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## Dear Colleagues,

A warm welcome to the 31st Annual SIOP Conference in Anaheim! As always, the outstanding lineup of conference programming, invited speakers, and networking opportunities will be sure to spark your imagination, enhance your professional skills, and create lasting memories. We would like to take this opportunity to point out some particularly exciting features of this year's unique conference.

### Opening Plenary Session

The conference will kick off on Thursday morning with the presentation of SIOP's highest awards and the newest SIOP Fellows. This event will feature Steve Kozlowski's Presidential Address, introduced by our incoming president, Jim Outtz. We are excited to applaud students and colleagues and to learn more about Steve's multilevel strategies for broadening the impact of I-O psychology.

### Informative and Invigorating Peer-Reviewed Content

We have a program packed full of peer-reviewed content, including symposia, roundtables, panels, alternative session types, debates, master tutorials, and posters! We have 20 concurrent sessions for you to choose from at any point during the conference. We are particularly thrilled 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!

### Theme Track

The 2016 Theme Track, "Enhancing Impact: A Multilevel Approach," is on Thursday and is designed to bring President Steve Kozlowski's vision to life by encouraging and enabling initiatives that make an impact from "bottom-up, emergent, and self-organizing communities of SIOP members who are prepared to act." The day will include five sessions of differing formats including an engaging IGNITE session on "How Small Local Efforts Can Yield BIG Impact," a TED talk-style session "Changing the World Through Organizations: The Power of One," a panel discussion "Using I-O to Make an Impact on the Larger Society," a "how-to" workshop "Creating Impact With(in) SIOP," and fully interactive session "Making a Difference Together in Impact Action Teams." It's sure to be an engaging and informative series of sessions. Stay all day or attend only the sessions of most interest to you.

### 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 focused on the role of I-Os in mergers and acquisitions specifically related to integrating cultures and an IGNITE session that brings together six presenters to share their insights, tips, and tricks for teaching I-O psychology.

### Top Posters

The top rated posters from this year's conference will be showcased at the Thursday evening (6:00 PM) Networking Reception, presented by Pearson VUE. Grab some hors d'oeuvres and chat with these authors about their exciting research.

### Master Collaboration Session

This year's Master Collaboration session, "Organizational Citizenship Behaviors: Recent Developments in Research and Practice," brings together leading practitioners and academics to discuss OCB's future, and how scholarship can match the organizational reality of OCB. This interactive session will appeal to anyone interested in the science and practice of OCB's.

### 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 and SHRM Recertification 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

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 12 outstanding Communities of Interest sessions this year, specially designed to create new communities around common themes or interests. The sessions will be held on Thursday and Friday, have no chair, Presenter, discussant, or even slides. Instead, they are a casual discussion informally moderated by two or three 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 Special Sessions

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 topics are a conversation with SIOP leadership; understanding and supporting the needs I-O practitioners; enhancing visibility and impact through SIOP publications; revising SIOP's educational guidelines; advocating for I-O and obtaining federal funding; enhancing impact through local I-O groups; 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).

### **HR Practitioner Track**

For the second straight year, we are continuing with this newly added feature to the conference: a highlighted track for those with specific interests in the practice of HR. All of these sessions take place on Friday in 204 C and include sessions on HR analytics, business strategy, telework, and more.

### **Closing Address**

This is NOT the year to catch an early flight home. You do not want to miss the closing plenary session! Laszlo Bock, SVP of People Operations at Google and Human Resources Executive of the Year, will share with us his insights on making work better everywhere. Come learn why Googlers are among the happiest employees on earth.

### **Closing Reception**

The California-themed reception following the closing address will be a fun and delicious finale to the conference. Join us in sending the conference out on a high note through a celebration of the tastes and sounds of our sunny destination!

### **Final Thoughts**

Your conference committee is dedicated to improving the conference each year. Please share with us, Dave Nershi (our Executive Director), Daisy Chang (incoming Conference Chair), and Zack Horn (incoming Program Chair) any ideas you have for further improving the annual conference.

This outstanding conference is organized by members for members—we have more than 1,500 volunteers involved in this effort. We are grateful to each of you who devoted your time and energy toward strengthening our conference, and we encourage all SIOP members to consider volunteering in the future. We are also profoundly indebted to the dedicated SIOP staff members who work tirelessly to surpass members' needs and expectations. Our conference is great because of all of the people who support it, and we feel honored to have served SIOP with you.

Enjoy the conference!

Sincerely,

Eden King  
2016 SIOP Conference Chair  
George Mason University

Scott Tonidandel  
2016 SIOP Program Chair  
Davidson College

# 31st ANNUAL CONFERENCE PROGRAM

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**Hilton Anaheim**  
**777 W. Convention Way**  
**Anaheim, CA, 92802**

**Tel: 844-298-3307**

From John Wayne Airport/Orange County: Go north on Newport Freeway (55) to 5 Freeway North, exit Katella Ave., turn left, go one mile to Harbor Bl., Turn left, then right onto Convention Way to the hotel. Distance from hotel: 14 mi. Drive time: 20 min.

From Los Angeles International Airport: Go south on the San Diego Freeway (405) to the Garden Grove Freeway (22 East), exit Harbor Bl. North to Convention Way. Turn left to the hotel. Distance from hotel: 35 mi. Drive time: 40-50 min.

From Long Beach Airport (Daugherty Field): Go south on the San Diego Freeway (405) to the Garden Grove Freeway (22 East) exit on Harbor Blvd. North to Convention Way. Turn left to the hotel. Distance from hotel: 14 mi. Drive time: 25 min.

**Questions? Visit the SIOP Hospitality Desk near conference registration.**

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

### **Persons With Disabilities**

If you require special assistance, please inform the SIOP Administrative Office of any needs.  
 We will endeavor to meet these requests.

Please notify us as early as possible by calling (419) 353-0032 or emailing [siop@siop.org](mailto:siop@siop.org).



# SIOP Thanks Our 2016 Conference Partners



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## Sustaining Partners

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PAN - Performance Assessment Network

Pearson VUE

Perceptyx, Inc.

SHAKER

Zoomorphix Systems

## Supporting Partners

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IO Source

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Liaison International

Mind Gym

OrgVitality

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Persona Labs

Ramsay Corporation

Routledge

Select International

SIOP Foundation

Sirota Consulting LLC

SparcIt

Springer Science

Strategic Programs, Inc.

Talent Plus

Talent Quarterly

TalentMap

TNS Employee Insights

University of Southern California

VHA NCOD

Walden University

Willis Towers Watson

### REGISTRATION HOURS

Ballroom C (CC)

WEDNESDAY NOON TO 8:00PM

THURSDAY 7:30AM TO 6:00PM

FRIDAY 8:00AM TO 5:00PM

SATURDAY 8:00AM TO 3:00PM

### EXHIBIT HALL HOURS

Ballroom A-E (CC)

THURSDAY 10:00AM TO 5:30PM

FRIDAY 8:30AM TO 5:30PM

### PLACEMENT CENTER HOURS

Palos Verde (HA)

WEDNESDAY 3:00PM TO 5:00PM

THURSDAY 8:00AM TO 5:30PM

FRIDAY 8:00AM TO 5:30PM

SATURDAY 8:00AM TO NOON

Placement Center Open House: Thursday: 10:00 to 11:00AM Huntington ABC	Internship Open House: Thursday: 11:00 to 12:30AM Laguna AB
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### CONTINENTAL BREAKFASTS, presented by Qualtrics

Pacific C-D (HA)

THURSDAY, FRIDAY, SATURDAY

7:30AM TO 8:30AM

### COFFEE BREAKS

Ballroom A-E (CC)

THURSDAY, FRIDAY, SATURDAY

10:00AM TO 10:30AM

3:00PM TO 3:30PM

### CONCESSION LUNCHESES\*

Ballroom A-E (CC)

THURSDAY and FRIDAY

11:30AM TO 1:00PM

### COMMITTEE MEETINGS

Local I-O Relations Committee Meeting:

THURSDAY 4:00PM TO 5:30PM

Room 202B (CC)

Committee on Ethnic and Minority Affairs

THURSDAY 2:00PM TO 3:00PM

Room 202B (CC)

Lesbian, Gay, Bisexual, and Transgender  
Committee and Allies

FRIDAY 4:30PM TO 5:30PM

Room 202B (CC)

### MEMORIAL

Lyman Porter

THURSDAY 6:30PM TO 7:30PM

Capistrano A-B (HA)

### SPECIAL EVENTS

Newcomer Reception

WEDNESDAY 5:00PM TO 6:00PM

Pacific D (HA)

Welcome Reception, presented by CEB

WEDNESDAY 6:00PM TO 8:00PM

Sunset Deck (HA)

Opening Plenary Session

THURSDAY 8:30AM TO 10:00AM

California A-D (HA)

International Reception

THURSDAY 6:00PM TO 7:00PM

Pacific A (HA)

Committee on Ethnic and Minority Affairs Social Hour

THURSDAY 6:00PM TO 7:00PM

El Capitan (HA)

Networking Reception and Top Poster Display,  
presented by Pearson VUE

THURSDAY 6:00PM TO 8:00PM

Pacific C-D (HA)

Lesbian, Gay, Bisexual, and Transgender Committee  
and Allies Social Hour

FRIDAY 6:00PM TO 7:00PM

El Capitan (HA)

Closing Plenary, featuring Laszlo Bock

SATURDAY 4:30PM TO 5:30PM

California A-D (HA)

California Closing Reception

SATURDAY 6:00PM TO 8:00PM

Pacific A-D (HA)

HA: Indicates event is being held at the Hilton Anaheim

CC: Indicates event is being held at the Convention Center

\*We plan to offer lunches available for purchase (not included in registration fee)

## Continuing Education Credit Opportunities

### Licensed Psychologists:

These sessions provide continuing education credit for psychology purposes. Individuals must attend the full session for which they are seeking credit (partial credit is not awarded.) Attendees must sign in at the start, sign out at the end, and complete a digital post-evaluation. SIOP will issue credit within 30 days.

#### Preconference Workshops (advance registration and additional fee required):

Wednesday, 8:30 AM-12:00 PM and 1:30 PM-5:00 PM, Rooms TBA, 3.5 credits per workshop

1. Show Me the Data: Techniques and Tools for Visualization-Based Data Discovery
2. Using Live Experiments to Rapidly Learn, Innovate, and Drive Results in Your Organization
3. The Best New Thinking in I-O: What You Should Be Reading (or Writing) But Don't Have Time To
4. Rich Media Simulations: Fad or Value-Add?
5. A Personality-Based Approach to Developing Versatile Leaders for Complex Times
6. Preparing Leaders for the Future: Dealing With Complexity, Ambiguity, and Rapid Change
7. Engagement: Approaches and Evidence
8. Legal Update: What's New and How It Affects You
9. Validation Strategies: Making Them Better, Stronger, Faster
10. Experience-Driven Leadership Development: Exploring Three Tough Challenges



SIOP is approved by the American Psychological Association to sponsor continuing education for psychologists. SIOP maintains responsibility for this program and its content.

#### Friday Seminars (advance registration and additional fee required):

Friday, times and rooms denoted below, 3 credits per seminar

1. Person-Centered Analyses (Session 125), 8:00 AM-11:00 AM, Room 205 A
2. The Benefits (and Costs) of Giving Your Employees Voice (Session 126), 8:00 AM-11:00 AM, Room 205 B
3. Careless Survey Responding (Session 167), 11:30 AM-2:30 PM, Room 205 A
4. Effective Organizational Socialization and Onboarding (Session 168), 11:30 AM-2:30 PM, Room 205 B
5. Big Data Predictive Analytics: A Hands-On Workshop Using R (Session 212), 3:00 PM-6:00 PM, Room 205 A
6. Integrating the Science of Employee Health, Wellbeing, and Safety... (Session 213), 3:00 PM-6:00 PM, Room 205 B

#### Theme Track: Enhancing Impact: A Multilevel Approach (no advance registration or additional fee required):

Thursday, Room 204 C, times and credits denoted below

- How Small Local Efforts Can Yield BIG Impact (Session 11), 10:30 AM-11:50 AM, 1.5 credits
- Changing the World through Organizations: The Power of One (Session 34), 12:00 PM-1:20 PM, 1.5 credits
- Using I-O to Make an Impact on the Larger Society (Session 55), 1:30 PM-2:50 PM, 1.5 credits
- Creating Impact With(in) SIOP (Session 71), 3:30 PM-4:20 PM, 1 credit
- Making a Difference Together in Impact Action Teams (Session 92), 4:30 PM-5:50 PM, 1.5 credits

Master Collaboration: Organizational Citizenship Behaviors: Recent Developments in Research and Practice (Session 215) (no advance registration or additional fee required): Friday, 3:30 PM-4:50 PM, Room 201 A, 1.5 credits

#### Master Tutorials (no advance registration or additional fee required):

Days, times, and rooms denoted below, 1.5 credits per tutorial

- Handling Big(gish) Data in R: An Introductory and Interactive Tutorial (Session 54), Thursday, 1:30 PM-2:50 PM, Room 204 B
- This is Your Captain Speaking: I-O's Role in Aviation Safety (Session 61), Thursday, 1:30 PM-2:50 PM, Room 207 D
- Functional Job Architecture: Practical Solutions for Large-scale Job Analysis (Session 148), Friday, 10:30 AM-11:50 AM, Room 201 A
- Using metaBUS for Literature Searches, Generating Instant Meta-Analyses (Session 268), Saturday, 8:30 AM-9:50 AM, Room 207 B
- Testing Mediation: The Endogeneity Problem and the Solution (Session 281), Saturday, 10:30 AM-11:50 AM, Room 201 A
- Introduction to Reproducible Research using R, RStudio, and R Markdown (Session 294), Saturday, 10:30 AM-11:50 AM, Room 207 B
- Aug 'mentors': Using Positive Psychology to Improve Mentoring (Session 324), Saturday, 1:30 PM-2:50 PM, Room 201 B
- Using Deep Learning to Predict Performance from Resumés (Session 331), Saturday, 1:30 PM-2:50 PM, Room 204 B
- Seven Steps for Writing Great Technical Reports (Session 334), Saturday, 1:30 PM-2:50 PM, Room 205 B

Continuing education evaluation  
services are generously  
provided by:



Full session descriptions, speaker biographies, and learning objectives can be found at [www.siop.org/CE](http://www.siop.org/CE). Please contact Tracy Vanneman at [tvanneman@siop.org](mailto:tvanneman@siop.org) or 419-353-0032 with questions pertaining to continuing education credit at SIOP 2016.

