:00 PM  
 292-20 Utilizing Talent Supply Chain Management in an Academic Setting, Ballroom C, 12:00 PM  
 292-21 The Validity of Conscientiousness Is Overestimated, Ballroom C, 12:00 PM  
 292-22 Political Skill and Recruiting Success in Membership Organizations, Ballroom C, 12:00 PM  
 292-23 Test-Taking Motivation and Promotional Exam Performance, Ballroom C, 12:00 PM  
 292-24 Ethnic Differences in Applicant Perceptions of Cognitive Ability Tests, Ballroom C, 12:00 PM  
 292-25 Why Do Situational Interviews Predict Performance?, Ballroom C, 12:00 PM  
 292-26 Ageism in Candidate Selection Using LinkedIn, Ballroom C, 12:00 PM  
 292-27 Meta-Analysis of Minority Recruitment Interventions and Organizational Attraction, Ballroom C, 12:00 PM  
 292-28 The Impact of Media and Peer Justice Communication in Selection, Ballroom C, 12:00 PM  
 292-29 An Empirical Investigation of Applicant Attribution-Reaction Theory, Ballroom C, 12:00 PM  
 292-30 Implications of Choosing to Include or Omit Pictures on LinkedIn, Ballroom C, 12:00 PM  
 292-31 Interviewee-Reported and Interviewer-Perceived Impression Management: Investigating the Discrepancy, Ballroom C, 12:00 PM  
 292-32 Value Effects on Applicant Reactions to Targeted Recruitment, Ballroom C, 12:00 PM  
 292-33 Do We Prefer the Devil We Know Over External Candidates?, Ballroom C, 12:00 PM  
 292-34 How Managers Weigh Performance Ratings and Employee Potential in Decisions, Ballroom C, 12:00 PM  
 292-35 Recruiting Candidates Virtually: Does It Pay?, Ballroom C, 12:00 PM  
 292-36 The Promise of Working Memory for Learning and Task Performance, Ballroom C, 12:00 PM  
 319 Breaking the Assessment Glass Ceiling, Room 311, 1:30 PM  
 332 She Loves Me? She Loves Me Not?: Investigating Applicant Reactions, Room 318A, 2:00 PM

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

- 16 Big Data in I-O Psychology, Room 322AB, 9:30 AM  
 71 Innovative I-O Practice and Application: The Next Frontier, Theatre 310, 1:00 PM  
 99 Lessons Learned (and Still Learning) Through HR Transformations, Room 327, 2:30 PM  
 140 Promises and Pitfalls of Big Data in Organizations, Room 328, 9:00 AM  
 150 Pivot Tables to P-Values: Creating an Internal HR Analytics Function, Room 306B, 11:00 AM  
 165 Using I-O to Help the Armed Forces and Veterans, Room 328, 11:00 AM  
 167-33 The Effects of Empowerment and Reward Climates on Organizational Performance, Ballroom C, 12:00 PM  
 167-34 Real Options Theory and Health Insurance Decisions, Ballroom C, 12:00 PM  
 167-35 Manager Resistance to Allow Telework: A Policy Capturing Investigation, Ballroom C, 12:00 PM  
 167-36 Linking Individual HPWP and Employee Performance: Organizational Commitment Versus Exhaustion?, Ballroom C, 12:00 PM  
 167-37 Does Context Matter? Transfer of HR Practices to Nonprofit Organizations, Ballroom C, 12:00 PM  
 167-38 Bonus Eligibility Inequity and Turnover Among Part-Time And Full-Time Employees, Ballroom C, 12:00 PM  
 191 The Employee Segmentation Continuum: Creating Respondent Groups to Spur Action, Room 303AB, 1:30 PM  
 219 Improving and Communicating the Strategic Internal Value of I-O, Room 327, 2:30 PM  
 221 How Is Social Data Driving I-O Practice?, Room 303AB, 7:30 AM  
 295 Big Data: From Hype to Practical Realities, Room 311, 12:00 PM  
 306 Working Session: Building a Comprehensive Environmental Sustainability in Organizations Model, Room 317A, 12:30 PM  
 311 Little Data: Conducting Focused Research Within Organizations, Room 323B, 12:30 PM  
 339 Theme Track: Technology Meets Application, Theatre 310, 2:00 PM

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

- 3 404 Page Not Found: Pitfalls of Technology Projects, Room 303AB, 9:30 AM  
 25 EnterTRAINment: Schoolhouse Rock Meets APA, Room 318A, 10:30 AM  
 26 The Many Faces of I-O: Perspectives on Professional Identity, Room 318B, 10:30 AM  
 43 Evidence Based Practice: How Empirical Findings Should Guide Us, Room 328, 11:00 AM  
 66 Jump Starting Your Academic Career: Tips for Success, Room 324, 12:30 PM  
 69 Distinguished Teaching Contributions Award: Teaching Beyond the Classroom: I-O Psychology Influence in Academe, Room 318A, 1:00 PM  
 92 Fostering Positive Experiences for New Academics/Practitioners, Room 328, 2:00 PM  
 103 Making the Case for Case-Based Learning in I-O Courses, Room 304B, 7:30 AM  
 123 Executive Board Invited Session: Crucial Developments in the Licensure of I-O Psychologists, Room 309, 8:30 AM  
 186 I-O Psychologists in Business Schools: Brain Drain or Eye Opener?, Theatre 310, 12:30 PM  
 188 Engineering Internships to Enhance the Reputation of the Field, Room 309, 1:00 PM  
 217 Executive Board Invited Session: SIOP-SHRM Science of HR Series: Promoting I-O Psychology to HR, Room 318A, 2:30 PM  
 237 Addressing the Challenges of Master's Education in I-O Psychology, Room 324, 7:30 AM  
 254 Ignite: The Essential Realistic Job Preview for Aspiring I-O Practitioners, Room 314, 9:00 AM  
 261 Communities of Applied Psychologists Outside the U.S., Room 324, 9:00 AM  
 281 Corporate Ladder or Ivory Tower: Diverse Perspectives on I-O Jobs, Room 317A, 11:00 AM  
 292-37 Applicant Reactions and Website Information: The Importance of Transparency, Ballroom C, 12:00 PM  
 309 What Does a Master's Degree in Industrial-Organizational Psychology Really Mean?, Room 318B, 12:30 PM  
 317 IGNITE Lightning Round: Mentoring Undergraduate Students in I-O Psychology, Room 323A, 1:00 PM  
 333 Executive Board Invited Session: Broadening Our Sphere of Influence: Exemplars of Science Advocacy, Room 318B, 2:00 PM

