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.

For sound executive selection decisions, supplement your expertise with reliable and valid personality insights.

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Scan the QR code above or visit www.ipat.com/talent_management for insights on the science, politics, and intuition of executive selection.

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800 225 4728
custserv@ipat.com
www.ipat.com
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)
29th 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.
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American Psychological Association  Lafayette Instrument Company
Annual Reviews  Language Testing International, Inc.
Aon Hewitt  Logi-Serve, LLC
APTMetrics, Inc.  MSPP
Assess Systems  OrgVitality
Campion Services, Inc.  Oxford University Press
Colorado State University OnlinePlus  pan-Performance Assessment Network
CPP, Inc.  PSI Services LLC
Data Solutions Inc.  Psychology Press
DeGarmo Group  Ramsay Corporation
Denison Consulting  Select International
EB Jacobs  Sirota
General Dynamics Information Technology  Texifter, LLC
Human Synergistics  Towers Watson
Hypergraphic Press  VHA NCOD
### SIOP REGISTRATION HOURS

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<th>Location</th>
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<tbody>
<tr>
<td>WEDNESDAY</td>
<td>Noon–6:00 pm</td>
<td>Coral Lounge (HV)</td>
</tr>
<tr>
<td>THURSDAY</td>
<td>6:00 am–3:30 pm</td>
<td>Ballroom C (CC)</td>
</tr>
<tr>
<td>FRIDAY</td>
<td>7:00 am–3:00 pm</td>
<td>Ballroom C (CC)</td>
</tr>
<tr>
<td>SATURDAY</td>
<td>7:00 am–2:00 pm</td>
<td>Ballroom C (CC)</td>
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### EXHIBIT HALL HOURS

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<tr>
<td>THURSDAY</td>
<td>9:00 am–3:30 pm</td>
<td>Ballroom B (CC)</td>
</tr>
<tr>
<td>FRIDAY</td>
<td>7:30 am–3:30 pm</td>
<td>Ballroom C (CC)</td>
</tr>
</tbody>
</table>

### BREAKFASTS, BREAKS, and LUNCHES

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<th>Day</th>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>THURSDAY</td>
<td>6:00 am–7:00 am</td>
<td>Aloha Breakfast</td>
<td>Coral 1-3 (HV)</td>
</tr>
<tr>
<td></td>
<td>9:00 am–9:30 am</td>
<td>Coffee Break</td>
<td>Ballroom BC (CC)</td>
</tr>
<tr>
<td></td>
<td>11:30 am–1:30 pm</td>
<td>Concession Lunches*</td>
<td>Ballroom BC (CC)</td>
</tr>
<tr>
<td>FRIDAY</td>
<td>6:00 am–7:00 am</td>
<td>Aloha Breakfast presented by Cornerstone Management Resource Systems</td>
<td>Coral 1-3 (HV)</td>
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<tr>
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<td>10:30 am–11:00 am</td>
<td>Coffee Break</td>
<td>Ballroom BC (CC)</td>
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<td></td>
<td>11:30 am–1:00 pm</td>
<td>Concession Lunches*</td>
<td>Ballroom BC (CC)</td>
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<tr>
<td>SATURDAY</td>
<td>6:00 am–7:00 am</td>
<td>Aloha Breakfast</td>
<td>Tapa Ballroom (HV)</td>
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<td>10:30 am–11:00 am</td>
<td>Coffee Break</td>
<td>Ballroom C (CC)</td>
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<td></td>
<td>11:30 am–1:00 pm</td>
<td>Concession Lunches*</td>
<td>Ballroom C (CC)</td>
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<tr>
<td></td>
<td>3:00 pm–3:30 pm</td>
<td>Coffee Break</td>
<td>Ballroom C (CC)</td>
</tr>
</tbody>
</table>

### SIOP SPECIAL EVENTS

- **Welcome and Newcomers Reception**, presented by Qualtrics: Wednesday, May 14, from 4:30–6:30 pm; Great Lawn (HV)
- **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)
- **Committee on Ethnic Minority Affairs Social Hour**: Thursday, May 15, from 4:30–5:30 pm; TBA (HV)
- **International Reception**: Thursday, May 15, from 4:30–5:30 pm; Village Green (HV)
- **Networking Reception**, presented by Findly: Thursday, May 15, from 4:30–6:30 pm; Coral Ballroom (HV)
- **Lesbian, Gay, Bisexual, and Transgender Committee and Allies Social Hour**: Friday, May 16, from 4:30–5:30 pm; Nautilus Suite (HV)
- **Closing Conference Plenary**: Saturday, May 17, from 3:30–4:30 pm; Ballroom A (CC)
- **Closing Reception**: Saturday, May 17, from 5:00–7:00 pm; Great Lawn (HV)

---

*Lunches are available for purchase, not included in registration fee.*

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CC = Indicates that event is being held at the Hawaii Convention Center; HV = Indicates that event is being held at the Hilton Hawaiian Village
29th Annual Preconference Workshops, Friday Seminars, and Other CE Sessions

For more information visit 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.

---

**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
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

---

**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)

---

**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 Humor in the Workplace (LOL)
Session 109 Building and Testing Temporal Theories in I-O Psychology **CANCELLED**
Session 273 Take a Usability Journey: Focus on User-Centered Design

---

**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.
Talk to the experts in **Task-Based Assessment Centers** about developing individual contributors into effective leaders and managers.

---

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---

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<table>
<thead>
<tr>
<th>Time</th>
<th>Room</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 AM</td>
<td>Ballroom A</td>
<td>1 Opening Plenary: Presidential Address, Awards, Fellows, Election Results</td>
</tr>
<tr>
<td>8:00 AM</td>
<td>Room 303A</td>
<td>2 Ethical Issues/CWBs</td>
</tr>
<tr>
<td>8:30 AM</td>
<td>Coffee Break</td>
<td>Aloha Breakfast</td>
</tr>
<tr>
<td>9:00 AM</td>
<td>Room 306A</td>
<td>3 Beyond Borders: Developing Globally Adaptive Leaders</td>
</tr>
<tr>
<td>9:30 AM</td>
<td>Room 306B</td>
<td>4 All About Fit: Polynomial Regression to Advance Stressor-Well-Being Research</td>
</tr>
<tr>
<td>10:00 AM</td>
<td>Room 306C</td>
<td>5 Marketing &amp; Implementing Enterprise-Wide Competency Models</td>
</tr>
<tr>
<td>10:30 AM</td>
<td>Room 309</td>
<td>6 Leading for Creativity &amp; Innovation</td>
</tr>
<tr>
<td>11:00 AM</td>
<td>Room 311</td>
<td>7 Fisher v. University of Texas: The Future of Affirmative Action</td>
</tr>
<tr>
<td>11:30 AM</td>
<td>Room 314</td>
<td>8 Assuring Trustworthiness of Cumulative Scientific Knowledge in I-O</td>
</tr>
<tr>
<td>12:00 PM</td>
<td>Room 316A</td>
<td>9 Enhancing Team Effectiveness Across &amp; Between Levels of Analysis</td>
</tr>
<tr>
<td>12:30 PM</td>
<td>Room 304A</td>
<td>2014 SIOP Conference</td>
</tr>
<tr>
<td>1:00 PM</td>
<td>Room 304B</td>
<td>Honolulu, Hawaii</td>
</tr>
<tr>
<td>1:30 PM</td>
<td>Room 304C</td>
<td>THURSDAY SPECIAL EVENTS:</td>
</tr>
<tr>
<td>2:00 PM</td>
<td>Room 306A</td>
<td>Aloha Breakfast: 6:00 am to 7:00 am: Coral Ballroom, Hilton Hawaiian Village</td>
</tr>
<tr>
<td>2:30 PM</td>
<td>Room 306B</td>
<td>Plenary Session: Presidential Address and Presentation of SIOP Award Winners, Fellows, and Election Results: 7:30 am to 9:00 am Ballroom A</td>
</tr>
<tr>
<td>3:00 PM</td>
<td>Room 306C</td>
<td>Committee on Ethnic Minority Affairs Meeting: 3:00 pm to 4:00 pm; Room 301A</td>
</tr>
<tr>
<td>3:30 PM</td>
<td>Room 309</td>
<td>Committee on Ethnic Minority Affairs Social Hour: 4:30 pm to 5:30 pm; TBA, Hilton Hawaiian Village</td>
</tr>
<tr>
<td>4:30 PM</td>
<td>Room 311</td>
<td>International Reception: 4:30 pm to 5:30 pm; Village Green, Hilton Hawaiian Village</td>
</tr>
<tr>
<td>5:00 PM</td>
<td>Room 314</td>
<td>Networking Reception, presented by Findly: 4:30 pm to 6:30 pm; Coral Ballroom, Hilton Hawaiian Village</td>
</tr>
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</table>