## Continuing Education Credit Opportunities

### PHR/SPHR/GPHR Certification Holders:

The following sessions provide recertification credit for HR Certification Institute certifications. Individuals must attend the full session for which they are seeking credit (partial credit is not awarded.) Attendees must sign in at the start of the session, sign out at the end of the session, and complete a digital post-evaluation. SIOP will issue the program ID within 30 days.

**Preconference Workshops (advance registration and additional fee required):**

**Wednesday, 8:30 AM-12:00 PM and 1:30 PM-5:00 PM, Rooms TBA, 3.5 credits per workshop**

- Workshops 1, 2, 4, 6, 7, 8, 9, and 10 offer this type of credit (see titles on prior page)

**Friday Seminars (advance registration and additional fee required):**

**Friday, 3 credits per seminar**

- Friday Seminars 2, 4, and 6 offer this type of credit (see titles, times, and rooms on prior page)

**Master Collaboration: Organizational Citizenship Behaviors: Recent Developments in Research and Practice (Session 215) (no advance registration or additional fee required):**

**Friday, 3:30 PM-4:50 PM, Room 201 A, 1.5 credits**

**Master Tutorials (no advance registration or additional fee required):**

**Days and times denoted below, 1.5 CE credits per tutorial**

- Functional Job Architecture: Practical Solutions for Large-Sale Job Analysis (Session 148), Friday, 10:30 AM-11:50 AM, Room 201 A
- Aug“mentors”: Using Positive Psychology to Improve Mentoring (Session 324), Saturday, 1:30 PM-2:50 PM, Room 201 B
- Using Deep Learning to Predict Performance from Resumés (Session 331), Saturday, 1:30 PM-2:50 PM, Room 204 B



**SIOP is an HR Certification Institute Approved Provider.** The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit.

**The sessions below denote the “all-conference” type credit for PHR/SPHR/GPHR certificants. You must attend one session in each available timeslot in order to earn 11.5 credits. This HRCI program ID will be printed in an onsite publication (there is no sign in/out requirement.) Find more details at [http://www.siop.org/Conferences/16con/HRCI\\_all\\_conference\\_instructions\\_2016.pdf](http://www.siop.org/Conferences/16con/HRCI_all_conference_instructions_2016.pdf)**

Overcoming Talent Challenges in Emerging Markets (Session 27), Thursday, 12:00 PM-1:20 PM, Room 201 B

You Can Train That? Empirical Support for Novel Training Content (Session 31), Thursday, 12:00 PM-1:20 PM, Room 203 B

Turnover Research & Practice: Adv. in Methods, Measurement, and Analysis (Session 39), Thursday, 12:00 PM-1:20 PM, Room 207 B

Workplace Safety Research: What is Next? (Session 42), Thursday, 12:00 PM-1:20 PM, Room 303 A

Managing Human Capital in Dynamic Team Environments (Session 53), Thursday, 1:30 PM-2:50 PM, Room 204 A

Illustrations of Innovative Technology Applications to HR Processes (Session 104), Thursday, 5:00 PM-5:50 PM, Room 206 A

Current State of Diverse Teams: Going Beyond the Diversity-Performance Link (Session 151), Friday 10:30 AM-11:50 AM, Room 201 D

Understanding and Overcoming Resistance to Teleworking (Session 156), Friday, 10:30 AM-11:50 AM, Room 204 C

Coaching Nightmares: What Would You Do? (Session 157), Friday, 10:30 AM-11:50 AM, Room 206 A

Leader Development: Developing Self and Developing Others (Session 173), Friday, 12:00 PM-1:20 PM, Room 201 B

The Art and Science of Executive Assessment: Research and Practice (Session 186), Friday, 12:00 PM-1:20 PM, Room 303 B

AC, Quo Vadis? Novel Assessment Center Design and Validation Strategies (Session 193), Friday, 1:30 PM-2:50 PM, Room 201 B

Modern Tools and Samples for the Ubiquitous Workplace Survey (Session 201), Friday, 1:30 PM-2:50 PM, Room 206 A

Feedback Effectiveness Within and Without Performance Management (Session 269), Saturday, 8:30 AM-9:50 AM, Room 207 C

\*Mergers & Acquisitions: Impact of Integrating Organizational Cultures (Session 323), Saturday, 1:30 PM-2:50 PM, Room 201 A

Asking the Right Questions: Investigations of Structured Interview Questions (Session 329), Saturday, 1:30 PM-2:50 PM, Room 203 B

*\*Denotes session is eligible for Business credit.*

### SHRM-CP<sup>SM</sup>/SHRM-SCP<sup>SM</sup> Certification Holder

The 2016 SIOP Annual Conference offers 23.5 Professional Development Credits (PDCs).

To earn 23.5 PDCs, simply register for and attend the full length of the conference, April 14-16, 2016. The activity ID will be provided to conference attendees in an onsite publication.

The 2016 SIOP Preconference Workshops offer 7 Professional Development Credits (PDCs).

To earn 7 PDCs, register for and attend the full day of the Preconference Workshops on April 13, 2016. Attendees will need to sign in and out on the attendance sheets at both of the workshops attended. SIOP will issue letters within 30 days with the activity ID.



SIOP is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.



# SIOP 2016 Conference and Program Committee Members

Eden King, Conference Chair  
Zack Horn, Incoming Program Chair  
Rebecca Zusan, Placement Co-Chair  
Kaleb Embaugh, Volunteer Coordinator

Scott Tonidandel, Program Chair  
Steve Kozlowski, SIOP President  
Kathakali Sircar, Placement Co-Chair  
Christopher Cerasoli, Conference Evaluation Chair

Kristen Shockley, Past Program Chair  
Emily Solberg, Workshop Chair  
Tracey Rizzuto, Consortia Chair  
Tracy C. McCausland, Local Arrangements

Program Subcommittee Chairs: Alyssa McGonagle, Jamie Donsbach, Songqi Liu, Enrica Ruggs, and Zack Horn

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Thomas W. Britt  
Dana Broach  
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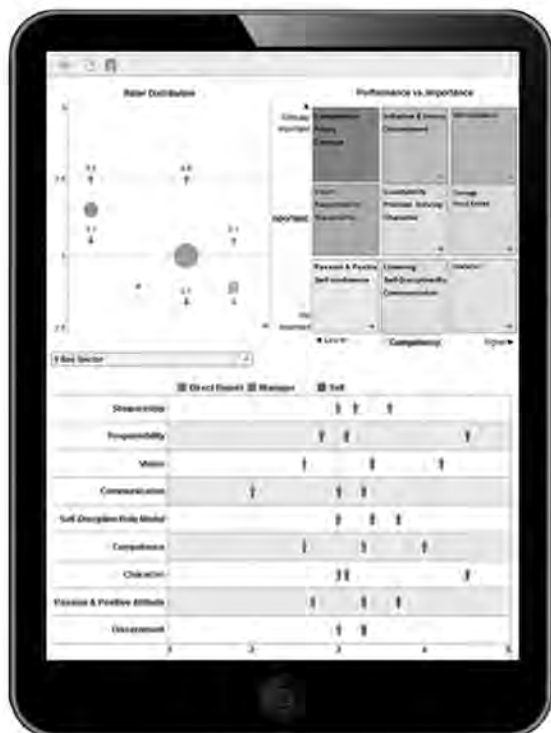
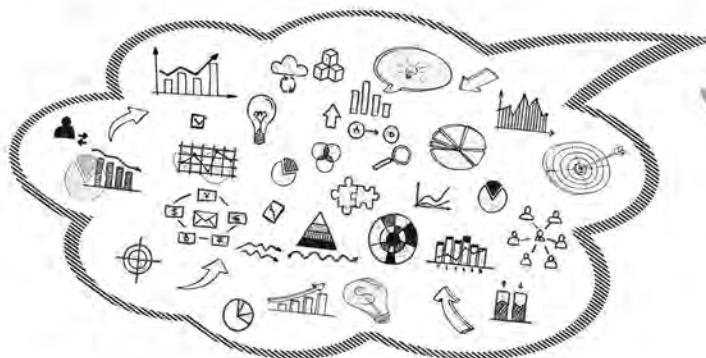
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**The 4-S Approach to Human Capital Risk Management in the Digital Era**

John W. Jones, Ph.D. and Michael Cunningham, Ph.D., Thursday, April 14th, 2:00 - 4:00 PM

**The Use of the Campbell™ Leadership Index (CLI®) for Executive Coaching: A Focus on Ethics**

Gary Behrens, MBA, M.S. and David P. Campbell, Ph.D., Friday, April 15th, 10:00 AM - 12:00 PM

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Start Time	ACC 201 A	201 B	201 C	201 D	203 A	203 B	204 A	204 B	204 C	205 A	205 B
8:30 AM											
9:00 AM											
9:30 AM											
10:00 AM	COFFEE BREAK										
10:30 AM	3: Identifying HiPos: From Bad HR to Good Science	4: Obesity Discrimination: New Targets & Measures	5: Diversity & Difference in the University	6: Researching Advanced Constructs in the Wild	2: Recent Trends in Perf. Mgmt.	8: ME/I of Psychological Measures	9: Innovative Selection Solutions	10: Veteran Selection, Performance, & Retention	THEME TRACK 11: Small Local Efforts: BIG Impact	12: Dynamic Perspectives on the Work-Nonwork Interface	13: Working Memory in I-O
11:00 AM											
11:30 AM											
12:00 PM	26: Breaks & Work Recovery	27: Talent in Emerging Markets	28: High-Fidelity Simulations Best Practices	29: Personality Computer Adaptive Testing (CAT)	25: Identifying High Potentials in Organizations	31: Empirical Support for Novel Training Content	32: Convenience Sampling Debate	33: Boundary Conditions of Subtle Discrimination	THEME TRACK 34: Changing the World Through Organizations	35: Expecting the Unexpected	36: Bridging the Gap: Healthcare Leadership Challenges
12:30 PM											
1:00 PM					47: Win the War for Talent						
1:30 PM	48: Clients 102: The Learning Continues	49: Role of Context in Proactivity at Work	50: Practical Advice for Mentoring Programs		68: Generational Shifts & Impending Retirements	52: Big Data Techniques & Employment Decisions	53: Human Capital in Dynamic Team Environments	54: Handling Large to Big(gish) Data in R	THEME TRACK 55: Using I-O to Impact Society	56: Justice Related Individual Differences	57: Armed & Able: I-O Applied to Armed Jobs
2:00 PM											
2:30 PM											
3:00 PM	COFFEE BREAK										
3:30 PM	72: Positive Perspectives at Work	73: Putting I-O to Good Work for Nonprofits	74: Understanding Constructive Deviance at Work	75: Formally Modeling I-O Psychology Phenomena	70: Developing Publication Process Savvy	77: Performance Mgmt: Focusing on What Works	78: Lessons From the Field: Change (Sometimes) Happens	79: Contemporary Issues in Occupational Credentialing	THEME TRACK 71: Creating Impact With(in) SIOP	80: Contemporary Person-Environment Fit Research	81: Let's Get Visual: Data Visualization
4:00 PM											
4:30 PM									THEME TRACK 92: Making a Difference in New Impact Action Teams		
5:00 PM	93: Early Career Science Award	94: M. Scott Myers Award	95: More Than Theory, Eval. in Practice		98: Unobtrusive Measurement	99: Revised Guidelines for Education	Invited Session 100: I-Os at the M&A Table	101: Putting Analytics to Use		102: Family-Supportive Supervisor Behaviors	103: Research Reproducibility & Study Registration
5:30 PM											
6:00 PM											
6:30 PM											

## THURSDAY SPECIAL EVENTS:

CONTINENTAL BREAKFAST, presented by Qualtrics  
**Pacific C-D (HA)**  
 7:30AM TO 8:30AM

OPENING PLENARY SESSION  
**California A-D (HA)**  
 8:30AM TO 10:00AM

COFFEE BREAKS  
**Ballroom A-E (CC)**  
 10:00AM TO 10:30AM  
 3:00PM TO 3:30PM

CONCESSION LUNCHES  
**Ballroom A-E (CC)**  
 11:30AM TO 1:00PM  
 (Available for purchase, not included in conference fee)

LOCAL I-O RELATIONS COMMITTEE MEETING  
**Room 202B (CC)**  
 4:00PM TO 5:30PM

COMMITTEE ON ETHNIC AND MINORITY AFFAIRS MEETING  
**Room 202B (CC)**  
 2:00PM TO 3:00PM

CEMA SOCIAL HOUR  
**El Capitan (HA)**  
 6:00PM TO 7:00PM

INTERNATIONAL RECEPTION  
**Pacific A (HA)**  
 6:00PM TO 7:00PM

MEMORIAL: Lyman Porter  
**Capistrano AB (HA)**  
 6:30PM TO 7:30PM

SIOP NETWORKING RECEPTION, presented by Pearson VUE  
 Includes Top Poster presentations  
**Pacific CD (HA)**  
 6:00 PM TO 8:00 PM

*HA: Indicates event held at the Hilton Anaheim*  
*CC: Indicates event held at the Convention Center*

Start Time	206 A	207 A	207 B	207 C	207 D	303 A	303 B	303 C	303 D	Ballroom A-E	Hilton California A-D
8:30 AM											1. Opening Plenary: President's Address, Elections, Awards/Fellows
9:00 AM											
9:30 AM											
10:00 AM	COFFEE BREAK										
10:30 AM	14: I-O Expert Witnessing	15: What Is Workplace Civility?	16: Attachment Theory at Workplace	17: Discrete Emotion Processes in the Workplace	18: Temporal Individual Differences Across Multiple Levels	19: Reviewing the Foundations of OCB	20: I-O Career Options: Teaching Intensive Institutions	21: Research on Insufficient Effort Responding	22: Big Data, Big Business, & Big Brother?	23: Work-Related Needs, Job Crafting	
11:00 AM											
11:30 AM											
12:00 PM	37: Understanding Teams	38: Dos & Don'ts of Graduate School	39: Advanced Turnover Research & Practice	40: 360° Feedback: Evolution or Devolution?	41: Advances in Understanding Workplace Conflict	42: Safety Research: What Is Next?	43: Strategic Research Partnership Best Practices	44: Creating Local I-O Community	45: Emotion Regulation at Work	24: Workplace Aggression	
12:30 PM											
1:00 PM											
1:30 PM	58: Advancing Job Analysis Research & Practice	59: From Grad Student to Professional	60: Studying Sexual Violence Against Men at Work	66: Gender & the Next STEM Generation	61: Exploring I-O's Role in Aviation Safety	62: Multi-Organizational Leadership Study	63: Future of Mobile Assessment: What Could We Do?	64: Contemporary Workplace Stressors	65: Strong Cultures: Unlocking the Secret Sauce	46: Virt. Team Personality & Shared Ldrshp	
2:00 PM											
2:30 PM											
3:00PM	COFFEE BREAK										
3:30 PM	82: Leadership: A Global Perspective	83: Advances in Dark Personality Research	84: Novel Insights into Leader Personality	85: Resilience: Conceptual Issues in Current Research	86: Feelings in context: Relationships & affect	87: Workplace Mindfulness	88: Women & Career Development	89: Legal Implications of Big Data Algorithms	90: Integrating Virtual Facilitation into I-O Methods	69: Using IRT to Reevaluate Measure of IFTs	
4:00 PM											
4:30 PM											
5:00 PM	104: Innovative Technology Applications to HR Processes	105: Tools for Building Resilience	106: Novel Approaches to Situational Judgment Tests	107: Bystander Responses to Workplace Deviance		109: Insights into Adverse Impact	110: Get Smart Occupational Health & Well-Being	111: ¡Hola! So you have LatAm clients?	112: Toothless Shark Tank	91: Weighting of Physical Ability Tests	
5:30 PM											
6:00 PM											
6:30 PM											

Posters

Invited Address

Community of Interest

Executive Board Sessions

Awards Session

Please note that rooms California A-D and Pacific D are in the Anaheim Hilton Hotel. All other rooms are in the convention center.