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

- 13 Making the Most of SMEs: Strategies for Managing SME Interactions, Room 317B, 9:30 AM
- 22 Shaping the Future of Mobile Assessment: Research and Practice Update, Theatre 310, 9:30 AM
- 23-40 Exploring the Mathematics Gender Gap Using a Within-Person Approach, Ballroom C, 10:30 AM
- 29 Do-It-Yourself Cut Scores Using the General Eclectic Method, Room 304A, 11:00 AM
- 61 Practical Considerations for Developing and Maintaining Computer Adaptive Testing Programs, Room 316C, 12:30 PM
- 78 Does Faking Occur and Matter? It's About When, Not Whether, Room 304A, 2:00 PM
- 82 Why Assessment Center Exercises Elicit Variable Performance: Unpacking Differences, Room 309, 2:00 PM
- 94-38 Extending Research on Contextualized Personality Scales, Ballroom C, 2:30 PM
- 94-39 Measuring Personality Through SJTs: Some Preliminary Findings, Ballroom C, 2:30 PM
- 107 Predictive Analytics: Evolutionary Journey From Local Validation to Big Data, Room 311, 7:30 AM
- 114 Personality Measurement Without (Much) Faking: Alternatives to Self-Report Likert Scales, Room 322AB, 7:30 AM
- 115 Social Networking: Selection's Dream Come True or a Virtual Nightmare?, Room 323A, 7:30 AM
- 122-2 Testing Relative Validity of Three Personality Scales for Predicting Performance, Ballroom C, 8:30 AM
- 122-3 Cybervetting: A Common Antecedents Model, Ballroom C, 8:30 AM
- 122-4 Does Faking Influence the Process Underlying Responses to Personality Measures?, Ballroom C, 8:30 AM
- 122-5 Investigating the Subpsychopathic Personality of Liars on Selection Tests, Ballroom C, 8:30 AM
- 122-6 Impact of Applicant Retesting on Subgroup Differences and Criterion-Related Validity, Ballroom C, 8:30 AM
- 122-7 Impact of Retesting and Score Estimation on Criterion-Related Validity, Ballroom C, 8:30 AM
- 122-8 Evidence That *g* Isn't a Higher-Order Construct: Bifactor Fits Better, Ballroom C, 8:30 AM
- 122-9 General Mental Ability as a Latent Variable: Explaining the Unexplained, Ballroom C, 8:30 AM
- 122-10 Reconsidering the Search for Alternatives to General Mental Ability Tests, Ballroom C, 8:30 AM
- 122-11 Role of Mental Abilities and Conscientiousness in Explaining High-School Grades, Ballroom C, 8:30 AM
- 122-12 Something More Than *g*: Meaningful Memory Uniquely Predicts Training Performance, Ballroom C, 8:30 AM
- 122-13 A Construct-Based Analysis of Behavior Description Interview Ratings, Ballroom C, 8:30 AM
- 122-14 Reanalysis of Employment Interview Validity Incorporating Indirect Range Restriction Methodology, Ballroom C, 8:30 AM
- 122-15 Impact of Situational Strength on Validity of Situational Judgment Items, Ballroom C, 8:30 AM
- 122-16 Examining Dynamic Validities Across Maintenance and Transition Job Stages, Ballroom C, 8:30 AM
- 122-17 Detecting Unproctored Internet Test Cheating: A Question of Power, Ballroom C, 8:30 AM
- 122-18 Different Belief Systems Predict Favorability Toward Different Employment Tests, Ballroom C, 8:30 AM
- 122-19 Validity Generalization Across College Applicant Pools: A Longitudinal Study, Ballroom C, 8:30 AM
- 122-20 Transparent Assessment Center Dimensions: A Threat to Criterion-Related Validity?, Ballroom C, 8:30 AM
- 122-21 S. Rains Wallace Dissertation Award: The Role of Rater Motivation in Validation Studies, Ballroom C, 8:30 AM
- 122-22 Revisiting Female Underprediction: Exploring the Role of Conscientiousness, Ballroom C, 8:30 AM
- 122-23 Revisiting Female Underprediction: Exploring the Role of Course-Taking Patterns, Ballroom C, 8:30 AM
- 122-24 To Scare or to Care: Different Warnings Against Applicant Faking, Ballroom C, 8:30 AM
- 122-25 The Impact of Retake Policies on Classification Consistency and Validity, Ballroom C, 8:30 AM
- 122-26 A Validation Study of the Recovery-Related Self-Efficacy Scale in Korea, Ballroom C, 8:30 AM
- 122-27 Relative Impact of Method in Selection Model Development, Ballroom C, 8:30 AM