**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
<table>
<thead>
<tr>
<th>Time</th>
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<tr>
<td>9:00 AM</td>
<td>Room 317A: Invited Session: I-O's Alignment With Int'l Labor</td>
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<tr>
<td></td>
<td>Room 317B: Invited Session: Teaching Contributions Award</td>
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<td></td>
<td>Room 317C: Invited Session: Research, Teaching, &amp; Practice</td>
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<tr>
<td>9:30 AM</td>
<td>Room 318A: Invited Session: Research, Teaching, &amp; Practice</td>
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<tr>
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<td>Room 318B: Invited Session: Research, Teaching, &amp; Practice</td>
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46 Alliance Invited Session: I-O’s Alignment With the International Labor
35 Leading Global Teams: Translating Science Into Practice, Rm 314, 12:30 PM
Beyond Borders: Developing Globally Adaptive Leaders, Rm 304A, 12:30 PM
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
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
16 Until Withdrawal Do Us Part? Exploring Employee Withdrawal in Organizations, Rm 323B, 9:30 AM
23 Poster 38, Ballrm C, 10:30 AM
52 Posters 10 and 29–37, Ballrm C, 12:30 PM
34 Beyond 70-20-10 Leadership Development, Rm 311, 11:00 AM
37 Novel Sampling and Dynamic Approaches to Research on Affect at Work, Rm 317A, 11:00 AM
33 Explaining Reactions to Workplace Incivility: A Collection of Mediators, Rm 309, 11:00 AM
18 Emotions/Emotional Labor
19 Influences of HR Practices for Emotional Labor and Service Jobs, Rm 323C, 9:30 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 A
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
84 Balancing the Art and Science of CEO Succession Planning, Rm 314, 2:00 PM
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
49 Measurement Equivalence of Personality Measures Across Different Methods and Cultures, Rm 317B, 12:00 PM
57 Psychonomic 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

day of the conference.


to the field of I-O psychology.


to the impacts of diversity on organizations.


to the importance of mindfulness in the workplace.


to the role of humor in the workplace.


to the strategies for improving virtual team processes.


to the challenges facing project teams.


to the methods and implications of organizational neuroscience.


to the link between organizations, employees, and customers.


to the impact of HR practices on emotional labor.


to the research on counterproductive behavior.


to the evidence-based practice in preemployment integrity testing.


to the developments in goal research.


to the strategic planning and management of organizations.


to the research on staff selection.


to the effects of mergers and startups.


to the implications of American parity laws.


to the research on employee withdrawal.


to the advancements in leadership development.


to the research on inclusion.


to the ethics of employee surveys.


to the research on organizational neuroscience.


to the impact of employee engagement.


to the research on emotional labor.


to the research on retention.


to the research on counterproductive behavior.


to the research on workplace deviance.


to the research on good workplaces.


to the research on organizational attitudes.


to the research on job attitudes.


to the research on decision making.


to the research on leadership.


to the research on legal issues.


to the research on measurement and statistical techniques.


to the research on motivation and rewards.


to the research on group dynamics.
**Occupational Health/Safety/Stress & Strain/Aging**

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

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

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

**Organizational Culture/Climate**

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

**Organizational Justice**

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

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

- The STEM Pipeline: A Conversation, Rm 324, 10:30 AM
- The Many Faces of I-O: Perspectives on Professional Identity, Rm 318A, 10:30 AM
- Evidence Based Practice: How Empirical Findings Should Guide Us, Rm 328, 11:00 AM
- Jump Starting Your Academic Career: Tips for Success, Rm 324, 12:30 PM
- Distinguished Teaching Contributions Award: Teaching Beyond the Classroom: I-O Psychology Influence in Academe, Rm 318A, 1:00 PM
- Fostering Positive Experiences for New Academics/Practitioners, Rm 328, 2:00 PM

**Personality**

- Poster 39, Ballrm C, 9:30 AM
- Observer Reports of Personality in Organizational and Educational Research, Rm 323A, 9:30 AM

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

- Opportunities for I-O Psychology in Cybersecurity Research, Rm 324, 1:30 PM
- Poster 5, Ballrm C, 1:30 PM
- Posters 5–37, Ballrm C, 2:30 PM

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

- Making the Most of SMEs: Strategies for Managing SME Interactions, Rm 317B, 9:30 AM
- Shaping the Future of Mobile Assessment: Research and Practice Update, Theatre 310, 9:30 AM
- Do-It-Yourself Cut Scores Using the General Eclectic Method, Rm 304A, 11:00 AM
- Practical Considerations for Developing and Maintaining Computer Adaptive Testing Programs, Rm 318C, 12:30 PM
- Does Faking Occur and Matter? It's About When, Not Whether, Rm 304A, 2:00 PM
- Why Assessment Center Exercises Elicit Variable Performance: Unpacking Differences, Rm 309, 2:00 PM
- Posters 38–39, Ballrm C, 2:30 PM
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“Profiling Integrity: LPA of Personality and Integrity on Performance”
May 15th

“Personality’s Flynn Effect: Recent Upward Trends in Personality Scores”
May 15th

“A Profile of Profiles: A Meta-Analysis of Commitment Profiles”
May 16th

“It’s Not You, It’s Me: Candidate Selection Process Drop-Out Rates”
May 17th

“Assessor Perspectives: Yin & Yang of Technology-Enhanced Assessment Centers”
May 17th

Stop by our booth #310 - we would enjoy meeting you!

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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.

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.

Submitter: Olabisi Asenuga, Texas A&M University
Olabisi A. Asenuga, Texas A&M University
Christopher M. Berry, Texas A&M University
Submitter: Olabisi 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 (R2 Study 1 = 32%, R2 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

2-11 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 employees' technoloafing.

Richard J. Chambers, Louisiana Tech University
John E. Buckner, Louisiana Tech University
Tilman Sheets, Louisiana Tech University
Submitter: Richard Chambers, richchamberss@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 Romay, University of Houston
Submitter: Olivia Childers, okc00022@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 interventions 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

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 Bhave, 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...
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 lead 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 leadingtechnology-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. Allegretti, 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

Room 304A

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@cambriconsulting.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

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
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, Lilly Cushney, Pennsylvania State University, Leading by Example: Promoting Innovating With Error Management
Julia E. Hoch, California State University, Steve W. J. Kozlowski, Michigan State University, Authentic, Transformational, and Shared Leadership, Shared Understanding, and Innovation
Kathrin Rosing, Leuphana University of Lueneburg, 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, jouttz@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 Nimon, University of North Texas, Technology-Enhanced Meta-Analysis Across Scientific Disciplines
Michael A. McDaniel, Virginia Commonwealth University, Discussant
Submitter: Sven Kepes, skepes@vcu.edu

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. Shuffler, Clemson University, Kimberly Slowers, University of Central Florida, James Oglesby, University of Central Florida, Ariel Akeh, 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
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 Hezkiqiu-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, Ga hyun 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 Hezkiqiu-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 Hezkiqiu-Ludwig, ravit.hezkiqiu10@utoronto.ca

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. Liak, 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.

Submitter: Samuel McAbee, smcabee@gmail.com

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.

Submitter: Julie Hancock, julie.hancock@rutgers.edu

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.

Submitter: Jisoo Ock, jo4@rice.edu

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.