## SLOP Networking Reception

presented by Pearson VUE

### Hilton Pacific CD

6:00 PM TO 8:00 PM



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

- 44 Creating US Local I-O Communities: Tales From the Trenches, 303 C, 12:00PM
- 50 Arranged "Marriages": Practical Advice for Designing and Administering Mentoring Programs, 201 C, 1:30PM
- 68 Generational Shifts in the Workplace and the Impending Retirement Tsunami, 203 A, 2:00PM
- 112 Toothless Shark Tank for I-O Psychologist Entrepreneurs, 303 D, 5:00PM

**Coaching/Leadership Development**

- 25 Identifying High Potentials in Organizations, 203 A, 12:00PM
- 105 When the Going Gets Tough: Tools for Building Resilience, 207 A, 5:00PM
- 113 Poster 9, Hilton Pacific D, 6:00PM

**Consulting Practices/Ethical Issues**

- 48 Clients 102: The Learning Continues, 201 A, 1:30PM
- 90 Integrating Virtual Facilitation Best Practices Into I-O Methods, 303 D, 3:30PM

**Counterproductive Behavior/Workplace Deviance**

- 24 Posters 1-8, 10-16, & 18-31, Ballroom A-E, 12:00PM
- 41 Advances in Understanding and Managing Workplace Conflict, 207 D, 12:00PM
- 60 Research Incubator: Studying Sexual Violence Against Men at Work, 207 B, 1:30PM
- 74 Deviance for the Right Reasons? Understanding Constructive Deviance at Work, 201 C, 3:30PM
- 107 I Saw What You Did! Bystander Responses to Workplace Deviance, 207 C, 5:00PM

**Emotions/Emotional Labor**

- 17 Discrete Emotion Processes in the Workplace: New Research Frontiers, 207 C, 10:30AM
- 45 Emotion Regulation at Work: Expanding Our Impact, 303 D, 12:00PM
- 86 Putting Feelings in Context: Research on Relationships and Affect, 207 D, 3:30PM

**Employee Withdrawal (e.g., Absence, Turnover)/Retention**

- 39 Turnover Research and Practice: Advancements in Methods, Measurement, and Analysis, 207 B, 12:00PM

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

- 27 Overcoming Talent Challenges in Emerging Markets, 201 B, 12:00PM
- 82 Identifying and Developing Leadership Potential: A Global Perspective, 206 A, 3:30PM
- 111 ¡Hola! So You Have Latin American Clients?, 303 C, 5:00PM

**Groups/Teams**

- 37 Novel Ways to Understand and Assess Teamwork, 206 A, 12:00PM
- 46 Posters 1-32, Ballroom A-E, 1:00PM
- 53 Managing Human Capital in Dynamic Team Environments, 204 A, 1:30PM

**Human Factors/Ergonomics**

- 61 This Is Your Captain Speaking: I-O's Role in Aviation Safety, 207 D, 1:30PM
- 81 Let's Get Visual: Best Practices for Data Visualization, 205 B, 3:30PM

**Inclusion/Diversity (e.g., Sexual Orientation, Race, Gender)**

- 5 Diversity and Difference in the University: Findings From the Trenches, 201 C, 10:30AM
- 33 The Trouble With Subtle: Boundary Conditions of Subtle Discrimination Outcomes, 204 B, 12:00PM
- 66 Preparing the Next STEM Generation: Minding the Gender Gap, 207 C, 1:30PM
- 88 Women and Career Development: Stereotypes, Challenges, and Obstacles, 303 B, 3:30PM

**Innovation/Creativity**

- 6 Defining and Measuring Advanced Constructs in the Wild, 201 D, 10:30AM
- 49 More Than the Person: The Role of Context in Proactivity, 201 B, 1:30PM

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

- 58 Advancing the State of the Art in Job Analysis Research and Practice, 206 A, 1:30PM

**Job Attitudes/Engagement**

- 23 Posters 1-32, Ballroom A-E, 11:00AM
- 80 Contemporary Approaches to Person-Environment Fit Research, 205 A, 3:30PM

**Job Performance/Citizenship Behavior**

- 19 Foundations of Organizational Citizenship Behavior: Reviews and Future Research Recommendations, 303 A, 10:30AM
- 87 Workplace Mindfulness: New Directions for Research and Practice, 303 A, 3:30PM

**Leadership**

- 1 Opening Plenary, Hilton California A-D, 8:30AM
- 3 Identifying High Potential: From Bad HR to Good Behavioral Science, 201 A, 10:30AM
- 36 Bridging the Gap: Challenges of Leadership in Healthcare, 205 B, 12:00PM
- 62 Overview and Selected Findings From a Multiorganizational, Multilevel Leadership Study, 303 A, 1:30PM
- 113 Posters 4 & 8, Hilton Pacific D, 6:00PM

**Legal Issues/Employment Law**

- 14 Competencies and Content Expertise for I-O Psychology Expert Witnesses, 206 A, 10:30AM
- 52 Big Data Analytics and Employment Decisions: Opportunities and Challenges, 203 B, 1:30PM
- 67 Posters 5 & 17, Ballroom A-E, 2:00PM
- 79 Contemporary Issues in Occupational Credentialing, 204 B, 3:30PM
- 89 Opening the Black Box: Legal Implications of Big Data Algorithms, 303 C, 3:30PM

**Measurement/Statistical Techniques**

- 8 Measurement Equivalence of Psychological Measures: Gender, Culture, and Sampling Sources, 203 B, 10:30AM
- 21 Your Attention Please! Measuring, Predicting, and Preventing Insufficient Effort Responding, 303 C, 10:30AM
- 54 Handling Big(gish) Data in R: An Introductory and Interactive Tutorial, 204 B, 1:30PM
- 69 Posters 1-26, Ballroom A-E, 3:30PM
- 94 M. Scott Myers Award: From Research to Practice: Evolution of High-Stakes Workplace Personality Assessment, 201 B, 5:00PM
- 98 Unobtrusive Measurement in I-O: Overcoming Practical, Methodological, and Ethical Issues, 203 A, 5:00PM
- 101 Putting Analytics to Use: Let's Get Down to Business, 204 B, 5:00PM
- 113 Poster 6, Hilton Pacific D, 6:00PM

**Motivation/Rewards/Compensation**

- 35 When Fit and Misfit Lead to Counterintuitive Results., 205 A, 12:00PM

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

- 15 Let's Stop and Reflect: What Is Workplace Civility?, 207 A, 10:30AM
- 42 Workplace Safety Research: What Is Next?, 303 A, 12:00PM
- 64 More Stressed Than Ever? Emerging Contemporary Workplace Stressors, 303 C, 1:30PM
- 85 Resilience: Clarifying Conceptual Issues in Current Research, 207 C, 3:30PM
- 110 Get Smart About Occupational Health and Well-Being, 303 B, 5:00PM
- 113 Posters 2 & 10, Hilton Pacific D, 6:00PM

**Organizational Culture/Climate**

- 65 Strong Cultures: Unlocking the Secret Sauce, 303 D, 1:30PM

**Organizational Justice**

- 4 Workplace Obesity Discrimination: New Targets, Novel Measures, and Surprising Outcomes, 201 B, 10:30AM
- 23 Posters 5 & 13, Ballroom A-E, 11:00AM
- 56 New Roles for Individual Differences in Organizational Justice Research, 205 A, 1:30PM

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

- 22 Big Data, Big Business, and Big Brother? Debating Identified Surveys, 303 D, 10:30AM
- 78 IGNITE + Panel: Lessons From the Field: Change (Sometimes) Happens, 204 A, 3:30PM
- 100 Invited Session: I-Os at the M&A Table: Bringing Rigor to Culture Integration, 204 A, 5:00PM

**Performance Appraisal/Feedback/Performance Management**

- 2 Recent Trends in Performance Management, 203 A, 10:30AM
- 40 20 Years of Innovation in 360° Feedback: Evolution or Devolution?, 207 C, 12:00PM
- 77 What Does Good Performance Management Look Like? An Appreciative Inquiry, 203 B, 3:30PM

**Personality**

- 16 Attachment Theory and Its Applications to the Workplace, 207 B, 10:30AM
- 18 Temporal Individual Differences Across Multiple Levels and Applied Contexts, 207 D, 10:30AM
- 29 Personality Computer Adaptive Testing (CAT): A Meow or a ROAR?, 201 D, 12:00PM
- 83 Digging Deeper Into the Darkness: Advances in Dark Personality Research, 207 A, 3:30PM
- 84 Novel Insights Into Leader Personality: Traits, States, and Dynamics, 207 B, 3:30PM

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

- 32 IGNITE Debate: Should We Trust or Avoid Online Convenience Samples?, 204 A, 12:00PM
- 75 Formally Modeling I-O Psychology Phenomena: Instructional Exemplars, 201 D, 3:30PM
- 103 Impact of Research Reproducibility and Study Registration on I-O Psychology, 205 B, 5:00PM

**Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)**

- 10 Marching Through Military Veteran Selection, Performance, and Retention, 204 B, 10:30AM
- 47 Helping Organizations Win the War for Talent, 203 A, 1:00PM
- 57 Armed and Able: Industrial-Organizational Psychology Applied to Armed Jobs, 205 B, 1:30PM
- 67 Posters 1-4, 6-16, 18-30, 2:00PM
- 109 New Insights Into Adverse Impact: Origination, Motivation, and Scale Weighting, 303 A, 5:00PM

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

- 43 Successful Strategic Research Partnerships: Best Practices and Lessons Learned, 303 B, 12:00PM

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

- 20 I-O Academic Career Options: Faculty at Teaching Intensive Institutions, 303 B, 10:30AM
- 38 Dos and Don'ts of Graduate School: Surviving and Thriving 2.0, 207 A, 12:00PM
- 59 From Grad Student to Professional: Things I Wish I Knew, 207 A, 1:30PM
- 70 Developing Publication Process Savvy, 203 A, 3:30PM
- 71 Theme Track: Creating Impact With(in) SIOP, 204 C, 3:30PM
- 99 Executive Board Special Session: Revised Guidelines for Education at the Master's and Doctoral Level, 203 B, 5:00PM

**Technology (e.g., Gamification, Social Media, Simulations)**

- 9 IGNITE + Panel Session Combo: Innovative Selection Solutions, 204 A, 10:30AM
- 28 Redefining State-of-the-Art: High-Fidelity Simulations Best Practices, 201 C, 12:00PM
- 104 Illustrations of Innovative Technology Applications to HR Processes, 206 A, 5:00PM
- 113 Poster 3, Hilton Pacific D, 6:00PM

**Testing/Assessment (e.g., Selection Methods, Validation, Predictors)**

- 13 The Overlooked Cognitive Ability—Working Memory: Research and Practical Considerations, 205 B, 10:30AM
- 63 The Future of Mobile Assessment: What Could We Do?, 303 B, 1:30PM
- 91 Posters 1-30, Ballroom A-E, 4:30PM
- 93 Distinguished Early Career Contributions-Science Award: Test Bias, Differential Validity, and Other Things Along the Way, 201 A, 5:00PM
- 106 Novel Approaches to Situational Judgment Tests: Methods and Applications, 207 B, 5:00PM
- 113 Poster 1, Hilton Pacific D, 6:00PM

**Training**

- 31 You Can Train That? Empirical Support for Novel Training Content, 203 B, 12:00PM
- 95 More Than Theory, Training Evaluation in Practice, 201 C, 5:00PM
- 113 Poster 5, Hilton Pacific D, 6:00PM

**Work and Family/Nonwork Life/Leisure**

- 12 It's About Time! Dynamic Perspectives on the Work–Nonwork Interface, 205 A, 10:30AM
- 26 Break It Up! A New Focus in Work Recovery, 201 A, 12:00PM
- 102 Family Supportive Supervisor Behaviors and Their Impact on Specific Populations, 205 A, 5:00PM
- 113 Poster 7, Hilton Pacific D, 6:00PM



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This symbol indicates a Theme Track Session.

See pages 6 and 7 for CE info.

## 1. Special Events: 8:30AM-9:50AM Hilton California A-D

### Opening Plenary

James L. Outtz, Outtz and Associates, *Chair*

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

Submitter: James L. Outtz, jlouttz@aol.com

## 2. Community of Interest: 10:30AM-11:20AM 203 A

### Recent Trends in Performance Management

Steven T. Hunt, SAP SuccessFactors, *Host*

Deborah K. Ford, Accenture, *Coordinator*

## 3. Panel Discussion: 10:30AM-11:50PM 201 A

### Identifying High Potential: From Bad HR to Good Behavioral Science

There is little consensus with respect to the definition and measurement of high potential talent. The purpose of this panel is to provide an overview of high potential theory, present best practices in measurement, share data-based research, and address key questions regarding the identification of high potential talent.

Charles A. Handler, Rocket-Hire LLC, *Chair*

Rob F. Silzer, HR Assessment & Development/Baruch College & The Graduate Center, CUNY, *Panelist*

Alan L. Colquitt, Eli Lilly & Company, *Panelist*

Laura Heaton, Penske, *Panelist*

Raphael Y. Prager, Aon Hewitt/Baruch College & The Graduate Center, CUNY, *Panelist*

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

## 4. Symposium/Forum: 10:30AM-11:50PM 201 B

### Workplace Obesity Discrimination: New Targets, Novel Measures, and Surprising Outcomes

Obese individuals face many challenges in the workplace, including mistreatment and discrimination. This symposium uncovers several new research directions, including a look at new targets of discrimination (overweight new mothers and supervisors), novel measures (micro-expressions of emotion and perceptions of competence), and surprising outcomes for obese individuals (approachability and health).