- 122-28 The Construct Validity of Blatant Extreme Responding for Faking Detection, Ballroom C, 8:30 AM
- 122-29 Towards a Signaling Model of Applicant Faking, Ballroom C, 8:30 AM
- 122-30 Automated Scoring in Assessment Centers: How Quantifiable Is Qualitative Data?, Ballroom C, 8:30 AM
- 122-31 Humor Styles Questionnaire: The Short Work-Related Version (sw-HSQ), Ballroom C, 8:30 AM
- 122-32 Accuracy of Self-Assessment in a Self-Adaptive Testing Context, Ballroom C, 8:30 AM
- 122-33 Formal and Informal Coaching Effects on SJT Scores and Validity, Ballroom C, 8:30 AM
- 122-34 Process Redesign of a Consent Decree-Based Police Promotional System, Ballroom C, 8:30 AM
- 122-35 A Meta-Analysis of Interview Length on Reliability and Validity, Ballroom C, 8:30 AM
- 122-36 Comparing Two Algorithms for Adapting Interviews to Personality Scores, Ballroom C, 8:30 AM
- 122-37 Validation of the Global Assessment Tool (GAT), Ballroom C, 8:30 AM
- 122-38 Method Characteristic Effects on Retest Score Gains and Criterion-Related Validity, Ballroom C, 8:30 AM
- 122-39 Investigating the Presence of Nonlinear Personality-Job Performance Relationships, Ballroom C, 8:30 AM
- 122-40 Development and Initial Validation of the Work Interruptions Resiliency Scale, Ballroom C, 8:30 AM
- 126 Master Collaboration: Technology and Assessment: Research Gaps, Best Practices, and Future Agenda, Room 304B, 9:00 AM
- 127 Using and Interpreting Statistical Corrections in High-Stakes Selection Contexts, Room 306A, 9:00 AM
- 154 Advances in the Measurement and Application of Forced-Choice Noncognitive Assessments, Room 316C, 11:00 AM
- 158 Challenges and Innovations of Using Game-Like Assessments in Selection, Room 318B, 11:00 AM
- 175 Cruising the Validity Transportation Highway: Are We There Yet?, Room 306B, 12:30 PM
- 185 Assessment Gamification: Current Practice and Future Trends, Room 328, 12:30 PM
- 187-40 Performance Feedback Reports: Helpful or Not?, Ballroom C, 1:00 PM
- 206 Multilanguage Supply and Demand in the Assessment Industry, Room 322AB, 2:00 PM
- 215 Current Issues in Unmanned Aircraft Systems: Implications for I-O Psychology, Room 316C, 2:30 PM
- 218 Innovations in Assessment and Testing: Reactions From the Legal Guardians, Room 324, 2:30 PM
- 233 Think Fast!: Understanding Speeded Cognitive Ability Tests in Organizational Contexts, Room 322AB, 7:30 AM
- 245 Cognitive Ability Testing in the Age of UIT and Globalization, Room 317B, 8:30 AM
- 262 One Step Closer Into the Essence of Performance Measurement, Room 328, 9:00 AM
- 264-25 Achievement Motivation: Incremental Validity in Concurrent and Predictive Designs, Ballroom C, 9:30 AM
- 268 Assessor Perspectives: Ying and Yang of Technology-Enhanced Assessment Centers, Room 322AB, 9:30 AM
- 271-33 Adjusting Multiple Correlations for Regression Overfitting and Indirect Range Restriction, Ballroom C, 11:00 AM
- 271-34 Completing Assessments on Mobile Devices: Comparability and Ease of Use, Ballroom C, 11:00 AM
- 271-35 Questioning the Questioner: A Call to Investigate Interviewee Questioning Behaviors, Ballroom C, 11:00 AM
- 271-36 Grade Inflation Marches On: Grade Increases Across the 1990s-2000s, Ballroom C, 11:00 AM
- 271-37 Bifactor Models of Likert and Forced-Choice Personality Measures, Ballroom C, 11:00 AM

- 271-38 Psychometric Properties, and Test-Taker Reactions to Three SJT Response Formats, Ballroom C, 11:00 AM  
 274 Fraud on Employment Tests Happens: Innovative Approaches to Protecting Tests, Room 304B, 11:00 AM  
 293 New Developments in Biodata Research and Practice, Room 304B, 12:00 PM  
 304 Retesting: Best Practices and Future Directions, Room 314, 12:30 PM  
 320 How to Develop Valid Interview Questions and Anchored Rating Scales, Room 314, 1:30 PM  
 325 Expanding Our Understanding of SJT Measurement Issues in Critical Areas, Room 304A, 2:00 PM