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. Cerasiol, 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
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 Guttridge, 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. Tortez, 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, abdialii04@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 Tondandel, 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., ds between .20-
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
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
Jocheen Paddock, 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 (agent/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.

Alexandra 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
Christina 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, kthomas@gwmail.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
Elia Washington, Northwestern University
Submitter: Elia 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.

Elia Washington, Northwestern University
Submitter: Elia 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. Stilika, University of Missouri-St. Louis
Elizabeth M. Campbell, University of Maryland
Submitter: Bre Wexler, bw1kc3@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, dcamiller2011@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,agnellop@gmail.com

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
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.
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
Josefita C. Lualhati, Global Skills X-Change, Host
Brooke Lerman, ExxomMobil, 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

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 Drago, 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
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 deviation 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. Genvais, University of Manitoba, M. Sandy Hershcovis, University of Manitoba, Ann-Francis Cameron, HEC Montreal, Melissa C.

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, Westfarmers 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 Caliguiri, 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, j.wildman@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, Co-Chair
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, Devashesh Bhave, 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, KYoung 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 UnFair 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.
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, Devashesh Bhave, 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, KYoung 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

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 Chiocchio, 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 Chiocchio, chiocchio@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
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 Unconscious
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, Sarvari 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. Mel, 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 Sonshee, 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 multisource 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
THURSDAY

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, reilly@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 Coulas, 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
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, nawsahabhi@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
THURSDAY

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 collectivist 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, pharm2@unl.edu

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. Drivecky, 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 cascade 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
Huwen 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 Couts, 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 Yi Tang, Korn Ferry
Guangrong Dai, Korn Ferry
Submitter: King Yi 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. Crosley, 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.
This study seeks to integrate and expand upon the work of Hoffman, Woehr, Maidagen-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
Vtas Nicolaides, George Mason University
Carolyn J. Winstow, George Mason University
Kristen L. Randolph, Army Research Institute
Leonard Y. Pierce, George Mason University
Mike Brady, George Mason University
Ceilse 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
Jing-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. Willis, Virginia Tech
Roseanne J. Foti, Virginia Tech
Submitter: Sarah Willis, sarahwills@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, wilmo40@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, Siroti 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. Saltz, 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 Neuhiengen, 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,
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, public/private 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, C² 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, beckert@udel.edu

51. Special Events: 12:00 PM–12:50 PM  
Theatre 310  
**Mergers and Acquisitions: 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, RoundPeg, **Presenter**  
Lisa M. Collings, DigitalGlobe, **Presenter**  
Joy F. Hazucha, Kom 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  
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, spdvm@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, person-
al 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 Derous, Ghent University
Submitter: Jeroen Decoster, jeroen.decoster@ugent.be

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 expe-
rienced aging as personal growth were more likely to engage in postre-
tirement employment, but those who experienced aging as gaining self-
knowledge were less likely to engage in postretirement employment.
Ulrike Fasbender, Leuphana University Lueneburg
Juergen Deller, Leuphana University of Lueneburg
Mo Wang, University of Florida
Submitter: Juergen Deller, deller@leuphana.de

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 publica-
tions 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

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 interac-
tion 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

52-9 Human Resource (HR) Information Sources and Trends
Over Time
This research was conducted to explore how organizational new-
comers 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

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 crit-
ical component of the organization: non-withdrawing employees.
Angela Langevin Heavey, Florida International University
Submitter: Angela Heavey, aheavey@fiu.edu

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 cogni-
tive career theory and calling theory, evidence is provided that call-
ing 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

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
Kyong Yong Kim, University of Houston
Myung sun Kim, University of Houston
Submitter: Kyong Yong Kim, kmx1616@umn.edu

52-13 A Meta-Analytic Comparison of Mentoring Scales
Currently in Use
In this meta-analysis, mentoring functions relate to mentor and pro-
tégé benefits. The type of mentoring measure employed moderat-
ed 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

52-14 Revenge Exacerbates the Effects of Negative Mentoring
Experiences on Mentors
This study examined the link between negative mentoring experi-
ences (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

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...
52-16 Standing Out: The Impact of Resumé Characteristics on Employability Ratings

This exploratory study examined the effects of resumé characteristics on employability ratings. Participants were HR professionals and recruiters (N = 42) who reviewed 336 total resumés. 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 Mcellellan, Seattle Pacific University
Submitter: Jillian Mcellellan, jrmc0619@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. Denuzio, 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 Bosson, Seattle Pacific University
Daniel Hallak, Seattle Pacific University
John R. Terrill, Seattle Pacific University
Submitter: Emily Pelosi, pelosie@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, wanglalala19990@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 mismatch 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. Puri, Ohio University
Kristina Nicholson, Ohio University
Allison N. Tenbrink, Ohio University
Rodger W. Griffith, Ohio University
Kathleen Hall, Ohio University
Lisa S. Paik, Ohio University
Xiaofei Li, Ohio University
Leah R Halper, Ohio University
Submitter: Rodger Griffith, 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. Griffith, Ohio University
Justin D. Puri, 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, claude.fernet@uqtr.ca

53. Symposium/Forum: 12:30 PM–1:50 PM
Room 303AB

54. Master Tutorial: 12:30 PM–1:50 PM
Room 304A

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.
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

57. Symposium/Forum: 12:30 PM–1:50 PM
Room 306B

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

Tina Malm, Google, Inc., Chair
Natalie S. Johnson, Google, Inc., Co-Chair

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, Co-Chair
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 Welpe, Technische Universität München, Rolf T. Wigand, University of Central Florida, Marissa L. Shuffler, Clemson University, Eduardo Salas, University of Central Florida, 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

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 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

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
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@aaia-assessment.com

Submitter: Tina Malm, tmalm@google.com

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. Sundle, 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. Sundle, 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 Kougianoun, 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**
Kaleigh R. Zerr, University of Saskatchewan, Chelsea R. Williness, 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 Lahit, 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...
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 customized training. As a result, adaptive training is gaining prominence. This session will provide an overview of adaptive training and high-light 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, kathykeeton@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, mgrossman@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 RecoverEmployees’ Self-Regulatory Resources?

Employee’s fluctuating self-regulatory resource over the weekend was examined as a function of communication content and coordination 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


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.
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 Ozcoklik, California State University, Sacramento
Irmak Erdogan, Bogazici University
Jessica Baggar, 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.
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, kjennings@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@ilstu.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. Smith, Saint Louis University
Carl P. Maertz, Jr., Saint Louis University
Submitter: Patrick Maloney, pmaloney4@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 Leichook, 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, jessicannicklin@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, stachowskaia@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, kjtempler@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
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, Applicant Drift: Leveling the Personality Playing Field for Protected Classes
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
Nicolé G. Pulito, Right Management, Panelist
Tracy Pleus, Manitowoc Company, Panelist
Maggie Blake Kudick, CUNA Mutual Group, Panelist
Submitter: Nicolé Pulito, nicole.pulito@right.com

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. Natale, 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

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 psychologist 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 Jentsch, 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

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. Natale, 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

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.
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 considerations, 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, orlianic@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 will present studies linking Army soldier well-being/psychological health to significant 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, Loryana L. Vie, University of Pennsylvania, Lawrence M. Scheier, University of Pittsburgh, Paul B. Lester, Research Facilitation Team/Army Analytics Group, Martin EP Seligman, University of Pennsylvania, Person–event Data Environment: Leveraging Big Data for 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 Pittsburgh, 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
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, Jilain 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, lisafl@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
Submitter: Alycia Perez, alycia.l.perez.ctr@mail.mil

89. Panel Discussion: 2:00 PM–3:20 PM
Room 322AB
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. DeBakey 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 Dalmiyple, 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
RALPH A. HEIDEL, 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 Kloockner, 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
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, jaile015@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-
94-6 Proactive Personality and Customer Service Performance

This study investigates 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.