Gary Giumetti, Quinnipiac University, *Co-Chair*

Jenna L. Scisco, Eastern Connecticut State University, *Co-Chair*

Jamie L. Gloor, University of Zurich, Rebecca Puhl, University of Connecticut, *Pregnancy Pounds: Double Discrimination for Working (New) Mothers?*

Alexandra Henderson, Bowling Green State University, Russell A. Matthews, Bowling Green State University, *Supervisor Weight: Subordinate Biases and Organizational Citizenship Behavior*

Traci Sitzmann, University of Colorado Denver, Eden B. King, George Mason University, Victor S. Mancini, University of South Florida, *Emotional Expression and Discrimination Against Obese Job Applicants*

Jenna L. Scisco, Eastern Connecticut State University, Gary Giumetti, Quinnipiac University, *Does Education About Causes of Obesity Reduce Weight-based Hiring Discrimination?*

Michael A. Johnson, University of Central Florida, Matthew D. Griffith, University of Central Florida, *Body Fat's Impact on the Health Outcomes of Workplace Mistreatment*

Submitter: Gary Giumetti, ggiumetti@gmail.com

## 5. Symposium/Forum: 10:30AM-11:50PM 201 C

### Diversity and Difference in the University: Findings From the Trenches

A series of 5 studies provide further insight into the relationship among social identity, perceptions of bias, and interpersonal relations in the workplace. These studies focus on a variety of demographic diversity indicators including gender, race, and ethnicity and its effect on various outcomes and statuses within the university context.

Inchul Cho, Texas A&M University, *Co-Chair*

Kathi N. Miner, Texas A&M University, *Co-Chair*

Inchul Cho, Texas A&M University, Kathi N. Miner, Texas A&M University, Ismael

Diaz, California State University, San Bernardino, *Graduate Student/Advisor*

*Racial Dissimilarity, Interpersonal Treatment, and Student Outcomes*

Gwenith G. Fisher, Colorado State University, Victoria P. Mattingly, Colorado State University, *Examining Incivility Related to Pregnancy and Lactation Among Working Mothers*

Isis H. Settles, Michigan State University, David Nguyen, Michigan State University, NiCole Buchanan, Michigan State University, Paulette Russell, Michigan State University, *Mentoring Challenges for Faculty of Color: An Intersectional Perspective*

Jessica M. Walker, Texas A&M University, Kathi N. Miner, Texas A&M University, Mindy E. Bergman, Texas A&M University, *Classism Outside of Class: Social Class and Faculty-Staff Relations*

Kecia M. Thomas, University of Georgia, Laura Provolt, University of Georgia, Rhianna Hearne, University of Georgia, *Understanding First-Gen Faculty as Bicultural Boundary Spanners and Diversity Champions*

Submitter: Inchul Cho, iccho83@gmail.com

## 6. Panel Discussion: 10:30AM-11:50PM 201 D

### Defining and Measuring Advanced Constructs in the Wild

To remain competitive, employees must possess "advanced" skillsets that go beyond the required technical skills. However, definitions and measurement approaches for constructs like adaptability, creativity, and innovation are unclear. This panel session brings together diverse participants to discuss the measurement and assessment of such advanced constructs in real-world settings.

Kara L. Orvis, Aptima, Inc., *Co-Chair*

Vicki C. Wang, George Mason University, *Co-Chair*

Laura Fletcher, George Mason University, *Panelist*

Scott Galster, Air Force Research Laboratory, 711 HPW/RHCP, *Panelist*

Sarah H. Parker, Virginia Tech Carilion School of Medicine, *Panelist*

Krista Ratwani, Aptima, Inc., *Panelist*

Lois E. Tetrick, George Mason University, *Panelist*

Submitter: Krista Ratwani, kratwani@aptima.com

## 8. Symposium/Forum: 10:30AM-11:50PM 203 B

### Measurement Equivalence of Psychological Measures:

#### Gender, Culture, and Sampling Sources

Because of the intensive usage of psychological measures in the current workplace, it is important to examine whether the internal factorial structure of psychological measures holds across subpopulations. Papers in this symposium explore the measurement equivalence of different types of psychological measures across genders, cultures, and sample sources.

Nathan T. Carter, University of Georgia, *Chair*

Li Guan, University of Georgia, *Co-Chair*

Adam W. Meade, North Carolina State University, *Discussant*

SeongHee Cho, University of Illinois at Urbana-Champaign, Mengyang Cao,

University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, Jae Yoon Chang, Sogang University, *Situational Judgment Test Scoring Key Validation: An Application of DIF*

Lane E. Siedor, University of Georgia, Rachel L. Williamson, University of Georgia,

Alexandra Harris, University of Georgia, Nathan T. Carter, University of Georgia,

*Gender Bias in Measurement of the Narcissistic Personality Inventory*

Isaac Benjamin Thompson, Red Hat, Joel R. Osgood, North Carolina State

University, Gabriel Pappalardo, North Carolina State University, *Personality*

*Measurement Invariance Across Gender, Sample, and Nationality*

Li Guan, University of Georgia, Gary J. Lautenschlager, University of Georgia,

Corianne M. Bazemore-James, University of Georgia, Kecia M. Thomas, Uni-

versity of Georgia, *Measurement Equivalence of Job Satisfaction in Token*

*and Nontoken Populations*

Submitter: Li Guan, aguan0215@gmail.com

## 9. Alternative Session Type: 10:30AM-11:50PM 204 A

### IGNITE + Panel Session Combo: Innovative Selection Solutions

Online assessments leveraging multimedia, simulation, and other innovative methods of assessing candidates have been increasing in academic and applied popularity. This session will present attendees

with various perspectives on best practice recommendations, lessons learned, and future considerations, while being based in previous research and experience.

Jane Wu, IBM, *Chair*

Eric J. Sydel, SHAKER, *Presenter*

Karen O. Moriarty, Kenexa, an IBM Company, *Presenter*

Christie Brodbeck, SHAKER, *Presenter*

Cheryl J. Paullin, HumRRO, *Presenter*

Ben Hawkes, Mindsight, *Presenter*

Submitter: Jane Wu, jane.y.wu00@gmail.com

## 10. Symposium/Forum: 10:30AM-11:50PM 204 B

### Marching Through Military Veteran Selection, Performance, and Retention

Veteran unemployment continues to rise and hiring rates continue to lag behind nonveterans. This symposium explores employers' stereotypes, preferences, hiring decisions, and retention efforts, as well as veterans' personalities and performance in the civilian workforce, and provides solutions and best practices for selecting and retaining qualified veterans.

Peter J. Reiley, U.S. Air Force, *Co-Chair*

Adam H. Kabins, Assess-Systems, *Co-Chair*

Christopher B. Stone, Emporia State University, *Stereotypes of United States Military Veterans in the Selection Process*

Meredith A. Kleykamp, University of Maryland, *Employer Preferences for Military Veterans Using a Field Experiment*

Peter J. Reiley, U.S. Air Force, *We Want You: Employers' Perceptions of Veterans' Experience and Education*

Casey W. Johnson, Assess Systems, Luke A. Simmering, Assess Systems, *Military Veteran Workforce: Merits and Demerits*

Trent J. Burner, WalMart Stores, Inc., *Applied Efforts to Integrate and Sustain Veterans in the Workforce*

Submitter: Adam H. Kabins, ahk325@gmail.com

## 11. Special Events: 10:30AM-11:50PM 204 C

### Theme Track: How Small Local Efforts Can Yield BIG Impact

Every I-O psychologist has the ability and opportunity to make a difference in their local communities. An engaging IGNITE session will uncover how, and in what ways, I-Os can use their knowledge and skills to broaden the visibility of I-O and make a BIG impact in their local communities.

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

Ryan C. Johnson, Ohio University, *Co-Chair*

Tara S. Behrend, The George Washington University, *Co-Chair*

Nathan R. Kuncel, University of Minnesota, *Presenter*

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

Eugene Agboifo Ohu, Lagos Business School, *Presenter*

Robert G. Jones, Missouri State University, *Presenter*

Kimberly A. French, University of South Florida, *Presenter*

Andrew J. Thurston, University of South Florida, *Presenter*

Katina Sawyer, Villanova University, *Presenter*

Mahima Saxena, Illinois Institute of Technology, *Presenter*

Amy Dawgert Grubb, Federal Bureau of Investigation, *Presenter*

Submitter: Zachary N.J. Horn, zackhorn@gmail.com

## 12. Symposium/Forum: 10:30AM-11:50PM 205 A

### It's About Time! Dynamic Perspectives on the Work-Nonwork Interface

Notwithstanding the recognition that experiences in work and nonwork life are dynamic there is limited research on temporal effects in this body of scholarship. This symposium showcases 4 empirical papers that apply novel methodological approaches to help us better understand the dynamic, changing, and episodic aspects of the work-nonwork interface.

Marcus M. Butts, University of Texas at Arlington, *Chair*

Lillian T. Eby, University of Georgia, *Co-Chair*

Robert J. Vandenberg, University of Georgia, *Discussant*

Amit Kramer, University of Illinois at Urbana-Champaign, SeongHee Cho,

University of Illinois at Urbana-Champaign, *The Effects of Work-Family Demands and Resources on Work Injuries*

Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Elizabeth

M. Boyd, Kennesaw State University, Zhenyu Yuan, The University of Iowa, *A Fine-Grained Analysis of Work-Family Conflict Episodes, Emotions, and Performance*

Marcus M. Butts, University of Texas at Arlington, Lillian T. Eby, University of Georgia, Tammy D. Allen, University of South Florida, Jessica L. Muilenburg, University of Georgia, *Work-Nonwork Balance and Turnover Intentions: A Simultaneous LGM Approach*

Samantha C. Paustian-Underdahl, Florida International University, Ashley M. Mandeville, University of Alabama, Asia A. Eaton, Florida International University, Ryan Jacobson, Florida International University, Vanessa Quiroz, Florida International University, *Investigating Pregnancy Disclosures at Work via Discontinuous Change Modeling*

Submitter: Marcus M. Butts, mbutts@uta.edu

## 13. Symposium/Forum: 10:30AM-11:50PM 205 B

### The Overlooked Cognitive Ability—Working Memory: Research and Practical Considerations

Working memory, an often-overlooked cognitive ability, is an important predictor of performance, especially in the workplace. This symposium highlights the value of including working memory in I-O psychology by presenting current research exploring the impact of differences in working memory within the context of work and its practical applications.

Shanique G. Brown, DePaul University, *Co-Chair*

Ana M. Franco-Watkins, Auburn University, *Co-Chair*

Zach Shipstead, Arizona State University, Frank A. Bosco, Jr., Virginia Commonwealth University, *Working Memory: A Primer for I-O Psychologists*

D. Zachary Hambrick, Michigan State University, Erik M. Altman, Michigan State University, *Why Is g the Single Best Predictor of Job Performance?*

Jason Randall, University at Albany, SUNY, Margaret E. Beier, Rice University, Anton J. Villado, Rice University, *Working Memory and Mind Wandering in Task Performance*

Brian D. Webster, Oklahoma State University, Bryan D. Edwards, Oklahoma State University, Ana M. Franco-Watkins, Auburn University, *Working Memory as a Predictor of Decision-Making Performance*

Gene Brewer, Arizona State University, Kimberly Wingert, Arizona State University, Hunter Ball, Arizona State University, Jillian Ware, Arizona State University, *How Individual Differences in Working Memory Influence Decisions to Shoot*

Submitter: Shanique G. Brown, sbrown82@depaul.edu

## 14. Panel Discussion: 10:30AM-11:50PM 206 A

### Competencies and Content Expertise for I-O Psychology Expert Witnesses

SIOP members and a practicing attorney address expert witnessing competencies and strategies in the face of new developments in case law, regulations and agency guidance. The discussion includes social framework analysis, potential new test validation standards, and impact of revised FLISA regulations on exempt status employees with managerial duties.

Margaret S. Stockdale, Indiana University-Purdue University Indianapolis, *Chair*

Cristina G. Banks, Lamorinda Consulting LLC, *Panelist*

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

Caren Goldberg, Bowie State University, *Panelist*

Arthur Gutman, DCI Consulting, *Panelist*

David B. Ross, Seyfarth Shaw, LLP, *Panelist*

Submitter: Margaret S. Stockdale, pstockda@iupui.edu

## 15. Roundtable/Conversation Hour: 10:30AM-11:50PM 207 A

### Let's Stop and Reflect: What Is Workplace Civility?

We will facilitate a discussion around the idea of workplace civility as an academic construct and as practice label: Is civility the opposite of incivility? What is the level of analysis we should use to study it (individual behaviors or group norms)? Is civility old wine in a new bottle?

Ashlyn M. Patterson, University of Guelph, *Host*

M. Gloria Gonzalez-Morales, University of Guelph, *Host*

Submitter: M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca



See pp. 6-7  
for CE info



**16. Symposium/Forum: 10:30AM-11:50PM 207 B****Attachment Theory and Its Applications to the Workplace**

Derived from developmental psychology, attachment theory has begun to attract attention of organizational scholars due to its rich interpersonal implications. This symposium presents 4 empirical studies conducted in different cultures that demonstrate the relevance of attachment theory to many phenomena taking place at the workplace.

Jinyan Fan, Auburn University, *Chair*

Ning Hou, Auburn University, *Co-Chair*

Mindy E. Bergman, Texas A&M University, *Discussant*

Justin Feeney, University of Western Ontario, Ian R. Gellatly, University of Alberta, Richard D. Goffin, University of Western Ontario, Michelle Inness, University of Alberta, *Measuring Attachment to the Organization*

Ning Hou, Auburn University, Melissa J. Stuhlmán, Auburn University, Hui Meng, East China Normal University, *Understanding the Development of LMX From the Attachment Perspective*

Babatunde Ogunfowora, University of Calgary, Justin M. Weinhardt, University of Calgary, Christine Hwang, University of Calgary, *The Impact of Abusive Supervision Differentiation on Workgroup Attachment*

Lu Zheng, Auburn University, Paige E. Hartman, Auburn University, Andrew L. Bond, Auburn University, Elissa M. Hack, Auburn University, Yimin Li, Henan University, Yongxin Li, Henan University, Minghui Wang, Henan University, *Linking Attachment Insecurities and Newcomer Adjustment: Interpersonal Problems as Mediator*

Submitter: Jinyan Fan, fanjinyan@yahoo.com

**17. Symposium/Forum: 10:30AM-11:50PM 207 C****Discrete Emotion Processes in the Workplace: New Research Frontiers**

Four empirical papers address innovative research questions about discrete emotions at work by examining them at different stages of the emotion process. In particular, there is a focus on (a) the appraisal of situations, (b) the affective experience, and (c) the post-emotional response.