**Training**

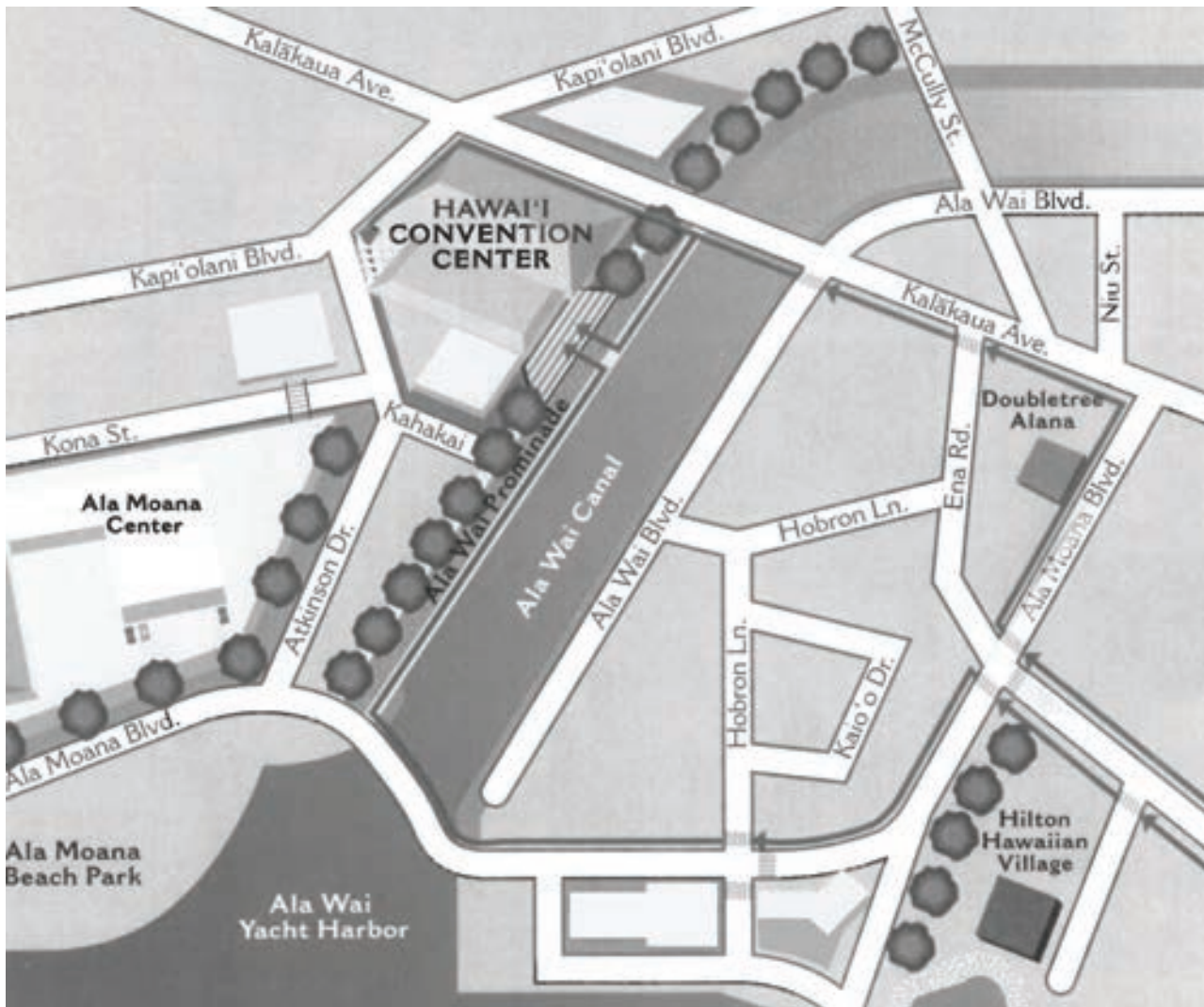
- 15 Training Older Workers: Fresh Insights and Future Directions, Room 318B, 9:30 AM  
 68 Adaptive Training Research: A Call to Action for I-O Psychologists, Room 328, 12:30 PM  
 120 Fostering Field-Based/On-the-Job Informal Learning, Room 328, 7:30 AM  
 128 Ethics as a Practice: Fostering Moral Development in the Workplace, Room 306B, 9:00 AM  
 172 Technological Advances in Employee Training and Development, Room 317A, 12:00 PM  
 199 Best of Both Worlds: Blended Learning in Science and Practice, Room 304A, 2:00 PM  
 242-10 The Examination of Different Predictors of Transfer Use Versus Effectiveness, Ballroom C, 8:30 AM  
 242-11 Individual Differences and the Usage of Learner Control, Ballroom C, 8:30 AM  
 242-12 Latent Profile Analysis of Learning Style Orientation Inventory, Ballroom C, 8:30 AM  
 242-13 Medical Team Training: A Meta-Analysis and Integration, Ballroom C, 8:30 AM  
 242-14 Applying MOST and SMART to Create Training Interventions, Ballroom C, 8:30 AM  
 242-15 A Technology to Author Scenario-Based Training Using Faded Worked Examples, Ballroom C, 8:30 AM  
 242-16 Individual and Contextual Variables Enhance Transfer for an Eco-Driving Intervention, Ballroom C, 8:30 AM  
 242-17 Three to Tango: Agent, Feedback-Comparison, and Goal-Orientation on Training Outcomes, Ballroom C, 8:30 AM  
 242-18 Using SNWs as Job-Seeking and Online Personal Branding Tools, Ballroom C, 8:30 AM  
 242-19 Drawbacks of Overtraining—Contingency Leadership Perspectives on Training Motivation, Ballroom C, 8:30 AM  
 242-20 Trainer Expressiveness and Trainee Learning Style Interactions on Training Transfer, Ballroom C, 8:30 AM  
 242-21 Motivational Intervening Mechanisms Linking Ability and Self-Efficacy to Training Effectiveness, Ballroom C, 8:30 AM  
 242-22 The Power of the Team: Comparing SAP Training Effectiveness, Ballroom C, 8:30 AM  
 242-23 Knowledge Structure Development Across Adaptive and Routine Performance Episodes, Ballroom C, 8:30 AM  
 242-24 Adaptive Feedback in Simulation-Based Training Using a Display Approach, Ballroom C, 8:30 AM  
 243 Research-Based and Practical Considerations for the Application of E-Learning, Room 304B, 8:30 AM  
 300 A Look at a Paradigmatic Shift in Healthcare Training, Room 303AB, 12:30 PM