Yuan Yuan 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. Helfner, U.S. Army Research Institute
Scott C. Roesh, 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 Extravers 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. Jenson, University of Minnesota
Paul R. Sackett, University of Minnesota
Submitter: Chelsea Jenson, 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 Rwg 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, dnllking@gmail.com

94-21 Faking and Socially Desirable Responding: An Experimental Integration
There is 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, jkulas@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. Heggestad, University of North Carolina Charlotte
Jill E. Ellingson, Ohio State University
Submitter: Haley Myers, hmyers11@unc.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, tonelli7@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
Yongsukh 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, stachowska@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.
Hawaii Convention Center 2014 SIOP Conference

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, wanyingliena@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 Merkli, 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 Sywilak, 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.

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 under-studied 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?
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
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October 15 – November 15

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August 16 – October 15

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Volume 1 • March 2014 • Online & In Print
http://orgpsych.annualreviews.org

Editor: Frederick P. Morgeson
Eli Broad Graduate School of Management, Michigan State University

The Annual Review of Organizational Psychology and Organizational Behavior will be devoted to publishing reviews of the industrial and organizational psychology, human resource management, and organizational behavior literature. Topics for review include motivation, selection, teams, training and development, leadership, job performance, strategic HR, cross-cultural issues, work attitudes, entrepreneurship, affect and emotion, organizational change and development, gender and diversity, statistics and research methodologies, and other emerging topics.

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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.

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Maintain Balance

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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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**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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<td>133 Working Longer: The</td>
<td>134 Assessing &amp;</td>
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<td>159 Engagement:</td>
<td>160 Future Time</td>
<td>161 The Future of</td>
<td>162 Going Global</td>
<td>163 Leisure Activities &amp;</td>
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<td>Research About the ASA</td>
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<td>181 Interests:</td>
<td>182 LGBT Research &amp;</td>
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<td>185 Facilitating Team</td>
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<td>186 I-O Psychologists</td>
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<td>216 Building a Bridge</td>
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<td>205 Investigating the</td>
<td>206 Multi-language</td>
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<td>Series: Promoting I-O</td>
<td>Effects of Person-</td>
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**Friday Seminar**

- Master Tutorial
- Posters
- Invited Sessions
- Executive Board Sessions
Cultural Encounters: The Impact of Cultural Differences on Global/International/Cross-Cultural Issues

Interplay of Stable Individual Differences and Mood, Rm 323A, 2:00 PM

Multilevel Emotional Labor: Advancing Research to the Next Level, Emotions/Emotional Labor

New Directions for Incivility Research: Group Effects, Emotions, and Contextualizing Workplace Incivility, Rm 316C, 1:30 PM

Going Global With Assessments: Geographic Findings and Competing Coaches and Coachees: Mock Licensing Board Hearing, Rm 323C, 9:00 AM

For Your Eyes Only: I-O Application to Insider Espionage, Rm 306A, 7:30 AM

New Directions in Behavioral Ethics Research: Theoretical and Counterproductive Behavior/Workplace Deviance

Harnessing Emergent Themes in Mentoring, Rm 322AB, 11:00 AM

Building a Bridge West: How to Effectively Influence Chinese Stakeholders, Rm 317B, 12:30 PM

EXPERT I-O: Advice on Life as an International Academic, Rm 309, 2:00 PM

Interpersonal Processes in Work Organizations, Rm 324, 7:30 AM

Expat I-Os: Advice on Life as an International Academic, Rm 309, 2:00 PM

Six Continents, Rm 317A, 1:00 PM

Using MPlus for Structural Equation Modeling in I-O Research, Rm 304B, 11:00 AM

Executive Board Invited Session: Career Study of People With Advanced Degrees in I-O Psychology, Rm 318A, 7:30 AM

Building a Volunteer Leadership Pipeline for I-O Psychologists, Rm 322AB, 9:00 AM

Executive Board Invited Session: Career Study of People With Advanced Degrees in I-O Psychology, Rm 318A, 7:30 AM

Career Study of People With Advanced Degrees in I-O Psychology, Rm 318A, 7:30 AM

Competition Within and Between Teams: Its Origins and Consequences, Rm 309, 7:30 AM

Poverty and Health, Rm 324, 7:30 AM

Does Hierarchical Help or Hinder? Consequences for Individuals and Teams, Rm 314, 9:00 AM

Ordering the Complexity: Establishing Key Differences in Multiteam Systems, Rm 303AB, 11:00 AM
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 332A, 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

**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 Correlations 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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You finally implemented a dream test battery...but now you're spending hours manually integrating results and creating custom reports.

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100-1 The Influence of Narcissism In the Team Context

This study investigated the influence of narcissism on team performance, citizen performance, 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, bergmanj@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 of 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.

Christian 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 the presence of social ties between an individual and a 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
Junqí 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 proactive 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 Academy of Sciences
Zhen Wang, Renmin University of China
Submitter: Mengqiao Liu, mengqiao.liu@wayne.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, tonell7@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, tonell7@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

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

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

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

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 term effects in face-to-face and hybrid teams, whereas virtual teams were unaffected.

Radostina Purvanova, Drake University
Submitter: Radostina Purvanova, 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

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

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.
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 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 ERGMp* 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, sidniwax@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 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
Basil Brand, 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
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 Felle, 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

102. Friday Seminars: 7:30 AM–10:30 AM
Room 304A

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
Zhao Li 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. Kaul, 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
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 effects. This symposium combines 3 empirical studies examining how competition arises and how it affects individual/team performance effects. 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
Guhiyun 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 community 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, Brenarra Wexler, University of Missouri-St. Louis, Person–Environment Fit: Communal Goals Shape Women STEM Majors’ Math Perceptions
Tracy H. Muldering, 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, casadb@umsl.edu

109. Master Tutorial: 7:30 AM–8:50 AM
Room 316C
Building and Testing Temporal Theories in Psychology
After reviewing differential and temporal theories, participants learn how to avoid assumptions about time and temporal phenomena: how to observe and quantify phenomena, and how to build temporal theories from experimental heuristics. Next, they learn making critical choices for designing studies that can test such theories.

Robert van de Maste, University of Maastricht, Presenter
Submitter: Robert Roe, r.roe@maastrichtuniversity.nl

CANCELLATED
10. 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 Deusschere, 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

11. 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 Lehtea, 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

12. 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 Dooverspike, University of Akron, Presenter
Alexandra I. Zelin, University of Akron, Presenter
Margaret Lider, University of Akron, Presenter
Gary W. Carter, PDRI, a CEB Company, Presenter
Tracy Kantrowitz, CEB, Discussant
Submitter: Michael Trusty, mltreusty3@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 Moe, 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
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 Moe, neta.moe@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 Chemyshenko, Nanyang Technological University, Christopher D. Nye, Michigan State University, Leonard White, U.S Army Research Institute for the Behavioral and Social Sciences, Forcing 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. Hedrick, SkillSurvey, Inc., Chet Robie, Willfrid 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, aw.meade@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 Weathington, 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
Awasi 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 Tetault Sirsly, Carleton University, Employee Attributes 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).

Glad 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, 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, Brittnie Shepherd, Portland State University, Job Characteristics Positively Relate to Older Construction Workers’ Satisfaction

Hannes Zacher, The University of Queensland, Nerina Jimmerson, 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

122-1 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. Khorsavi, 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 subgroup 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
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 $g$.

Jeffrey M. Cucina, U.S. Customs and Border Protection
Submitter: Jeffrey Cucina, jcucina@gmail.com

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
Submitter: Jeffrey Cucina, jcucina@gmail.com

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
Submitter: Jeffrey Cucina, jcucina@gmail.com

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. Byile, U.S. Customs & Border Protection
Submitter: Jeffrey Cucina, jcucina@gmail.com

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 meaningfully relationships. Evidence shows that a Meaningful Memory test predicts training performance ($r=.511$) 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
Submitter: Jeffrey Cucina, jcucina@gmail.com

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. Morbidielli, Bradley University
Kaylee Moeslein, Bradley University
Kirsten Harrison, Bradley University
Kelly K. Hernandez, Bradley University
Melissa Islam, Bradley University
Submitter: Satoris Culbertson, satoris@ksu.edu

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

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.