Manuel F. Gonzalez, The Graduate Center & Baruch College, CUNY, *Co-Chair*

Elliott C. Larson, The Graduate Center & Baruch College, CUNY, *Co-Chair*

Yochi Cohen-Charash, Baruch College-CUNY, *Co-Chair*

Edward L. Levine, University of South Florida, *Discussant*

Michael M. DeNunzio, The Graduate Center & Baruch College, CUNY, Erin Eatough, The Graduate Center & Baruch College, CUNY, Zhiqing E. Zhou, Florida Institute of Technology, Danielle R. Wald, The Graduate Center & Baruch College, CUNY, *Wasted Time as an Affective Event: Impacts on Daily Frustration*

Yeonka Kim, University of Minnesota, John D. Kammeyer-Mueller, University of Minnesota, *Self-Conscious Emotions in the Workplace: Guilt, Shame, and Pride*

Catherine S. Daus, Southern Illinois University-Edwardsville, Victoria I. Newcome, Express Scripts, Tara Smith, Southern Illinois University-Edwardsville, James T. Beil, Southern Illinois University-Edwardsville, *Proud Mary Keeps on Rollin'! Especially When Given Positive Feedback*

Christian N. Thoroughgood, Northeastern University, Katina Sawyer, Villanova University, Michelle K. Duffy, University of Minnesota, Kristin Scott, Clemson University, Noelle Withelder, ASTM International, *Envious Rumination: Links to Social Undermining and Job Effort*

Submitter: Elliott C. Larson, elliot.c.larson@gmail.com

**18. Symposium/Forum: 10:30AM-11:50PM 207 D****Temporal Individual Differences Across Multiple Levels and Applied Contexts**

This symposium showcases research investigating temporal individual differences across individual, dyadic, and team levels. A variety of temporal characteristics are featured, including polychronicity, synchrony preference, time urgency, and pacing style. Temporal individual differences are demonstrated to significantly affect a range of outcomes across levels and applied contexts.

Susan Mohammed, Pennsylvania State University, *Chair*

Abbie J. Shipp, Texas Christian University, *Discussant*

Jeffrey M. Conte, San Diego State University, Bryan Aasen, Walmart, Casey R. O'Loughlin, San Diego State University, Caitlin R. Jacobson, San Diego State University, *Validity Evidence for Individual-Level Polychronicity*

Sophie Leroy, University of Washington Bothell, *Synchrony Preference and Social Interactions: A Relational Perspective About Time*

Patricia N. Martinez, Pennsylvania State University, Robert C. Mello, Pennsylv-

ania State University, Elizabeth M. Grimaldi, Pennsylvania State University, Kent K. Alipour, Pennsylvania State University, *The Influence of Synchrony Preference Diversity on Leader Dyad Effectiveness*

Susan Mohammed, Pennsylvania State University, David Livert, Pennsylvania State University, Kent K. Alipour, Pennsylvania State University, Patricia N. Martinez, Pennsylvania State University, *Can One Cook Spoil the Broth? Temporality in Chef Teams*

Submitter: Susan Mohammed, sxm40@psu.edu

**19. Symposium/Forum: 10:30AM-11:50PM 303 A****Foundations of Organizational Citizenship Behavior: Reviews and Future Research Recommendations**

The research on OCBs represents a large, increasingly growing, literature of several thousand articles. The presentations in this symposium review the definitional, conceptual, and methodological foundations of this research, identifying both limitations and potential avenues for future research in this domain, as well as providing practical recommendations.

Nathan P. Podsakoff, University of Arizona, *Chair*

Philip M. Podsakoff, Indiana University, *Discussant*

Nathan P. Podsakoff, University of Arizona, Elizabeth W. Morrison, New York University, Tomas M. Martinez, University of Arizona, *OCB Role Perceptions: A Review and Future Research Recommendations*

Sharon K. Parker, UWA Business School, Joseph A. Carpin, Concordia University, *OCBs within a Broader Conceptualization of Work Performance*

Christopher C. Rosen, University of Arkansas, Russell E. Johnson, Michigan State University, Chu-Hsiang Chang, Michigan State University, Liana Passantino, Michigan State University, Eric J. Yochum, University of Arkansas, *Practices for Measuring and Modeling OCBs: A Review and Recommendations*

Submitter: Tomas M. Martinez, tomasmartinez@email.arizona.edu

**20. Panel Discussion: 10:30AM-11:50PM 303 B****I-O Academic Career Options: Faculty at Teaching Intensive Institutions**

The balance of teaching, research, and service varies across undergraduate, master's, and doctoral level positions. I-O psychologists passionate about teaching might find a better fit in undergraduate or master's level academic positions. The panelists will present information on the expectations in teaching-intensive programs. Audience participation is strongly encouraged.

Nancy J. Stone, Missouri University of Science & Technology, *Chair*

Janet L. Kottke, California State Univ -San Bernardino, *Panelist*

Elizabeth L. Shoenfelt, Western Kentucky University, *Panelist*

Allen I. Huffcutt, Bradley University, *Panelist*

Submitter: Nancy J. Stone, nstone@mst.edu

**21. Symposium/Forum: 10:30AM-11:50PM 303 C****Your Attention Please! Measuring, Predicting, and Preventing Insufficient Effort Responding**

Insufficient effort responding (IER), which occurs when research participants fail to carefully read questionnaire content, has recently attracted growing attention from industrial and organizational psychologists. The purpose of the current symposium is to present cutting-edge research on the measurement, prediction, and prevention of IER.

Nathan A. Bowling, Wright State University, *Chair*

Jason L. Huang, Michigan State University, *Co-Chair*

Michael R. Maniaci, Florida Atlantic University, Ronald D. Rogge, University of Rochester, *Comparing Insufficient Effort Responding Across Recruitment Sources and Settings*

Anthony Gibson, Wright State University, Nathan A. Bowling, Wright State University, *The Effects of Questionnaire Length and Monetary Incentives on IER*

M.K. Ward, North Carolina State University, Adam W. Meade, North Carolina State University, *Preventing Careless Responding in Online Surveys Using Social Exchange Theory*

Shan Ran, Wayne State University, Jason L. Huang, Michigan State University, Mengqiao Liu, Development Dimensions International (DDI), Levi R. Nieminen, Denison Consulting, *Negatively Worded Items in Surveys: Method Bias and Interventions*

Paul G. Curran, APTMetrics, Inc., *The Effects of Careless Response on Careless Responding Detection Metrics*

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



## 22. Alternative Session Type: 10:30AM-11:50PM 303 D Big Data, Big Business, and Big Brother? Debating Identified Surveys

This blended debate/panel session will highlight the experiences of organizations using identifiers on employee surveys and the analytic outcomes. Six companies representing a broad range of organizational cultures, industries, and survey ideologies bring new perspectives to a somewhat narrow topic. Two moderators will facilitate and encourage debate among the panelists.

L. A. Witt, University of Houston, *Co-Chair*  
Amber L. West, Whole Foods Market, *Co-Chair*  
Allison B. Martir, University of Houston, *Co-Chair*  
Andrew Biga, JetBlue Airways, *Presenter*  
Sara Brothers, Whole Foods, *Presenter*  
Megan L. Huth, Google, *Presenter*  
Koren K. Ichihara, AbbVie, *Presenter*  
Prema Ratnasingam, Dell Inc., *Presenter*  
Deanna M. Haney, Nordstrom, *Presenter*

Submitter: Sara Brothers, sabrothers@outlook.com

## 23. Poster Session: 11:00AM-11:50PM Ballroom A-E Job Attitudes/Engagement/Organizational Justice

### 23-1 Measuring Social Exchange: Meta-Analytic Estimates of Dominant Predictors and Structure

Meta-analytic dominance analyses reveal the differential utility of variables capturing social exchange (SE). LMX best predicts job behaviors; affective commitment, trust, and organizational support best predict turnover intentions and satisfaction. Poor fit of a single factor meta-analytic measurement model supports that idea that SE variables should not be used interchangeably.

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

Submitter: Rachel Amrhein, amrhein2@illinois.edu

### 23-2 Model Comparison of Job Satisfaction: Private and Public Academicians

The differences between Malaysian public or private academicians were examined. Perceived institutional support affects the overall job satisfaction and consequently turnover intention in both samples. Core self-evaluation and technological support affect the job satisfaction of public academicians whereas personal benefits and annual leave affects the job satisfaction for private academicians.

Alia Azalea, Universiti Tunku Abdul Rahman  
Mei-Hua Lin, Sunway University

Submitter: Alia Azalea, aliazalea@yahoo.com

### 23-3 Am I Engaged? Differences Between Manager and Employee Engagement Perceptions

Self-reported employee engagement and manager perceptions of employee's engagement were examined. Analysis revealed managers' perceived engagement scores were positively related to OCB, task, and attendance performance whereas self-rated engagement was only related to OCB performance. Differences in perceptions suggests a need to directly measure engagement from the employee.

Christina M. Banister, IBM  
Lauren H. Beechly, IBM  
Sara P. Weiner, IBM

Submitter: Christina M. Banister, cbaniste@us.ibm.com

### 23-4 More Than the Job: Understanding Stress by Incorporating Personal Characteristics

This study helps clarify how 2 processes of the job demands-resources model (strain and motivational processes) interact. In particular, personal demands (personal characteristics that lead to burnout) are introduced as key drivers in this interaction. A 3-way moderated mediation tested this model.

Amy Bartels, Arizona State University  
Suzanne J. Peterson, Arizona State University  
Brooke Buckman, Florida International University

Submitter: Amy Bartels, amy.bartels2@asu.edu

## 23-5 Organizational Justice Adherence and Violation From the Actor's Perspective

This work integrates 2 current organizational justice research streams: what drives justice actor decisions and whether justice adherence and violation are distinct. Supervisors completed surveys assessing adherence, violation, and potential antecedents of these behaviors. Results suggested adherence and violation are distinct and these variables are uniquely related to several antecedents.

Michael S. Beverage, Florida Institute of Technology  
Patrick D. Converse, Florida Institute of Technology  
Sara K. Trane, Florida Institute of Technology

Submitter: Michael S. Beverage, mbeverage2011@my.fit.edu

### 23-6 Achievement Goals as Antecedents of Work Engagement

The role of personal and situational achievement goals as antecedents of work engagement were investigated. Across 2 samples of employees it was shown that especially the striving towards learning goals is associated with higher levels of vigor, dedication, and absorption at work. Furthermore, the progress towards goal attainment moderated this relationship.

Tanja Bipp, JMU Würzburg  
Ad Kleingeld, Technische Universiteit Eindhoven

Submitter: Tanja Bipp, tanja.bipp@uni-wuerzburg.de

### 23-7 Does Calling Make You Happy?: Examining Mechanisms and Moderators.

This research investigates the mechanism of the relationship between calling and life satisfaction. As expected, psychological capital and work-to-family enrichment were mediators by which calling enhances life satisfaction. The relationship between calling and work-to-family enrichment was qualified by the strategies individuals use to manage boundaries between work and family.

Ye Eun Choi, Yonsei University  
Eunae Cho, Nanyang Technological University  
Ha Jin Jung, Yonsei University  
Young Woo Sohn, Yonsei University

Submitter: Yeeun Choi, yechoi424@gmail.com

### 23-8 Effects of Social Exclusion and Perceived Intentionality on Multiple-Goal Regulation

Research showed that social exclusion had different effects on self-regulated motivation on a team goal versus an individual goal, indirectly through team identification. Although team goal performance worsened over repeated social exclusion, individual goal performance improved. Also, these relationships were stronger when high intentionality attributions were made.

SinHui Chong, Michigan State University  
Submitter: SinHui Chong, chongsin@msu.edu

### 23-9 The Role of Ambivalent Perceptions of Politics in Predicting OCB

This conceptual paper proposes that one of the reasons for the ambiguity surrounding the relationship between perceptions of organizational politics and OCB is that notwithstanding the ambivalent nature of political perceptions, only perceptions of negative politics have been measured in the politics – OCB literature.

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

### 23-10 Relating external and internal attachment orientations to organizational commitment

Attachment theory is increasingly recognized as theoretical framework in I-O-research. This study examines external and internal attachment orientations as antecedents of organizational commitment. Results show that both levels contribute significantly and differentially in predicting commitment facets. Attachment theory offers new insights for organizations to derive effective retention management strategies.

Anna M. Engel, University of Osnabrueck  
Tammo Straatmann, University of Osnabrueck  
Oliver Kohnke, SAP Deutschland AG & Co. KG  
Submitter: Britta J. Seggewiss, b.j.seggewiss@gmx.de

### 23-11 Job Engagement, Performance Strategies, and Performance in Basic Training

This study examined relationships between soldier engagement, performance strategies, and task and contextual performance during basic training. Using longitudinal data, it was found that both goal setting and emotional control strategies partially mediated the positive relationship between engagement and the outcomes of physical training test scores and organizational citizenship behaviors.

Kristen S. Jennings, Clemson University

Thomas W. Britt, Clemson University

Amy Adler, Walter Reed Army Institute of Research

Becky Lane, RTI International

Submitter: Kristen S. Jennings, ks Jenni@clemson.edu

### 23-12 Balancing Act: Employee Response to Ideological Contract Breach

Ideology-based psychological contracts (employees' beliefs about employee-employer obligations for social causes/values) are increasingly important for value-driven organizations and their employees. Through multiphase and multisource data, this paper demonstrates that employees' responses to ideological contract breach are buffered by economic and socioemotional rewards, thus highlighting the interdependencies among multiple work rewards.

Sung Soo Kim, University of Denver

Patricia F. Hewlin, McGill University

Christian Vandenberghe, HEC Montreal

Submitter: Sung Soo Kim, sungsoo.kim@du.edu

### 23-13 The Consequences of Perceived Workplace Favoritism in Organizations

To measure the consequences of perceived workplace favoritism (PWF) in organizations, this study developed and validated a favoritism scale using 2 independent samples at 2 time points. Results showed that PWF can negatively affect employees' perceptions of justice, organizational commitment, job satisfaction, and turnover intention.

Meng Li, Central Michigan University

Terry A. Beehr, Central Michigan University

Kevin M. Dawson, Central Michigan University

Submitter: Meng Li, meng.monalee@gmail.com

### 23-14 The Role of Resiliency During Career Transitions

Losing one's job is a stressful yet commonly experienced event. This study investigated the role of resiliency during the experience of job loss and the career transition process. Using time-lagged and multisource data, results highlighted the positive relations between resiliency and well-being and job search self-efficacy.