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

- 39 What Is Balance? Gaining Consistent Definition, Assessment, and Prediction, Room 323A, 11:00 AM  
 72-6 Family Regulatory Focus: Scale Development and Validation, Ballroom C, 1:30 PM  
 72-7 Work–Home Interference and Well-Being: A Cross-Lagged Analysis, Ballroom C, 1:30 PM  
 72-8 Introverts Are More Sensitive to Work–Home Spillover Than Extraverts, Ballroom C, 1:30 PM  
 72-9 Double Trouble: Interrole Conflict and Outcomes for Second Job Holders, Ballroom C, 1:30 PM  
 72-10 Work–School Facilitation and Conflict in Relation to Organizational Outcomes, Ballroom C, 1:30 PM  
 72-11 Does Work–School Conflict Buffer the Positive Consequences of Work–School Enrichment?, Ballroom C, 1:30 PM  
 72-12 Antecedents and Consequences of the Career Commitment of Employed Mothers, Ballroom C, 1:30 PM  
 72-13 Antecedents and Consequences of Recovery at Work, Ballroom C, 1:30 PM  
 72-14 Identification, Trauma, and Work–Family Conflict in High-Reliability Contexts, Ballroom C, 1:30 PM  
 72-15 Leaning In and Leaning Out: Developing a Work–Life Trade-Offs Scale, Ballroom C, 1:30 PM  
 72-16 A Role Identification Approach to Work–Family Conflict, Ballroom C, 1:30 PM  
 72-17 Work–Family Conflict and Job Satisfaction: A Meta-Analysis of Cultural Differences, Ballroom C, 1:30 PM  
 72-18 Exploring Calling: Events Shaping the Direction of a Person's Life, Ballroom C, 1:30 PM  
 72-19 Supervisor Support: An Antecedent of Work–Family Boundary Management, Ballroom C, 1:30 PM  
 72-20 Who Benefits From Family Support? Work Schedule and Family Differences, Ballroom C, 1:30 PM  
 72-21 Work–Family Effects of Ethical Leadership, Ballroom C, 1:30 PM  
 72-22 Costs of Off-Task Thoughts: Relationships Between Spillover and Performance, Ballroom C, 1:30 PM  
 72-23 Retail Employee Shifts, Variability, Control, Flexibility: Relationships to Workplace Attitudes, Ballroom C, 1:30 PM  
 72-24 Resources as Enablers of Work–Family Enrichment and Work Outcomes, Ballroom C, 1:30 PM  
 72-25 Teaching Online: Applying Need Theory to the Work–Family Interface, Ballroom C, 1:30 PM  
 72-26 Work–Nonwork Boundary Management: Linking Preferences to Behaviors, Ballroom C, 1:30 PM  
 72-27 Positives and Negatives of the Work–School Interface, Ballroom C, 1:30 PM  
 72-28 The Effect of Perceived Work–Life Support on Employee Outcomes, Ballroom C, 1:30 PM  
 72-29 Work and Family Role Demands: Effects on Adult Learners, Ballroom C, 1:30 PM  
 72-30 Boundary Work Among Highly Skilled Temporary Workers, Ballroom C, 1:30 PM  
 72-31 Cross-Domain Communication and Technology Usage and the Work–Family Interface, Ballroom C, 1:30 PM  
 72-32 Emotional Demands, Work–Family Interface, Performance: Examining Moderating Role of Leisure, Ballroom C, 1:30 PM  
 72-33 A Preliminary Investigation of Work–Work Conflict: Conflict Between Two Jobs, Ballroom C, 1:30 PM  
 72-34 Examining Workaholism and Satisfaction: The Mediating Role of Work-to-Family Conflict, Ballroom C, 1:30 PM  
 95 Work and Family Across the Globe: Considerations of Cultural Context, Room 303AB, 2:30 PM  
 111 Novel Approaches to Affective Spillover, Room 317B, 7:30 AM  
 137 We Have Work–Family Needs Too!: Considering Neglected Populations., Room 323B, 9:00 AM  
 178 Exploring the Continuum of Employee Choice in Work–Family Issues, Room 318A, 12:30 PM  
 209 Electronic Cottage or Electronic Prison? Technology and Work–Life Balance, Room 323C, 2:00 PM  
 230 Socioeconomic Considerations in the Work–Family Interface, Room 317B, 7:30 AM  
 256 An Examination of Work–Family Experiences in Different Occupations, Room 317A, 9:00 AM  
 276 Predictors, Consequences, and Sustainability of Family Supportive Supervisor Behavior, Room 306B, 11:00 AM  
 301 Where the Rubber Meets the Road: Work–Family Interventions Driving Change, Room 304A, 12:30 PM  
 324 Work and Family Conflict Across Nations: Theoretical and Methodological Observations, Room 303AB, 2:00 PM