Julia Golubovich, Michigan State University
Neal W. Schmitt, Michigan State University
Submitter: Julia Golubovich, JGolubovich@gmail.com

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.ums.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.
**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 (N = 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 (SJT) 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, thorste@uidaho.edu
Hawaii Convention Center 2014 SIOP Conference

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, IIIT
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
Mitchal 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.

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 crucial to 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, Anne Vanderstukken, KU Leuven, Karin Proost, HUBrussels, 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
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. Sekera, 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 Discoll, 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, ibenishe@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, Martje E. Schouten, Erasmus University, Luisa Jakubowska, 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

Society for Industrial and Organizational Psychology, Inc.
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 and 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 Cruse, 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, ruppd@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 Canciolaso, gothamCulture LLC, Organizational Culture and Readiness for Change
Georges A. Potworowski, University at Albany–SUNY, Lee G. Green, University of Alberta, Using Macrowcognition to Assess Readiness for Change and Change Capacity

Submitter: Alice Wastag, alice.wastag@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
2014 SIOP Conference Honolulu, Hawaii

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. Thombre, 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
Tod Carisile, 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 Fryyt, 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

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

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. Birch, University of Cambridge
Zhenyao Cai, Hong Kong Baptist University
Submitter: Zhenyao Cai, 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, mccheong1@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

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

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. Farihnak, 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

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

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 Zhong, Erasmus University Rotterdam
David De Cremer, CEIBS
Submitter: Laura Giurge, 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
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 Alexandra 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 leader 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 Humborstad, BI Norwegian Business School
Zhen Zhang, Arizona State University
Submitter: Sut I Wong Humborstad, sut.i.w.humborstad@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
Sojoong 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
Tei Elkins, Bauer College of Business
Zahir Lattheef, University of Houston
Dianhan Zheng, University of Houston
Submitter: Kyoung Yong Kim, kimx1616@umn.edu
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 Boume, 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, liaozenyul@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, drlesliemiller@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

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.

Winny Shen, University of South Florida
Michele W. Gazica, University of South Florida
Stephanie A. Andel, University of South Florida
Cristina K. Hudson, University of South Florida
Stacey R. Kessler, Montclair State University
Submitter: Winny 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, asimin01@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. Tortez, California State University-San Bernardino
Janelle A. Gilbert, California State University-San Bernardino
Mark D. Agars, California State University-San Bernardino
Submitter: Leanne Tortez, ltor tez@gmail.com

142-33 Two Types of Respect and Their Impact on Job Satisfaction

This experimental study tested the relationship between respectfull 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
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-
A poster presented at the 29th Annual Conference of SIOP 2014.

145-2 Effects of Similarity- and Differences-Based Cross-Cultural Training on Predeparture Anxiety

A 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-squared = .05.

Submitter: Maren Dollwet, maren.dollwet@cgu.edu

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.

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.

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 collectivist 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
Devasesh Bhave, 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. Wiemik, 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. McLamon, University of Western Ontario
Mitchell Rothstein, University of Western Ontario
Jennifer Klafenh, U.S. Army Research Institute
Jessica A. Gallus, US Army Research Institute
Gillian A. King, Holland Bloorview Rehabilitation Hospital (Toronto)
Submitter: Matthew McLamon, mmclamon@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 non-work-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@wk.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 engagement.
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, davery@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 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. Ehnhardt, 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 Ehnhardt, kpe@uw.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
Lynn Chen, George Mason University
Afra S. Ahmad, George Mason University
Submitter: Kristen Jones, kjonsez@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-


**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 (β = -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@unc.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. Alfraih, 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, yvonnetai89@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 Monteth, 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
Gilad Chen, University of Maryland, Discussant
Submitter: Margaret Luciano, mluciano@business.uconn.edu

147. Friday Seminars: 11:00 AM–2:00 PM Room 304A
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 empha-
sion 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

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
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
**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 Kubisika, 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**

Submitter: Jacob Seybert, jseybert@mail.usf.edu

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**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 target-ed 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, Ei Lilly and Company, **Panelist**
Reid E. Killion, pan-Performance Assessment Network, Inc., **Panelist**
Adam Vassar, Quintela Group, **Panelist**

Submitter: Jocelyn Hays, jhays@hoganassessments.com

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**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

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**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-Wiltenbick, 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

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**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 Kubisika, PDRI, a CEB Company, Robert W. Stewart, PDRI, a CEB Company, Erin E. Thormby, PDRI, a CEB Company, Neta Moye, PDRI, a CEB Company, **Development of PDRI's Learning Agility Simulation**
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, Shihui 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, 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

Submitter: Eric Popp, eric.popp@shl.com

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, la 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.
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.

Joshua Fairchild, Creighton University
Samuel T. Hunter, Pennsylvania State University
Tyler Mulhearn, University of Oklahoma
Submitter: Joshua Fairchild, joshuafairchild@creighton.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 catalyst 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 innovation.
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.

Jihe Lee, Seoul National University
Dongwon Choi, National University of Singapore
Oh Soo Park, Seoul National University
Submitter: Jihe 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 Ayree, Aston University
Claudia Alexandra 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., traditionalism) 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.
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, xzmzhang@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 Biemel-Hanson, Wayne State University
Levi N. Nieminen, Denison Consulting
Adam A. Roebuck, Denison Consulting
Daniel R. Denison, International Institute for Management Development
Submitter: Benjamin Biemel-Hanson, biemelhanson@gmail.com

167-19 Adaptive Cultures and Organizational Survival

Dynamic environments require organizations to develop adaptable 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: Jung Hyun 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.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.
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 Görtz, 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. Chemlack, University of Connecticut Health Center
Submitter: Zhuo Chen, zhuch2009@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 Resilience

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


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, mollydelaney@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 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 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. Willens, University of Saskatchewan
Joshua S. Bourdage, Western University
Submitter: Joseph Schmidt, jeschmidt@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 publically 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-Morrar, American Institutes for Research, Co-Chair

Kimberly Acree Adams, American Institutes for Research, Panelist
Reeshad S. Dalal, George Mason University, Panelist
José M. Cortina, George Mason University, Panelist
Deborah L. Whetzel, Human Resources Research Organization (HumRRO), Panelist
Submitter: Erika Robinson-Morrar, emorrar@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, 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.coehran@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 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 Autonoma 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
Jonathan 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, Nynrode Business University, Core Self-Evaluations and Vigor During Organizational Change
Evangelia Demerouti, Eindhoven University of Technology, Crafting the Job to Be Creative
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. Strobel, 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.
Katina Sawyer, Villanova University, Chair
Brian Roole, CEB, Panelist
John M. Cornwell, Rice University, Panelist
Larry R. Martinez, Pennsylvania State University, Panelist
Patricia Baillie, Out & Equal Workplace Advocates, Discussant
Submitter: Katina 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
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 Azjen'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
Khodor Hammoud, University of Queensland
Hannes Zacher, The University of Queensland
Neal M. Ashkanasy, University of Queensland
Submitter: Neal Ashkanasy, n.ashkanasy@uq.edu.au

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

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


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 OCB-OCSB relationship is significantly different from the self-rated relationship. Many significant differences were found in the nomological networks of self- and other-rated OCB and OCSB.

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
Emil J. Grijalva, University of Illinois at Urbana-Champaign
Submitter: Nichelle Carpenter, nctt@illinois.edu


A meta-analytic procedure was used to examine the moderating influence of P–E fit and performance types on the P–E fit–perfor-
mance relationship. Results demonstrated that the person–organisa-
tion 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 iden-
tification mediates the relationship between perceived team sup-
port and OCB-I.