Matthew J. W. McLarnon, University of Western Ontario

Mitchell Rothstein, University of Western Ontario

Joseph Oswald, Knightsbridge Human Capital Solutions

Submitter: Matthew J. W. McLarnon, mmclarno@uwo.ca

### 23-15 Normative Commitment Orientation: A Mindset of Obligation

Normative commitment orientation (NCO) is a pervasive tendency to feel obligated to commit to new requests and stay committed until completion. In 3 studies, we develop and validate measure of 2 dimensions of NCO—starting and finishing—offering practical and theoretical contributions to the study of organizational commitment.

Alex Milam, University of Houston-Clear Lake

Cristina Rubino, California State University, Northridge

Sara J. Perry, Baylor University

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### 23-16 Suspicion of Electronic Performance Monitoring and Employee Outcomes

This study provides a nuanced examination of the relationship between suspicion of electronic performance monitoring and employee outcomes. Results suggest that computer surface acting mediates the relationship between suspicion of electronic performance monitoring and employee well-being and job satisfaction.

Megan B. Morris, Wright State University

Gary N. Burns, Wright State University

Submitter: Megan B. Morris, morris.156@wright.edu

### 23-17 Leaders' Learning and Avoid Goal Orientations Impact Engagement and Burnout

Burnout and work engagement are fundamentally tied to achievement motivation, yet little research considers the role achievement motivation traits in determining these outcomes. This study investigated the relationships among executive leaders' trait goal-orientations, self-efficacy, work engagement, and burnout. Leadership self-efficacy mediated the relationship between learning goal orientation and engagement.

Loren J. Naidoo, Baruch College & The Graduate Center, CUNY

Manuel F. Gonzalez, Baruch College & The Graduate Center, CUNY

Jeremy D. Rothstein, Baruch College & The Graduate Center, CUNY

Ute Bai, Q Challenge

Submitter: Loren J. Naidoo, loren.naidoo@baruch.cuny.edu

### 23-18 The Dual Impact of Diversity and Talent Management on Engagement

In a sample of over 300,000 employees, it was found that perceptions of diversity and inclusion practices mediate the relationship between the organization's talent management practices and employee engagement. In addition, controlling for gender, age, tenure, and race did not substantively impacted the results.

Long H. Nguyen, Roosevelt University

Christopher K. Adair, Aon Hewitt

Ken Oehler, Aon Hewitt

Submitter: Long H. Nguyen, lnguyen02@mail.roosevelt.edu

### 23-19 I Want To But I Can't: Frustrations Experienced By Job Crafters

Job connectedness, which is perceived as a stressful event by employees, and the moderating effect of job crafting were studied. Results of multilevel modeling from the experience sampling study suggested that individuals who craft at their jobs experience less psychological control over their work-life balance. Implications are discussed.

Rashimah Rajah, Koblenz University of Applied Sciences

Remus Ilies, National University of Singapore

Submitter: Rashimah Rajah, rajah@hs-koblenz.de

### 23-20 Contractors Versus Employees: Measurement Equivalence and Moderation of Job Satisfaction

Two gaps in the research literature on alternative workers were filled by this study. First, the measurement equivalence of a common job satisfaction scale was examined. Second, the moderating effect of occupation was explored. Both equivalence and moderation were supported by the data. Both research and practical implications are discussed.

Rena L. Rasch, Medtronic

Submitter: Rena L. Rasch, renarasch@gmail.com

### 23-21 Workplace Fun: Effects on Employee Engagement

Employee attitudes toward fun significantly relate to climate of fun at work. Climate of fun is significantly and positively related to group level engagement and individually directed OCBs. Climate of fun was not significantly related to store performance. Results highlight the value in creating a climate of fun in retail settings.

Kyle J. Sandell, IBM-Kenexa

Steven G. Manning, Colorado State University

James W. Weston, Colorado State University

Kevin M. Walters, Colorado State University

Zinta S. Byrne, Colorado State University

Submitter: Steven G. Manning, steve.manning@colostate.edu

### 23-22 The Meta-Analytic Relationships Between Personality, Job Satisfaction, and Life Satisfaction

Meta-analytic correlations between commensurate personality scales and job satisfaction were examined. Personality accounts for up to 10% of the variance in job satisfaction, which in turn accounts for up to 14% of the variance in life satisfaction. Job satisfaction is helpful but not a necessity for a happy life.

Joseph A. Schmidt, University of Saskatchewan

Piers Steel, University of Calgary

Brenda Nguyen, University of Calgary

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

### 23-23 Values, Value Congruence, and Employee Commitment: A Comparative Multitarget Study

This study compared the effects of values and value congruence on employee commitments to 3 targets: the organization, supervisor, and team. Results speak against clear congruence effects. Instead, employees' values and commitment targets' values differentially interacted to predict commitment, with patterns of associations depending on value content and commitment target.

Britta J. Seggewiss, University of Osnabrueck  
Lea M. Boeggemann, University of Osnabrueck  
Tammo Straatmann, University of Osnabrueck  
Karsten Mueller, University of Osnabrueck

Submitter: Britta J. Seggewiss, b.j.seggewiss@gmx.de

### 23-24 Psychological Need Fulfillment Associated With Exerting Extra Effort at Work

An organismic perspective is adopted and examines the fulfillment of fundamental psychological needs associated with exerting extra effort at work. Results indicate that employees exerted extra effort when experiencing greater self-esteem, autonomy, and competence. Such results complement and extend prior research on the importance of psychological needs.

Amanda S. Shaffer, University of Missouri, Columbia  
Daniel B. Turban, University of Missouri  
Kennon M. Sheldon, University of Missouri

Submitter: Amanda S. Shaffer, assz7b@mail.missouri.edu

### 23-25 Examining the Relationship Between Net Promoter Scores and Employee Attitudes

This study examined the validity of the single-item customer loyalty measure known as the net promoter score (NPS). Strong correlations were found between NPS and feelings of support, commitment, and the desire to help the organization. NPS was most closely associated with feelings of commitment.

Daniel B. Shore, George Mason University  
Louis C. Buffardi, George Mason University  
Carolyn J. Winslow, George Mason University

Submitter: Daniel B. Shore, danielshore86@gmail.com

### 23-26 The Relative Importance of Three Drivers of Employee Engagement

Three theorized antecedents to employee engagement are compared against one another to empirically test an established model of engagement. Using dominance analysis and relative weights analysis, job, leader, and person characteristics are evaluated based on their relative importance in predicting engagement levels. Practical and theoretical implications are discussed.

Samantha A. Stelman, Colorado State University  
James W. Weston, Colorado State University  
Steven G. Manning, Colorado State University  
Kyla J. Holcombe, Colorado State University  
Zinta S. Byrne, Colorado State University  
Kyle J. Sandell, IBM-Kenexa

Submitter: Samantha A. Stelman, samanthastelman@gmail.com

### 23-27 Job Engagement Magnifies the Relationship Between Job Resources and Performance

This study examined the relationships among job engagement, job resources, and job performance among employees at a large medical device company. Job engagement magnified the relationship between job resources and sales performance, as highly engaged employees demonstrated high performance only when job resources were available.

Anton Sytine, Clemson University  
Kristen S. Jennings, Clemson University  
Kandice N. Goguen, Clemson University  
Thomas W. Britt, Clemson University

Submitter: Anton Sytine, sytine.a@gmail.com

### 23-28 Importance of Work-Related Needs Between Job Crafting, Burnout and Engagement

This research aims to present more specific work-related needs in terms of employment quality and to understand how individual make sense of fit. The sample is composed of 1,500 workers, and results show that needs-supplies fit may be a multidimensional concept, and job crafting is an antecedent of needs-supplies fit.

Fabrice Travagianti, University of Liège  
Audrey Babic, University of Liège  
Isabelle Hansez, University of Liège

Submitter: Fabrice Travagianti, ftravagianti@ulg.ac.be

### 23-29 Aggressive Humor and Work Outcome Relationships

This study empirically investigates how psychological safety influences the relationship between aggressive humor and workplace outcomes such as organizational commitment and turnover intentions. The results were positive, suggesting that psychological safety fully mediates the relationship between aggressive humor and work attitudes.

Amanda Varley, Case Western Reserve University  
Phillip S. Thompson, Case Western Reserve University  
Submitter: Amanda Varley, amv70@case.edu

### 23-31 Prediction Markets: Real-Time Feedback for Organizational Development Initiatives

This study introduces the prediction market as a complementary instrument to traditional employee attitude surveys to gather real-time feedback within organizations. Incorporating 6,239 employees, key performance indicators, normally measured by the employee survey, were predicted. The accuracy of predictions were evaluated by comparison with the outcomes of the employee survey.

Tim R. Wolf, SAP SE  
Christian Liebig, SAP SE  
Jan Schroeder, KENFORX GmbH  
Joern Weigelt, KENFORX GmbH

Submitter: Tim R. Wolf, wolftim@gmx.de

### 23-32 Positive and Proactive: Relative Importance of Personality for Predicting Engagement

Prior research suggests that engagement can be improved by selecting applicants with particular personality traits. We conducted a meta-analytic test of the relative importance of many common personality traits that predict engagement. We found that employees who are proactive and high on positive affect tend to be the most engaged.

Henry R. Young, University of Central Florida  
David R. Glerum, Jr., University of Central Florida  
Wei Wang, University of Central Florida  
Dana Joseph, University of Central Florida

Submitter: Henry R. Young, h3young@gmail.com



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Victoria Hendrickson

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Jeffrey Saltzman, Walter Reichman

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Victoria Hendrickson, Dana Costar

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**24. Poster Session: 12:00PM-12:50PM Ballroom A-E****Counterproductive Behaviors/Workplace Deviance****24-1 Examining the Relationship Between Moral Cognitions and Counterproductive Work Behaviors**

Study examines the relationship between cognitive processes in ethical decision making as they relate to counterproductive work behaviors. Sampling 300 employees, the incremental utility of a verified criminology scale (criminal thoughts), self-importance of moral identity, and proclivity to morally disengage in predicting CWBs is shown through direct and interaction effects.

Joshua S. Andrews, North Carolina State University

Isaac Benjamin Thompson, Red Hat

Laura J. Williams, North Carolina State University

Submitter: Joshua S. Andrews, Jsandre2@ncsu.edu

**24-2 A Meta-Analytic Investigation of Customer Mistreatment, Performance, and CWB**

This meta-analysis investigates the relationships between customer mistreatment of employees and those employees' performance and CWB. Results indicate that employees who generally experience customer mistreatment have poorer task performance ( $r = -.11$ ) and are more likely to engage in both customer-directed CWB ( $r = .25$ ) and organization-directed CWB ( $r = .10$ ).

Maryana Arvan, University of South Florida

Rachel C. Dreibelbis, University of South Florida

Paul E. Spector, University of South Florida

Submitter: Maryana Arvan, msheroiansan@mail.usf.edu

**24-3 Deconstructing the Relationship Between Social Norms and Cyberloafing**

Social norms is an established predictor of cyberloafing; yet no extant research has examined the incremental validity of different combinations of social norms variables. Social norms were deconstructed, and a number of interesting relationship with cyberloafing were found. The influence of actual social norms were also examined.

Kevin L. Askew, Montclair State University

Alexandra Ilie, Illinois State University

Jeremy A. Bauer, Valdosta State University

Dan Ispas, Illinois State University

Gates O. Helms, Montclair State University

Submitter: Kevin L. Askew, askewk@mail.montclair.edu

**24-4 The Times They Are A Changin': Sexual Harassment in Cyberspace**

This study looked into cross-culture and cross-gender perception across media of sexual harassment in workplace and found differences of perception between gender, culture (U.S. and China), and medium of communication (in-person and e-mail).

Qin Cai, Louisiana Tech University

Joel T. Nadler, Southern Illinois University Edwardsville

Submitter: Qin Cai, chloeqincai@gmail.com

**24-5 Observer Reactions to Workplace Mistreatment Events: A Qualitative Study**

Seventy-five interviews were conducted with MBA students and working professionals to examine how observers react to workplace mistreatment. Results reveal observers react to mistreatment in 2 phases and that how targets reacted was an important trigger for observers to intervene.

Celia Chui, University of Lausanne

Submitter: Celia Chui, celia.chui@unil.ch

**24-6 Taking Undue Credit or Blame for Another's Work**

A field study and a lab experiment investigated what influences individuals to take credit or blame for another's work. People were equally likely to accept misattributed credit or blame but more likely to accept credit in the absence of their teammate. Neuroticism correlated with rejecting credit and blame.

Amy E. Crook, Belmont University

Michelle Martin-Raugh, Educational Testing Service

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

**24-7 Workplace Incivility and Recovery from Work: CSE as a Moderator**  
USDA Forest Service employees' ( $N = 699$ ) core self-evaluations (CSE) were examined as moderators of the relationship between coworker incivility and employee recovery from work (psychological detachment and insomnia symptoms). CSE did significantly moderate these associations, such that employees with higher CSE were less negatively affected by coworker incivility.

Caitlin A. Demsky, Oakland University

Charlotte Fritz, Portland State University

Anne Black, USDA Forest Service

Leslie B. Hammer, Oregon Health & Science University

Submitter: Caitlin A. Demsky, cademsky@oakland.edu

**24-8 How Prevalent Is Workplace Discrimination? A Meta-Analytic Investigation**

This study meta-analytically estimated the prevalence of workplace discrimination and the extent to which this prevalence is affected by conceptual and measurement-related moderators. Results indicate the prevalence of workplace mistreatment is highest among minorities and military samples and when measures do not require respondents to label their experiences as discrimination.

Lindsay Y. Dhanani, University of Central Florida

Dana Joseph, University of Central Florida

Matthew L. LaPalme, University of Central Florida

Submitter: Lindsay Y. Dhanani, lydhanani@knights.ucf.edu

**24-9 A Meta-Analysis of Abusive Supervision**

This study sought to meta-analyze the relationships between abusive supervision and organizationally relevant outcomes. Results showed that abusive supervision is associated with reduced job attitudes, decreased task and contextual performance, and weakened health. Path analyses revealed that justice mediated the relationship between abusive supervision and job attitudes and behaviors.

Lindsay Y. Dhanani, University of Central Florida

Submitter: Lindsay Y. Dhanani, lydhanani@knights.ucf.edu

**24-10 Prior On- and Off-Duty Deviance Predict Future Counterproductive Work Behaviors**

Investigates the validity of prior off-duty and previous workplace deviance in predicting CWB. A 4-year prospective study among more than 4,000 law enforcement incumbents shows that the likelihood of CWB increases exponentially with increasing incidents of prior deviance. Implications for liability assessment and utility estimates of HR policies are illustrated.