## HOTEL TO THE CONVENTION CENTER



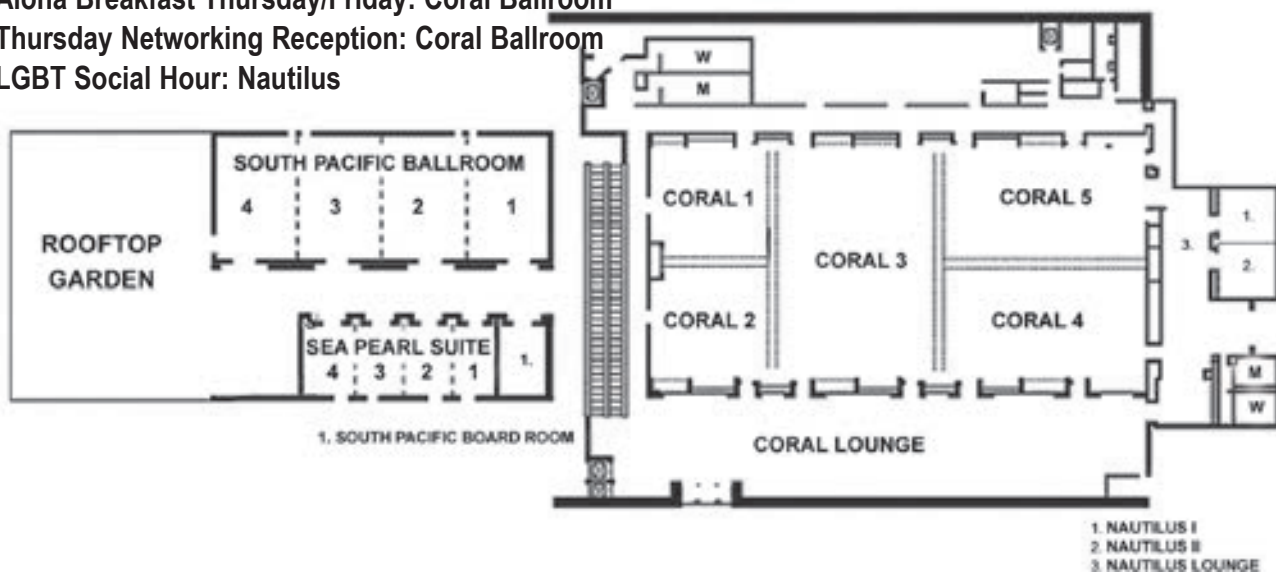
## HILTON HAWAIIAN VILLAGE MAPS

Mid-Pacific Conference Center

Aloha Breakfast Thursday/Friday: Coral Ballroom

Thursday Networking Reception: Coral Ballroom