Jae Young Choi, Virginia Commonwealth University
Ronald H. Humphrey, Virginia Commonwealth University
Submitter: Jae Young Choi, choiyy2@vcu.edu

187-7 Political Motivation, Ability, and Context: Implications
for Employee Performance

The present study examined the multiplicative model of perfor-
mance (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, kendallld@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 supervi-
sor’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, insia@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 cus-
tomer behaviors influenced employee affective reactions and their
subsequent service citizenship toward other customers. Affect mediat-
ed the relationship between customer behavior and employee behav-
ior. 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, laura.christina@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 dys-
functional 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@smlr.rutgers.edu

187-13 Overqualification and Contextual Performance

The effect collective self-concept had on the relationship between over-
qualification 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 status of favor givers and the underlying
mechanisms. Results suggest a positive relationship between
imbalanced exchange and status and an inverted-U shaped rela-

Submitter: Dana Kendall, kendallld@spu.edu
WLB leading to individual outcomes such as job satisfaction and 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
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 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@wk.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


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


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
Curt W. Rudolph, Saint Louis University
Submitter: Michael Harari, mharari003@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. Puri, 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
Hyoung 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)
Tilmann 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, wsweyhrauch@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 Duman, 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, Chair
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

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. Dublin, 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, kmymdalrymple@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.
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 Kujanin, 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 Kujanin, University of Illinois at Chicago, Team Macrocognition: Integrating Computational Modeling and Research Methods
Michael T. Braun, Virginia Polytechnic Institute and State University, Leslie A. DeChatelet, 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
Hawaii Convention Center

2014 SIOP Conference

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 a 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 Stinghamber, Université Catholique de Louvain
Géraldine Marique, Université Catholique de Louvain
Donatienne Desmette, Université Catholique de Louvain
Isabelle Hansze, University of Liege
Dorothee Hanin, Université Catholique de Louvain
Francoise Bertrand, Belgian Defence Staff
Submitter: Gaetane Caensens, gaetane.caensens@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 an 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 Generation Null: 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, jccucina@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
Nicholas R. Martin, U.S. Office of Personnel Management
Submitter: Jeffrey Cucina, jccucina@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. Brodko, 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
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 commitment 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@asses-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
Randi 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@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
Valentia 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, Kom Ferry
Dana Landis, Kom Ferry
Submitter: Kyle McNeal, mcneal039@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
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, hhnnguyen@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 Nicolaides, George Mason University
Carolyn J. Winslow, George Mason University
José M. Cortina, George Mason University
Submitter: Vias Nicolaides, 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, apanaccio@msb.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 Sevinct, 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 (Nemployees = 1144) and organizational division-level (Ndivisions = 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 Travaglanti, University of Liège
Fabrice De Zanet, Université de Liège
Christian Vandenberghe, HEC Montreal
Isabelle Hansez, Université de Liège
Submitter: Fabrice Travaglanti, fravaglanti@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 interaction 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...
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 Konitsne, 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
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, alice.wastag@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 Moyer, 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. Getman, 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 Moyer. PDRI, a CEB Company, The Interplay of Coaching and Learning Agility for Experiential Learning
Stephen J. Zaccaro, George Mason University, Discussant
Submitter: Neta Moyer, neta.moyer@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 Comer, 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, wgoog1@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. Hazuchna, Kom 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, Ofr 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.ros@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

122 Society for Industrial and Organizational Psychology, Inc.
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.

Submitter: Nicole Ginther, nicoleginther@gmail.com
Rob F. Silzer, HR Assess & Develop/Baruch-CUNY, 
Alexander R. Schwall, Development Dimensions International (DDI),
Chloe Lemelle, AT&T,
Ted B. Kinney, Select International,
Jeffrey M. Conte, San Diego State University,
Jung Hyun Lee, University of Michigan-Dearborn, Sandy Lim, National University of Singapore, Pauline Schilpzand, Oregon State University, 
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

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.

Submitter: Tatana Olson, tmo4@hotmail.com

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.

Submitter: Tatana Olson, tmo4@hotmail.com

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.

Submitter: Tatana Olson, tmo4@hotmail.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
World’s largest employer of I-O psychologists

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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, Sirotas; 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
Lisa 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 Kloechner, Ph.D., Google, (Panel Member); Peter Rutigiano, Ph.D., Sirotas, (Panel Member); Sara Weiner, Ph.D., Kenya, an IBM Company, (Panel Member)

Going Global with Assessments: Geographic Findings and Benchmarking Challenges
Symposium - Date and Time: 5/15/2014 11:00 AM Location: Room 323C
Names/Affiliations: Justin Black and David Reeves, Sirotas; Dara Pickering and Stephen Nichols, Hogan Assessment Systems; Levi R. Nieminen, Felix Thai, and Ila Ko, Denison Consulting; Rena Le Rasch, Kenya, an IBM Company

The State of Engagement
Panel - Date and Time: 5/17/2014 7:30 AM Location: Room 318B
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., Sirotas, (Panelist); William H. Macey, CEB Vlera, (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 Rutigiano, Ph.D., Sirotas; Scott T. Gebhardt, Hofstra University & Sirotas; 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
Terri Shapiro, Ph.D., Hofstra University; Peter Rutigiano, Ph.D., Sirotas; Vivian A. Woo, Ph.D., Hofstra University & Sirotas; 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
Cong Li, Ph.D., Hofstra University; Raja S. Kaimh, Hofstra University; Scott T. Gebhardt, Hofstra University & Sirotas; 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
Jack Bassani, Towers Watson, (Chair); Patrick Kulesa, Towers Watson, (Panelist); Patrick K. Hyland, Ph.D., Sirotas, (Panelist); Scott A. Young, CEB, (Panelist); Rebecca C. Masson, Hay Group, (Panelist); Charlotte Jensen, Gallup, (Panelist)

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**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
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<th>Time</th>
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<td>282 Punching the Clock: Engagement Implications for Hourly Workforce</td>
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<td>283 Newer &amp; Lesser-Used Methods in I-O Psychology</td>
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<td>284 Novel Approaches to the Study of Workplace Inclusivity &amp; Vicimization</td>
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<td>285 Mind Wandering &amp; Mindfulness: Self-regulation at Work</td>
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<td>287 Exploring the Social Foundations of Effective Team Processes &amp; Outcomes</td>
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<td>288 Lost in Translation: Identifying/Managing High-Po</td>
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<td>290 Navigating Romantic &amp; Peer Relationships in I-O</td>
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<td>11:00 AM</td>
<td>291 TT: Business Meets Psychology</td>
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<td>11:30 AM</td>
<td>292 TT: East Meets West</td>
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<td>12:30 PM</td>
<td>293 TT: Neuroscience Meets Leadership</td>
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<td>306 Working Session: Building a Comprehensive Environmental Sustainability</td>
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<td>307 (Not) Movin' Up on Work: Dilemmas in Women's Career Advancement</td>
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<td>2:00 PM</td>
<td>308 Searching for the Perfect Translation: Text Translation Best Practices</td>
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<td>2:30 PM</td>
<td>309 What Does a Master's Degree in I-O Really Mean?</td>
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<td>3:00 PM</td>
<td>310 A Global Perspective on Leadership Measurement Through a Cross-Cultural Lens</td>
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<td>311 Little Data: Conducting Focused Research Within Organizations</td>
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<td>4:00 PM</td>
<td>312 The Continued Evolution of Employee Engagement</td>
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<td>313 Career Pathing: Best Practices, Challenges</td>
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<td>314 New Findings in JDM-I-O Research</td>
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<td>315 Developing Global Leaders in the Midst of Changing</td>
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<td>316 Competency Modeling Research Collab</td>
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<td>260 Considerations &amp; Best Practices in Managing Expatriate Talents</td>
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<td>261 Communities of Applied Psychologists Outside the US</td>
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<td>262 One Step Closer Into the Essence of Performance Measurement</td>
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<td>263 TT: Neuroscience Meets Leadership</td>
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**Don’t Miss the Grand Finale!**

**SIOP HAWAIIAN THEME CLOSING RECEPTION**

Saturday, May 17
5:00–7:00 pm
Great Lawn
Hilton Hawaiian Village

29th Annual Conference
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

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EMPLOYEE PERFORMANCE

ACADEMIC RESEARCH

BRINGING SEXY BACK TO RESEARCH

MAKING YOU LOOK GOOD
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, hbolen@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 Dragow, 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 paper 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

220-5 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.