Stephan Dilchert, Baruch College

Brittany K. Mercado, Graduate Center/CUNY, Baruch College

Deniz S. Ones, University of Minnesota

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

**24-11 Work-Family Conflict, Stress, and Social Undermining: Does Ethical Leadership Matter?**

Drawing upon the conservation of resources theory, this study proposes that work-family conflict induces employee hindrance stress, which contributes to engagement in social undermining in the workplace. Using a moderated-mediation model, the study examines ethical leadership as a conditional moderator that affects the strength among the hypothesized relationships.

Gabi Eissa, University of Wisconsin-Eau Claire

Rebecca Wyland, University of Wisconsin-Eau Claire

Submitter: Gabi Eissa, eissagm@uwec.edu

**24-12 Counterproductivity Among Nonpromoted Employees, and Integrity as a Moderator**

Counterproductive work behaviors (CWB) are examined as an outcome of negative promotion decisions. Among 568 military officer training candidates, nonpromotion predicted externally reported incidents of CWB after 6 months ( $r = .23$ ), and both overt and personality-based integrity measures were found to buffer this relationship.

Saul Fine, Midot, Ltd.

Judith Goldenberg, Behavioral Science Center, Israel Defense Forces

Yair Noam, Behavioral Science Center, Israel Defense Forces

Submitter: Saul Fine, fine.saul@gmail.com



### 24-13 Reliability of Counterproductive Work Behaviors Measures: A Meta-Analysis

A meta-analysis of interitem reliabilities of broad and narrow CWB measures was conducted. CWB-I scales showed higher interitem intercorrelations than CWB-O scales, such that fewer items are needed to reliably assess CWB-I. Although some specific CWB facets showed acceptable reliability, others (e.g., drug use) showed weak interitem correlations.

Casey A. Giordano, University of Minnesota

Deniz S. Ones, University of Minnesota

Submitter: Casey A. Giordano, Giord023@umn.edu

### 24-14 A Meta-Analytic Examination of the Structure of Counterproductive Work Behaviors

A meta-analytic examination of the intercorrelations among Spector et al.'s (2006) CWB facets was conducted and modeled the higher-order structure of CWB. Although results supported the CWB-interpersonal and CWB-organizational factors from previous research, the relationship of specific facets to these factors was more complex than previously thought.

Casey A. Giordano, University of Minnesota

Deniz S. Ones, University of Minnesota

Brenton M. Wiernik, University of Minnesota

Submitter: Casey A. Giordano, Giord023@umn.edu

### 24-15 Overt and Covert Retaliation Against Abusive Supervision

This study expanded research on employee retaliation against abusive supervision by evaluating both overt and covert retaliatory behaviors and the different mechanisms behind these behaviors. Overt retaliation was fueled by feelings of hostility towards employees' supervisors, whereas covert retaliation was fueled by perceptions of interactional injustice.

Derek Hutchinson, University of South Florida

Paul E. Spector, University of South Florida

Submitter: Derek M. Hutchinson, Derekhutchi@gmail.com

### 24-16 A Cross-Level Model of Negative Gossipers at Work

How group diversity affects individual gossip behaviors and how the linkage is altered by resources given to the groups was examined. The results with field data indicated the mixed effects of informational (+) and social (-) diversities on gossip and the moderation of leaders' human capital and organizational inducement.

Andrea Kim, Sungkyunkwan University

Jiseon Shin, Sungkyunkwan University

Youngsang Kim, The Chinese University of Hong Kong

Jinhee Moon, Sungkyunkwan University

Submitter: Andrea Kim, vivahr.andy@gmail.com

### 24-17 Introverts Maintain Creativity: A Resource Depletion Model of Gossip

This study examined the relationship between negative workplace gossip as perceived by employees and their creativity by focusing on the mediator of emotional exhaustion and moderator of extroversion. The survey results from 451 employee-supervisor dyads supported all the hypotheses.

Xiao-Yu Liu, University of International Business and Economics

Ho Kwong Kwan, Shanghai University of Finance and Economics

Xiaomeng Zhang, Cheung Kong Graduate School of Business

Submitter: Liu-Qin Yang, liuqinyang@pdx.edu

### 24-18 Organizational Citizenship Behavior Licenses Deviant Reactions to Abusive Supervision

The relationship between abusive supervision and subsequent subordinate deviance is moderated by the subordinate's organizational citizenship behavior (OCB). Study 1 demonstrates that the abuse-deviance relationship is only significant when OCB is high, whereas Study 2 shows that this effect is strengthened in employees who tend to morally disengage.

Lindie H. Liang, University of Waterloo

Jared Valdron, University of Waterloo

Sarah Skyvington, Lee Hecht Harrison Knightsbridge

Douglas J. Brown, University of Waterloo

Lance Ferris, The Pennsylvania State University

Huiwen Lian, Hong Kong University of Science and Technology

Submitter: Lindie H. Liang, lindie.liang@gmail.com

### 24-19 Organizational- and Individual-Level Influences on Employee Cyberloafing

Employee cyberloafing continues to threaten organizations, yet the potential impact of organizational interventions aimed at reducing these behaviors remains unexamined. In a diverse sample, the influence of policies and monitoring on employee cyberloafing is demonstrated while the stronger influence of boredom, an often overlooked driver of counter-productivity, is highlighted.

Brittany K. Mercado, Graduate Center/CUNY, Baruch College

Stephan Dilchert, Zicklin School of Business, Baruch College

Submitter: Brittany K. Mercado, brittany.mercado@baruch.cuny.edu

### 24-20 Motivated for Bad: Preserving Resources Through Workplace Corruption

This research explores workplace corruption (bribery and property deviance) as a strategy to prevent the perceived loss of valued motivational resources (distributive and procedural justice, and sense of mastery). Results partially validate the hypotheses but suggest that the nature of corruption relates to the type of resources felt threatened.

Jean P. Neveu, UPPA University in Bayonne, France

Benjamin Kakavand, University of Montpellier, France

Submitter: Jean P. Neveu, jp.neveu@univ-pau.fr

### 24-21 Perceived Support and Overqualification as Related to Discretionary Behaviors

A total of 294 participants were surveyed to determine how perceived overqualification (POQ) related to the 2 dimensions of counterproductive work behaviors (CWB), as well as whether perceived organizational support (POS) moderated this relationship. Results indicated that there was a significant positive relationship between POQ and CWB-O ( $r = .18$ ).

Nivedita Prabhu, Louisiana Tech University

Steven R. Toaddy, Louisiana Tech University

Submitter: Nivedita Prabhu, npr005@latech.edu

### 24-22 Detecting Who Is Going to Cause Problems

An online instrument predicting counterproductive work behaviors is introduced, based on the notion that behavior is best predicted by considering the person, situation, and interaction between both (Mischel & Shoda, 1995). It shows good psychometric properties (Cronbach's alpha between .71 and .90, correlations with interview results between .39 and .77).

Achim Preuss, cut-e Group

Katharina Lochner, cut-e Group

Submitter: Katharina Lochner, katharina.lochner@cut-e.com

### 24-23 Counterproductive Work Behavior's Slippery Slope: Subordinates' Reactions to Supervisor CWB-O

Twenty-one participants were interviewed about observing their supervisors engage in CWB-Os. Participants indicated a range of emotional, cognitive, and behavioral reactions as a result of their supervisor enacting these undesirable behaviors; many reactions were negatively valenced. Findings show that consequences of CWB-Os may be more widespread than previously accounted for.

Clair A. Reynolds Kueny, Saint Louis University

Kaitlyn R. Erb, Saint Louis University

Mindy K. Shoss, University of Central Florida

Lucille S. Headrick, University of Illinois at Urbana-Champaign

Submitter: Clair A. Reynolds Kueny, creyno15@slu.edu

### 24-24 The Dark Triad and Social Behavior: The Influence of Culture

This study examines the effects of the Dark Triad, self-construal, and power distance on interpersonal CWBs and interpersonal skills with samples from the U.S. and the Philippines. Psychopathy was shown to positively affect CWBs and negatively affect interpersonal skills, and these relationships were made stronger by increasing power distance.

Stephen A. Robertson, Clemson University

Alice M. Brawley, Clemson University

Cynthia L.S. Pury, Clemson University

Jesus Datu, University of Hong Kong

Nino J. Mateo, De La Salle University-Manila

Submitter: Stephen A. Robertson, sarober@clemson.edu

## 24-25 Measurement of Workplace Aggression: Evaluation of Intent to Harm

One major aspect distinguishing workplace aggression and counter-productive work behavior (CWB) is intent to harm others; aggression contains this while CWB does not. The degree intent is reflected in aggression items in a U.S. sample is evaluated, and most aggression scales do not sufficiently address intent to harm.

Oren R. Shewach, University of Minnesota

Paul R. Sackett, University of Minnesota

Submitter: Oren R. Shewach, ors10@albion.edu

## 24-26 Cross-Level Moderation Effects on the Customer–Employee Incivility Relationship

This paper explores the daily customer–employee incivility spiral relationship based on the theoretical foundations of a stressor-strain model and target similarity effect. Findings indicate that 2 individual-level moderators, namely problem-solving core self-evaluation, respectively moderate the within-persona level relationship between customer and employee incivility.

Young Ho Song, McGill University

Jungkyu Park, McGill University

Submitter: Young Ho Song, youngho.song@mail.mcgill.ca

## 24-27 Effects of Physical Fitness and Personality on Counterproductive Work Behaviors

The interactive effects among physical fitness, integrity and agreeableness on counterproductive work behaviors (CWB) are examined. Using a large military sample, results showed that physical fitness was negatively related to CWB. Additionally, the relationship between physical fitness and CWB was the strongest for people of low integrity–low agreeableness.

Kenneth Tai, Singapore Management University

Sandy Lim, National University of Singapore

Yew Kwan Tong, National University of Singapore

Richard D. Arvey, National University of Singapore

Submitter: Kenneth Tai, vamp.lestat29@gmail.com

## 24-28 Panacea After All? Moderating Role of Mindfulness on Incivility Outcomes

This study explored the buffering role of mindfulness in the relationship between workplace incivility and negative outcomes. Employee responses showed that, contrary to predictions, the relationship between incivility and negative outcomes was attenuated when individuals reported higher levels of mindfulness. Possible explanations are discussed.

Rima Tarraf, University of Western Ontario

Joan E. Finegan, University of Western Ontario

Submitter: Rima Tarraf, rima.tarraf@gmail.com

## 24-29 Leader Personality Traits and Subordinates' Perceptions of Destructive Leadership

This study examined relations among leader personality traits and perceptions of destructive leadership. Low- and high-agreeableness leaders tended to be rated as more destructive. Interestingly, both low and high levels of emotional stability were associated with lower interpersonal harshness ratings. Narcissism, extraversion, openness, and conscientiousness were not related to destructive leadership.

Courtney Williams Olls, North Carolina State University

S. Bart Craig, North Carolina State University

Submitter: Courtney Williams Olls, courtney\_williams@ncsu.edu

## 24-30 Team Mindfulness Safeguards Teams Against Negative Interpersonal Processes in Teams

Three multisource, time-lagged studies using different samples introduce team mindfulness, detail its measurement, and examine its role as a safeguard against negative interpersonal processes in teams. Results suggest team mindfulness can safeguard against conflict transformation from team task conflict to team relationship conflict and individual social undermining.

Lingtao Yu, University of Minnesota

Mary Zellmer-Bruhn, University of Minnesota

Submitter: Lingtao Yu, yuxxx606@umn.edu

## 24-31 A Whiplash Effect? Attributions Determine Reactions to Abusive Supervision

Invoking attributions, emotions, and abusive supervision literature, this study examined how perceived supervisor motives (injury initiation or performance promotion) play a role in shaping abused subordinate's emotional (anger or guilt) and behavioral reactions (deviance and citizenship behaviors), with a combination of a multisource, time-lagged field study and an experiment.

Lingtao Yu, University of Minnesota

Michelle K. Duffy, University of Minnesota

Submitter: Lingtao Yu, yuxxx606@umn.edu

## 25. Community of Interest: 12:00PM-12:50PM 203 A Identifying High Potentials in Organizations

Allan H. Church, PepsiCo, *Host*

Rob F. Silzer, HR Assessment & Development/Baruch, Graduate Center CUNY, *Host*

Christine E. Corbet, Right Management, *Coordinator*

## 26. Symposium/Forum: 12:00PM-1:20PM 201 A Break It Up! A New Focus in Work Recovery

Breaks represent an important form of recovery that have received limited empirical attention. Using a variety of methodologies (daily diaries, hourly assessments, experiments, interventions), this symposium examines why some break activities are better at improving employee energy, engagement, and well-being.

Allison S. Gabriel, University of Arizona, *Co-Chair*

Andrew A. Bennett, University of Alabama, *Co-Chair*

Sabine Sonnentag, University of Mannheim, *Discussant*

Hannes Zacher, Queensland University of Technology, Stacey L. Parker, The University of Queensland, Jessica de Bloom, University of Tampere, *Daily Use of Energy Management Strategies and Occupational Well-Being*

Tim Vahle-Hinz, University of Hamburg, Christine Syrek, Trier University, Jana Kühnel, University of Ulm, Jessica de Bloom, University of Tampere, *Recovery and Social Media Use: Gaining or Draining Personal Resources?*

Jessica de Bloom, University of Tampere, Marjaana Sianoja, University of Tampere, Ulla Kinnunen, University of Tampere, Kalevi Korpela, University of Tampere, Martti Tuomisto, University of Tampere, Sabine Geurts, Radboud University Nijmegen, *Recovering Effects of Walks and Relaxation: A Randomized Controlled Trial*

Andrew A. Bennett, University of Alabama, Allison S. Gabriel, University of Arizona, *Replenishing Energy During Work Breaks? An Experimental Test of Recovery*

Submitter: Allison S. Gabriel, asgabriel@email.arizona.edu

## 27. Symposium/Forum: 12:00PM-1:20PM 201 B Overcoming Talent Challenges in Emerging Markets

Expansion into emerging markets brings on unique and acute talent related challenges to multinational organization. Presenters in this symposium will highlight the challenges that their organizations are facing in emerging markets, how they are addressing them and the lessons learned.