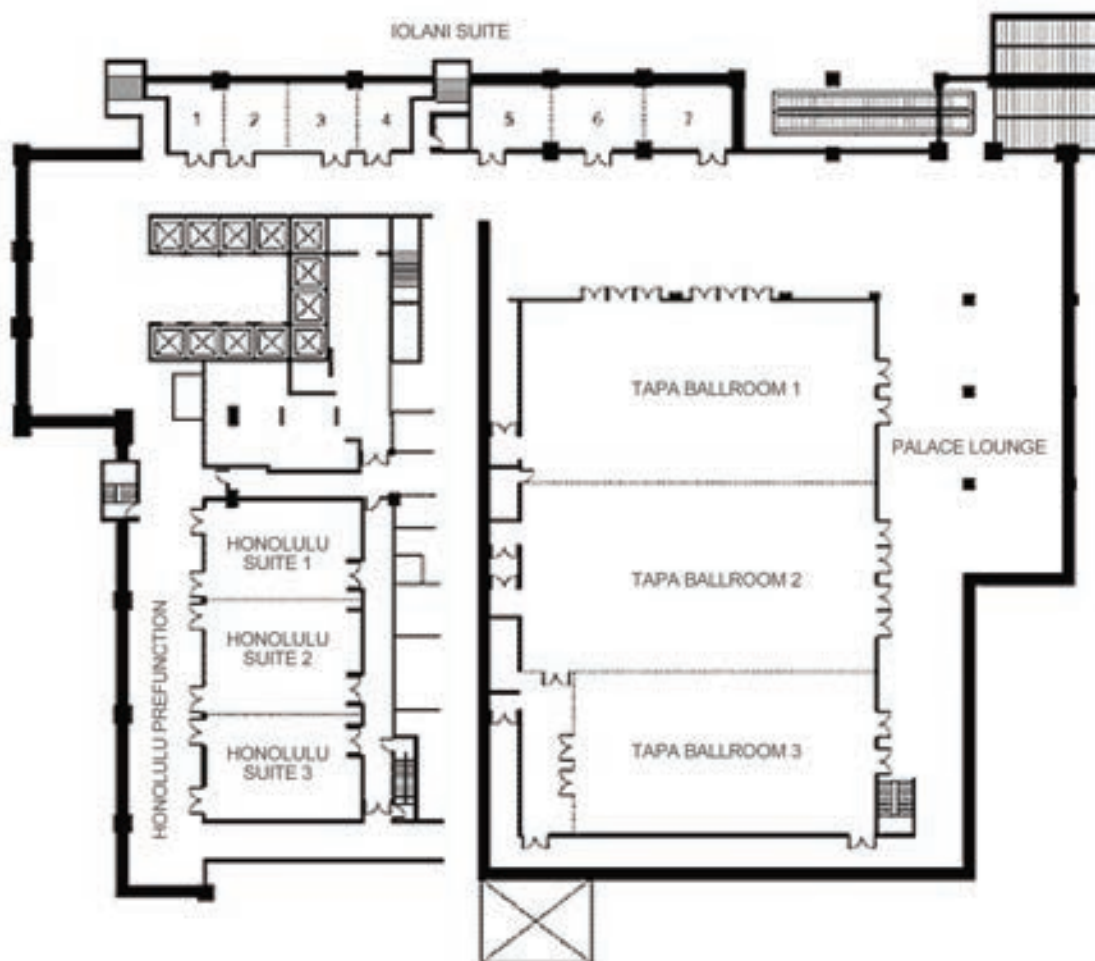
LGBT Social Hour: Nautilus



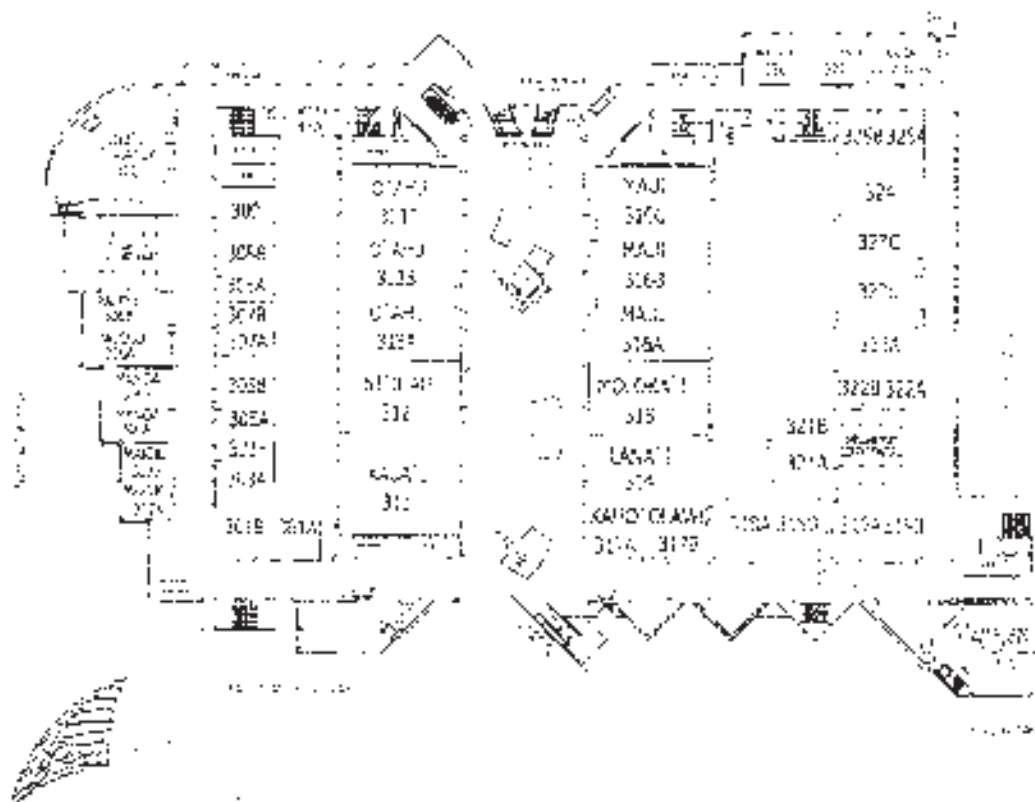
Kalia Executive Conference Center  
Science Speed Mentoring: Hibiscus  
Practice Speed Mentoring: Kahili