Garrit Shleyenberg, 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. Gallinsky, 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.

Bridge 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
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

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. Mommm, University of Bonn
Yongmei Liu, Illinois State University
Submitter: Tassilo Mommm, tassilo.momm@uni-bonn.de

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

This poster compared 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.

Laura N. Wallace, University of Minnesota
Aaron M. Schmidt, University of Minnesota
Submitter: Laura Wallace, wall0540@umn.edu

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.kestal29@gmail.com

This study investigates how affect exacerbates or ameliorates the cognitive consequences and performance costs of interruptions. Participant reported positive affect was not associated with rumination 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

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 traditional 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
Jennifer L. Wessel, University of Akron
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, pv.dinh@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
Winny Shen, University of South Florida
Britany N. Telford, University of South Florida
Stephanie A. Andel, 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.

Su Kei Law, The Open University of Hong Kong
Submitter: Su 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


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 Interactive 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 Youssaffnia, 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 Youssaffnia, 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).
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, Jyllian 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, Lui-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, Sentis, 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 intrapersonal 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
Cindy Wu, Baylor University, Emily M. Hunter, Virginia Tech, Effects of Family-Related Workday Breaks on Work and Family Outcomes
Allison M. Ellis, Portland State University, Caitlin A. Densky, 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 the 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
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 Coughton, 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.

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. Ketcher, 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 Ketcher, eketcher@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
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

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, bli@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 Stimmier, Google, Panelist

Submitter: Jennifer Brown, jenniferbrown47@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. Lacerenza, 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. Hulett, University of Georgia, Co-Chair
Kari W. Kuhnert, University of Georgia, Co-Chair
Anna L. Hulett, University of Georgia, Karl W. Kuhnert, University of Georgia, Adult Attention Deficit Hyperactivity Disorder and Counterproductive Workplace
Christine L. Nittouer, Rice University, Self-Management Intervention's Impact on Work-Related Behaviors With Individuals With Disabilities
Adrienne J. Colella, Tulane University, Discussant

Submitter: Anna Hulett, ahulett@uga.edu
Anthony S. Boyce, Aon Hewitt, Michael J. Zickar, Bowling Green State University, 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.

This paper applies the warmth and competence framework to explaining 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.

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-
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 business managers and government regulators with cooperative goals confirm each other’s social face and develop the relationship that helps businesses become confident in their government regulators.

Submitter: Kristina Bauer, kbauer@uwf.edu

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.

Submitter: Dean Tjosvold, tjosvold@ln.edu.hk

242-9 Training to Detect Fit Through Employment Interviews

This poster examines 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.

Submitter: Josh Villanueva, Claremont Graduate University

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.

Submitter: Kimberly Nei, kheiro603@gmail.com

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.

Submitter: Kristina Bauer, k Bauer@uwf.edu

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.

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.

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.

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.

Submitter: Michael Keeney, mkeeney@aptima.com
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)
Brittinie 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–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. Estlamian, California Public Utilities Commission
Naliny Thongme, 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
Wojciech 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.

Chair
Edward L. Levine, University of South Florida
Panelists
Paul E. Glazhofer, Select International
Benjamin P. Granger, Verizon Wireless
Darrin Grelle, CEB|SHL
Submitter: William Gardner, william.gardner@ttu.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.

Chair
Steven T. Hunt,
Panelists
Lori LePia, General Motors
Angela K. Pratt, The Kellogg Company
Matthew R. Walter, Best Buy
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.

Chair
Darrin Grelle, CEB|SHL
Panelists
Amanda Daines, CEB|SHL
Christine L. Pusillo, Procter & Gamble
Andrea Silke McCance, Procter & Gamble
Sarah Lambert Gutierrez, CEB|SHL
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.

Chair
Claudia C. Cogiser, Texas Tech University
Panelists
Leanne E. Atwater, University of Houston
Cesar Douglas, Florida State University
William L. Gardner, Texas Tech University
Kevin B. Lowe, UNC-Greensboro
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.

Chair
Marylene Gagne, University of Western Australia
Panelists
Simon Grenier, University of Montreal
Louis-Pierre Sarrazin, University of Montreal
Anja Van den Broeck, KU Leuven
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.

Chair
Sarah A. Brock, Johnson & Johnson
Panelists
Allison L. Wallace, Clemson University
Kshanika Anthony, Medtronic
Cody Martin, Bristol Myers Squibb
Submitter: Allison Wallace, alwalla@clemson.edu
254. Symposium/Forum: 9:00 AM–10:20 AM
Room 304A
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 Listy, 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

255. Symposium/Forum: 9:00 AM–10:20 AM
Room 304B
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 Cusherbery, 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, HOLI, Leader Humility: A Singaporean Perspective
W. Keith Campbell, University of Georgia, Discussant
Submitter: Andrea Hetrick, andreahetrick19@gmail.com

256. 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 the 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 Cercentano, 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-Formation at Work: Impact of Gender Realignment on Workplace Attitudes
Kristen Jones, George Mason University, Discussant
Submitter: Alex Lindsey, aplindse@gmail.com

257. 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. Dutta, HumRRO, Brian J. Hoffman, 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. Vandenberge, 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. Stenhula, 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. Stenhula, 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. Eyre, 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. Hannig, Eastern Kentucky University, Co-Chair
Heather N. Ode-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. Hannig, 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, Devashesh Bhave, 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 Guna, Johns Hopkins University, David T. Wagner, Singapore Management University, If You Don’t Snooze, You Lose (Your Moral Awareness)
David Walsh, 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.

Winny Shen, University of South Florida, Chair
David M. Klieger, Educational Testing Service (ETS), Chair
Thomas W. Britt, Clemson University, Implications of Extant Resilience
Matthew R. Grossman, University of South Florida, Winny 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-Analyses
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: Winny 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
Zhijing 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, Coventry University, Host
Submitter: Irina Cozma, irina.cozma@ddiworld.com

263. Special Events: 9:00 AM–10:20 AM
Theatre 310
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
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 theoretical framework to explain the effect of gamification on performance. Results from 89 unique manager–employee dyads in South Korea provided support.

Christopher J. Lake, University of Minnesota, Duluth
Scott Highhouse, Bowling Green State University
Submitter: Christopher Lake, lakec@d.umn.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 Drago, Cornell University
Tony Simon, 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. Plemons, 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-
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

264-13 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, jessicannicklin@gmail.com
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<thead>
<tr>
<th>Poster Number</th>
<th>Title</th>
<th>Authors</th>
<th>Submitter</th>
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<tbody>
<tr>
<td>264-19</td>
<td>Perceived Autonomy Supportive Supervision and Subordinate Feedback Seeking</td>
<td>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 Pichter, California State University, Fullerton</td>
<td>Submitter: Shaun Pichter, <a href="mailto:spichter@fullerton.edu">spichter@fullerton.edu</a></td>
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<td>264-20</td>
<td>Examining the Impact of Manager Recognition Training on Unit Performance</td>
<td>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</td>
<td>Submitter: Charles Scherbaum, <a href="mailto:charles.scherbaum@baruch.cuny.edu">charles.scherbaum@baruch.cuny.edu</a></td>
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<tr>
<td>264-21</td>
<td>The Dark Side Of Recognition: A Multilevel Model Examination</td>
<td>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</td>
<td>Submitter: Daniel Shore, <a href="mailto:danielshore86@gmail.com">danielshore86@gmail.com</a></td>
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<td>264-22</td>
<td>Older Worker Performance: Future Time Perspective, Regulatory Focus, and SOC</td>
<td>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. Bates, Wayne State University Daniel R. Krenn, Wayne State University Mgrdich A. Sirabian, Wayne State University Annet de Lange, Radboud University Nijmegen</td>
<td>Submitter: Mgrdich Sirabian, <a href="mailto:sirabian@gmail.com">sirabian@gmail.com</a></td>
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<td>264-23</td>
<td>Extending Uncertainty Management Theory: How Fairness Awareness Affects Decision Making</td>
<td>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. Sleesman, University of Delaware Donald E. Conlon, Michigan State University</td>
<td>Submitter: Dustin Sleesman, <a href="mailto:sleesman@udel.edu">sleesman@udel.edu</a></td>
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<td>264-24</td>
<td>Progress Variability and Effort Intensity: Venture Goal Commitment as Moderator</td>
<td>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</td>
<td>Submitter: Marilyn Uy, <a href="mailto:uymanhyn@gmail.com">uymanhyn@gmail.com</a></td>
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<td>264-25</td>
<td>Achievement Motivation: Incremental Validity in Concurrent and Predictive Designs</td>
<td>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</td>
<td>Submitter: Dan Ispas,<a href="mailto:dispas@gmail.com">dispas@gmail.com</a></td>
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<td>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</td>
<td>Submitter: Cole Napper, <a href="mailto:cole.napper@pepsico.com">cole.napper@pepsico.com</a></td>
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Participants reacted neutrally to attempts to change implicit attitudes.

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.
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. Sneed, 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 Kloz, 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. Sminovsky, University of Georgia
Christopher D. Morgan, University of Georgia
Submitter: Yi Fan, fanyiuga@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 operationalization 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 GUM2004 and provides researchers with files containing the GUM2004 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 relationships 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. McLamon, 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 McLamon, mmcclamo@uwo.ca


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 a 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. McLamon, 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 Walker (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. McLamon, 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 used 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, wilm040@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 Charlotte

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 frequency 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 questionnaire 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: Celine 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. Silter, 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 Silter, msilter@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
Wall 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.

Submitter: Kelly Dages, kelly.dages@gdit.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
Orla M. NicDomhnaill, Institute for Leadership Potential
Cara L. Wade, PepsiCo, Allan H. Church, PepsiCo, Christopher T. Rotolo, PepsiCo, Real World Learnings From High Potential Assessment Programs
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

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
Submitter: Tiffany M. Greene-Shortridge
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 Selgrande 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. Zwebner, 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
Alicia 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, The Importance of Computational Models in Theory Development and Testing
Mo Wang, University of Florida, Discussant
Submitter: Zandra Zwebner, 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, Aria 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. Plemons, 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 Meill, 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
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, C2 Technologies, Inc., Host
Scott B. Button, C2 Technologies, Inc., Host
Submitter: Scott Button, sbutton@c2t.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
Submitter: Sara Ahmed, sara.ahmed@brunel.ac.uk

291. Special Events: 11:00 AM–12:20 PM Theatre 310
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, brandy.parker3@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 Ahmed, Brunel University
Neil R. Anderson, Brunel University
Ana Cristina Costa, Brunel University
Submitter: Sara Ahmed, sara.ahmed@brunel.ac.uk

164 Society for Industrial and Organizational Psychology, Inc.
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, nikkiblacksmith@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-El 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@ucalgarya.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 referrer/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 referrer 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.

Jaqueen 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
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 the 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. Poepelman, 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
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, bwebster2@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. Endicot, Novellis, 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. Unick, 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
Hawaii Convention Center

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
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 Hezkiu-Ludwig, University of Toronto, Julie M. McCarthy, University of Toronto, Coping With Work–Family Conflict and Guilt Through Self-Affirmation
Winny 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. Kosse, 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
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 Organisational 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, makh517@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. Wiemik, University of Minnesota, Co-Chair
Brenton M. Wiemik, University of Minnesota, Heiko Rueger, German Federal Population Research Institute, Stine Waibel, German Federal Population Research Institute, Herbert Flege, 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 Lueneburg, Frieder Paulus, Philipps-University Marburg, Impact of Organizational/Social Support on Expatriate Adjustment and Job Performance
Jack W. Kostal, University of Minnesota, Brenton M. Wiemik, 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 Lueneburg, 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. Silter, 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
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
Toshih Murase, Georgia Institute of Technology, Co-Chair
Kiyoshi Takahashi, Kobe University, Toshih Murase, Georgia Institute of Technology, Kunio Ikari, Kobe University, Yoshide Ono, Kansai University, Yasuhiro Hattori, Yokohama National University, What Is Your Leadership Score? A Leadership Situational Judgment Test
Joerg Felfe, Helmut Schmidt University, Magdalena Gatza, Helmut Schmidt University, Development of a SJT for Leadership Assessment in the Military

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 academics and 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@ddiworld.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
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. Lapierre, 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 Sammani, 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, wcasper@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 employees' 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, Sentis
Autumn D. Krauss, Sentis
Submitter: Allison Ellis, allison.ellis@sentis.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, eih0627@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, kjennings@clemson.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 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, kkaoa@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, khazon2@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 smartphones 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. Rodríguez, 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 examines 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, bcim@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. Hefner, U.S. Army Research Institute
Submitter: Heather Mullins, heather.m.mullins@gmail.com

Society for Industrial and Organizational Psychology, Inc.
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. Brummei, 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, alicya.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@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. Hochwalter, 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 Kring, University of Bern
Nicola Jacobshagen, University of Bern
Anita Keller, University of Bern
Norbert K. Semmer, University of Bern
Submitter: Norbert Semmer, norbert.semer@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
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. Salhoo, 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 Cushingbery, 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, jlevashina@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, sj@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, Sirots 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.
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 Abitt, 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
Submitter: Catherine Ott-Holland, c.ottholland@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.uaakron.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
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

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
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

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 Rate?
Michael Blair, Sprint, Discussant
Submitter: Ian Smith, ian-smith@utulsa.edu

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

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 Eigal, 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, rosett2@gmail.com

Submitter: Jeffrey Vancouver, vancouver@ohio.edu

330. Symposium/Forum: 2:00 PM–2:50 PM
Room 317A
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Mo Wang, University of Florida, Presenter
Submitter: Rustin Meyer, rustin.meyer@psych.gatech.edu

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Measuring Impact of Corporate Communications: Practical Strategies for Empirical Research

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Amy Dawgert Grubb, Federal Bureau of Investigation, Discussant
Submitter: Christopher Rosett, rosett2@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

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

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

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

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

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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Please join us for these exciting presentations!

• Widening the Safety Lens by Exploring Macro-Organizational Factors
  Friday May 16th, 7:30AM in Room 327
  Ia Ko, Levi Nieminen, Lindsey Kotrba

• Holistic Challenges, Narrow Answers: Can We Collaborate to Drive Results?
  Friday May 16th, 9:00AM in Room 311
  Lindsey Kotrba, Daniel Denison

• Assessing and Facilitating Change Readiness in Healthcare
  Friday May 16th, 9:00AM in Room 318B
  Alice Wastag

• Going Global with Assessments: Geographic Findings and Benchmarking Challenges
  Friday May 16th, 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 16th, 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 16th, 2:00PM in Room 314
  Alice Wastag, Levi Nieminen, Ia Ko

• Insufficient Effort Responding to Surveys: From Impact to Solutions
  Saturday May 17th, 11:00AM in Room 314
  Levi Nieminen, Lindsey Kotrba, Daniel Denison

• Taking Stock of Generational Differences: What’s Next?
  Saturday May 17th, 12:00PM in Room 323A
  Ia Ko

Join us at our Reception Thursday, May 15th from 5:30-8:00 pm in the Hilton’s Rainbow Rooms I & II.

Please stop by our Booth #504 during expo hours May 15th-17th.

We look forward to connecting with you!
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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

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
189 Making the Case for Case-Based Learning in I-O Courses, Room 304B, 7:30 AM
322 She Loves Me? She Loves Me Not?: Investigating Applicant Reactions, Room 318A, 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
33 Envisioning Best 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 Time to Think: 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

202 Society for Industrial and Organizational Psychology, Inc.
Mid-Pacific Conference Center
Aloha Breakfast Thursday/Friday: Coral Ballroom
Thursday Networking Reception: Coral Ballroom
LGBT Social Hour: Nautilus
Registration: Ballroom C
Plenaries: Ballroom A
Posters: Ballroom C
Exhibit Hall: Ballroom B
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