Tapa Conference Center  
Aloha Breakfast Saturday, Tapa Ballroom



## HAWAII CONVENTION CENTER MAPS

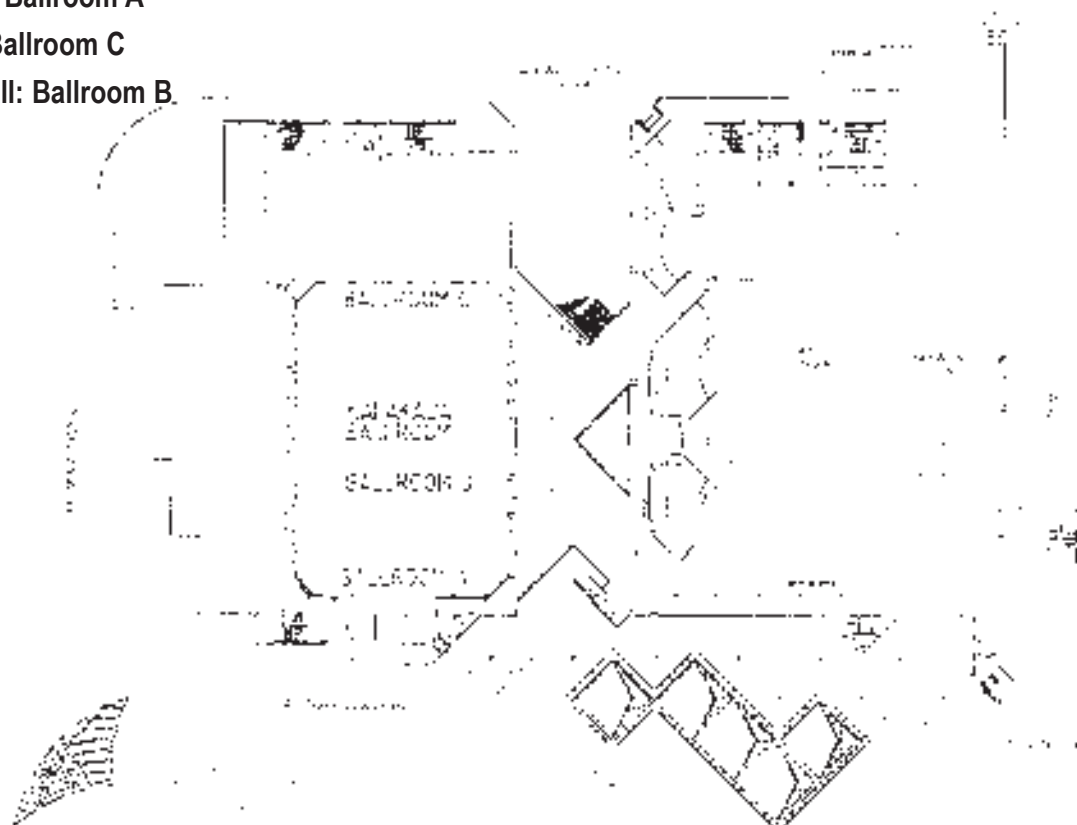


Registration: Ballroom C

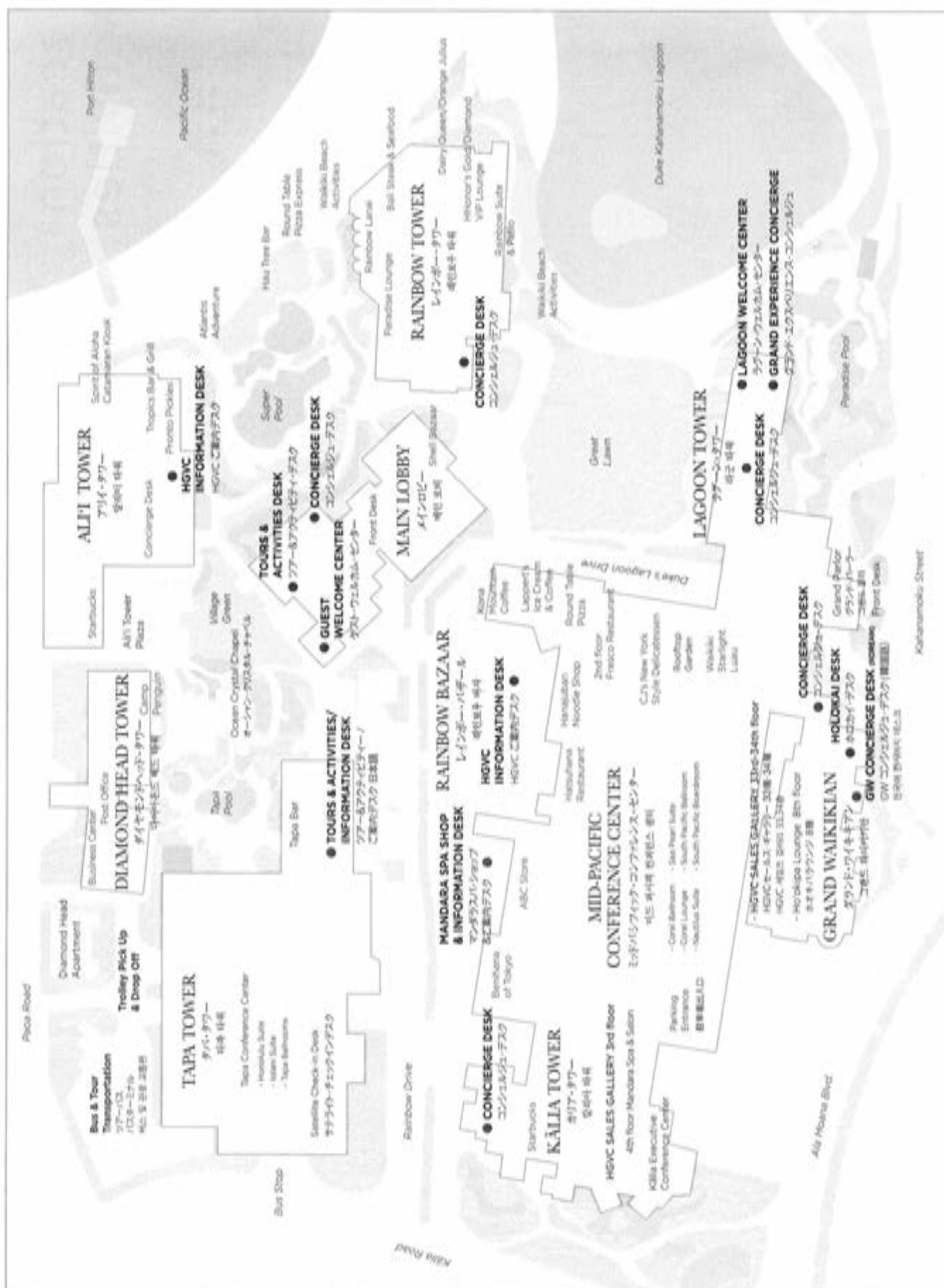
Plenaries: Ballroom A

Posters: Ballroom C

Exhibit Hall: Ballroom B











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