Mariangela Battista, XL Group, *Chair*

Lilia Hayrapetyan, XL Catlin, *Co-Chair*

Hennie J. Kriek, TTS-Top Talent Solutions/University of South Africa, *Discussant*

Mario Peniche, Merck, Lynn Collins, BTS, Erika Reckert, BTS, *Accelerating the Development of Latin American Leaders*

Arnold Dhanesar, MetLife, *Building a Global Leadership pipeline focusing on Emerging Markets:*

Craig D. Haas, cut-e USA, *Selection in Emerging Markets*

Submitter: Mariangela Battista, battistam@optonline.net

## 28. Alternative Session Type: 12:00PM-1:20PM 201 C Redefining State-of-the-Art: High-Fidelity Simulations Best Practices

Simulations are one of the most robust assessment methodologies available. Industry leaders on this IGNITE-panel hybrid will share, compare, and synthesize the best practices that have emerged from their state-of-the-art research and practice. Discussion will focus on anecdotal and empirical evidences in developing, implementing, and evaluating high-fidelity simulations.

Eleni V. Lobene, Aon Hewitt, *Co-Chair*

Bharati B. Belwalkar, Louisiana Tech University, *Co-Chair*

Amie D. Lawrence, Select International, Inc., *Presenter*



Anthony S. Boyce, Aon Hewitt, *Presenter*  
 Brent D. Holland, FurstPerson, *Presenter*  
 Patrick Gavan O'Shea, Human Resources Research Organization (HumRRO), *Presenter*

Jared Z. Ferrell, SHAKER, *Presenter*

Michael S. Fetzer, CultureFactors, *Presenter*

Sandra Hartog, BTS, *Presenter*

Submitter: Bharati B. Belwalkar, bharati.belwalkar@gmail.com

### 29. Panel Discussion: 12:00PM-1:20PM 201 D

#### Personality Computer Adaptive Testing (CAT): A Meow or a ROAR?

This session provides an opportunity to listen to 4 experts (2 academics and 2 practitioners) in the field of computer-adaptive testing (CAT) discuss advantages and disadvantages for using CAT and forced choice methods for assessing personality. Topics will include psychometric characteristics and potential problems associated with CAT.

Deborah L. Whetzel, Human Resources Research Organization (HumRRO), *Chair*

Nathan T. Carter, University of Georgia, *Panelist*

William L. Farmer, U.S. Food and Drug Administration, *Panelist*

Alan D. Mead, Talent Algorithms Inc., *Panelist*

Stephen Stark, University of South Florida, *Panelist*

Submitter: Deborah L. Whetzel, dwhetzel@humro.org

### 31. Symposium/Forum: 12:00PM-1:20PM 203 B

#### You Can Train That? Empirical Support for Novel Training Content

The symposium focus is on the development and/or effectiveness of novel training content -emotional intelligence, organizational agility, mindfulness, and language and culture. Participants will address their specific research questions, and reflect briefly on how the Science of Training has and can inform future research on the content area.

Kurt Kraiger, Colorado State University, *Chair*

Kenneth G. Brown, University of Iowa, *Discussant*

Victoria P. Mattingly, Colorado State University, Hannah Huntington, Colorado State University, *A Meta-Analytical Investigation: Can Emotional Intelligence Be Trained?*

Natalie E. Wolfson, TRACOM Group, *What Is Organizational Agility and How Is It Fostered?*

Lillian T. Eby, University of Georgia, Tammy D. Allen, University of South Florida, Kate M. Conley, University of Georgia, Rachel L. Williamson, University of Georgia, Victor S. Mancini, University of South Florida, Melissa E. Mitchell, University of Georgia, *Mindfulness-Based Training in Organizations: A Qualitative Review*

Eric A. Surface, ALPS Solutions, Reanna P. Harman, ALPS Solutions, *Applying a Training Systems Perspective to Language and Culture Learning*

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

### 32. Alternative Session Type: 12:00PM-1:20PM 204 A

#### IGNITE Debate: Should We Trust or Avoid Online Convenience Samples?

Nine scholars with varying perspectives about convenience sampling (e.g., online panels, Amazon Mechanical Turk) will engage in an IGNITE-style debate on their use and misuse for research; topics will include validity, verifiability, accessibility, speed, and response quality. Audience participation is encouraged.

Richard N. Landers, Old Dominion University, *Chair*

Gwenith G. Fisher, Colorado State University, *Presenter*

Peter D. Harms, University of Alabama, *Presenter*

Richard N. Landers, Old Dominion University, *Presenter*

Alyssa K. McGonagle, Wayne State University, *Presenter*

Shan Ran, Wayne State University, *Presenter*

Nicolas Roulin, University of Manitoba, *Presenter*

Meghan A. Thornton, University of Texas at San Antonio, *Presenter*

Xiaoyuan (Susan) Zhu, University of Connecticut, *Presenter*

Scott Highhouse, Bowling Green State University, *Discussant*

Submitter: Tara S. Behrend, behrend@gwu.edu

### 33. Symposium/Forum: 12:00PM-1:20PM 204 B

#### The Trouble With Subtle: Boundary Conditions of Subtle Discrimination Outcomes

Research has shown subtle discrimination is pervasive in contemporary organizations and negatively affects employees and meaningful organizational outcomes. In light of its consequential nature, this symposium explores the boundary conditions of subtle discrimination across a variety of target groups, settings, organizational processes, and outcomes.

Kristen P. Jones, Washington State University, *Chair*

Natalya M. Alonso, University of British Columbia, Jennifer L. Wessel, University of Maryland, Brent J. Lyons, Simon Fraser University, Sabrina D. Volpone, University of New Mexico, *Disclosing Concealable Disabilities: Effects of Origin and Strategy Type*

Jasmine L. Wheeler, University of Maryland, Joshua Jackson, University of Maryland, College Park, Brandon Crosby, University of Maryland, Michele J. Gelfand, University of Maryland, *Race and Anger in Negotiations*

Kristen P. Jones, Washington State University, Isaac E. Sabat, George Mason University, Alex P. Lindsey, George Mason University, Afra S. Ahmad, George Mason University, David F. Arena, Washington State University, *Killing Me Softly: How Subtle Discrimination Pushes Minority Women Out*

David F. Arena, Washington State University, Kristen P. Jones, Washington State University, Eden B. King, George Mason University, Isaac E. Sabat, George Mason University, *The Effect of Observing Subtle Discrimination on Bystander Creativity*

Christine L. Nitttrouer, Rice University, Michelle (Mikki) Hebl, Rice University, Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, *Lacking a Voice: Bias Against Women as Academic Speakers*

Submitter: Kristen P. Jones, kristen.jones@wsu.edu

### 34. Special Events: 12:00PM-1:20PM 204 C

#### Theme Track: Changing the World Through Organizations: The Power of One

How can I-O psychologists have a positive impact through, within and beyond organizations? Four engaging TED-style talks will inspire us to translate everyday practice in I-O psychology into interventions that not only improve organizational life and prosperity but also boost environment protection, community volunteering and social inclusion across the profession.

Stuart C. Carr, Massey University, *Chair*

Emily J. Stehura, Development Dimensions International (DDI), *Co-Chair*

M. Gloria Gonzalez-Morales, University of Guelph, *Co-Chair*

Stephanie R. Klein, Self-employed, *Presenter*

Christopher T. Rotolo, PepsiCo, *Presenter*

Paula Caligiuri, Northeastern University, *Presenter*

Steven G. Rogelberg, University of North Carolina

Charlotte, *Presenter*

Douglas H. Reynolds, Development Dimensions International (DDI), *Presenter*

Submitter: Zachary N.J. Horn, zackhorn@gmail.com

### 35. Symposium/Forum: 12:00PM-1:20PM 205 A

#### When Fit and Misfit Lead to Counterintuitive Results.

Fit research has been popular for years. However, recently, doubts have been raised about its basic assumptions that fit is always good, and that misfit is always bad. This symposium strives to highlight some empirical studies in which fit or misfit leads to unexpected results.

Arne Vanderstucken, KU Leuven, *Co-Chair*

Anja Van den Broeck, KU Leuven, *Co-Chair*

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

Arne Vanderstucken, KU Leuven, Anja Van den Broeck, KU Leuven, Karin

Proost, HUBrussel, *When Do Job Seekers Care About Categories?*

Charlotte H. Larson, University of North Carolina, *Idealized Fit in the Selection Process*

Timothy Morgan, Texas A&M University, Murray R. Barrick, Texas A&M University, *Asymmetric Congruence Effects and the Value of Misfit*

Justin Wiegand, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, James Rounds, University of Illinois at Urbana-Champaign, *RIASEC Incongruence Asymmetries Differentially Predict Job Satisfaction*

Submitter: Arne Vanderstucken, arne.vanderstucken@kuleuven.be



See pp. 6-7  
for CE info

**36. Panel Discussion: 12:00PM-1:20PM****205 B****Bridging the Gap: Challenges of Leadership in Healthcare**

Understanding the competing views of scientists and practitioners regarding leadership in healthcare is the first step in understanding key factors related to the improvement and development of leadership within healthcare settings. This panel aims to bridge the gap between academics and practitioners to further leadership development in healthcare.

Marissa L. Shuffler, Clemson University, *Chair*

Dana C. Verhoeven, Clemson University, *Co-Chair*

Nastassia M. Savage, Clemson University, *Co-Chair*

Kristin L. Cullen-Lester, Center for Creative Leadership, *Panelist*

Deborah DiazGranados, Virginia Commonwealth University, *Panelist*

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

Michael A. Rosen, Johns Hopkins University School of Medicine, *Panelist*

Sharon Wilson, Greenville Health System, *Panelist*

Submitter: Dana C. Verhoeven, verhoevendana@gmail.com

**37. Symposium/Forum: 12:00PM-1:20PM****206 A****Novel Ways to Understand and Assess Teamwork**

New technologies are raising the complexity of teamwork but also offering new opportunities to understand the development and functioning of teams. This symposium explores new perspectives, new methods, and new analytics that can be fruitfully applied to digital data on teams.

Noshir Contractor, Northwestern University, *Chair*

Gabriel K. Plummer, Georgia Institute of Technology, *Co-Chair*

Steve W. J. Kozlowski, Michigan State University, Chu-Hsiang Chang, Michigan State University, Samantha K. Bard, Michigan State University, Subir Biswas, Michigan State University, *Capturing Real-Time Team Process Dynamics*

Kathrina Robotham, Georgia State University, Zachary Gibson, Georgia Institute of Technology, Dorothy R. Carter, University of Georgia, Ruth Kanfer, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, *Origins of Synchrony Emergence in Teams*

Tripp Driskell, Florida Maxima Corporation, Eduardo Salas, Rice University, James Driskell, Florida Maxima Corporation, *Assessment of Team Functioning Via Lexical Analysis of Team Communications*

William S. Kramer, Clemson University, Marissa L. Shuffler, Clemson University, Michelle Flynn, Clemson University, C. Shawn Burke, University of Central Florida, *Listen to Me! Vocal Intensity as a Team Leadership Metric*

Gabriel K. Plummer, Georgia Institute of Technology, Gahyun Jeon, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, Noshir Contractor, Northwestern University, *Harmful Effects of Team External Activity on Team Cognition*

Submitter: Gabriel K. Plummer, gabrielplummer@gmail.com

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turnover studies that apply the latest advances to explain and predict turnover phenomena in a variety of settings.

Allison N. Tenbrink, Select International, *Chair*

Justin D. Purl, Human Resources Research Organization (HumRRO), *Co-Chair*

Allison N. Tenbrink, Select International, *Shocks and Satisfaction Predicting Turnover in a Laboratory Setting*

Kathleen E. Hall, Ohio University, Justin D. Purl, Human Resources Research Organization (HumRRO), Rodger W. Griffith, Ohio University, Cassandra E. Colton, Ohio University, *Employee Shocks and Events in Turnover: A Diagnostic Approach*

Peter W. Hom, Arizona State University, Amanda Christensen, University of Cincinnati, Luiz Mesquita, Arizona State University, Jungmin J. Seo, Arizona State University, Danni Wang, Arizona State University, *Human Resource Management Systems Decreasing Collective Turnover*

Matthew C. Reeder, Human Resources Research Organization (HumRRO), Justin D. Purl, Human Resources Research Organization (HumRRO), Michael G. Hughes, Human Resources Research Organization (HumRRO), Heather M. Wolters, U.S. Army Research Institute for the BSS, Cristina D. Kirkendall, U.S. Army Research Institute for the BSS, *Cognitive and Noncognitive Antecedents of Turnover: A Multidimensional, Longitudinal Approach*

Michael G. Anderson, Principal Financial Group, Erin A. Smith, Human Resources Research Organization (HumRRO), *Predicting Voluntary Turnover From Engagement Data*

Rodney A. McCloy, Human Resources Research Organization (HumRRO), Erin A. Smith, Human Resources Research Organization (HumRRO), Michael G. Anderson, Principal Financial Group, *Predicting Voluntary Turnover From Engagement Data*

Submitter: Allison N. Tenbrink, atenbrink@selectintl.com

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**42. Symposium/Forum: 12:00PM-1:20PM****303 A****Workplace Safety Research: What Is Next?**

This symposium brings together novel work on antecedents and consequences of safety behavior, injuries, and underreporting, adopting unique approaches including big data, cross-cultural data collections, testing contextual models, and treating accidents as an antecedent rather than an outcome. Important future directions in the area of occupational safety are identified.

Berrin Erdogan, Portland State University, *Chair*

Laura Fruhen, University of Western Australia, Daniela M. Andrei, University of Western Australia, Mark Griffin, University of Western Australia, *Approach and Avoidance Motivation Predicting Safe Behavior*

David A. Hofmann, University of North Carolina at Chapel Hill, Bradley Staats, University of North Carolina at Chapel Hill, Hengchen Dai, Washington University in St. Louis, Katherine L. Milkman, The Wharton School, *Motivating Process Compliance Through Individual Electronic Monitoring*

Krista Brockwood, Oregon Health & Science University, Leslie B. Hammer, Oregon Health & Science University, Kathleen F. Carlson, HSR&D Center to Improve Veteran Involvement in Care (CIVIC), *Service-Related Factors Associated With Injury Among Post-9/11 Veterans*

Lixin Jiang, University Wisconsin Oshkosh, Tahira M. Probst, Washington State University Vancouver, Jesse L. Byrd, Washington State University Vancouver, Wendi L. Benson, Nevada State College, *Voices Carry: Effects of Verbal and Physical Aggression on Safety*

Berrin Erdogan, Portland State University, Adnan Ozyilmaz, Mustafa Kemal University, Talya N. Bauer, Portland State University, Onur Emre, Yalova University, *Accidents Happen: A Learned Helplessness-Based Examination of Accident Involvement*

Submitter: Berrin Erdogan, berrine@pdx.edu

**43. Panel Discussion: 12:00PM-1:20PM****303 B****Successful Strategic Research Partnerships: Best Practices and Lessons Learned**

This session will present practical guidance to form, manage, and sustain strategic research partnerships, covering academic-practitioner collaborations and partnerships between organizations/agencies. Topics include establishing partnerships, setting expectations, challenges, disseminating information, and overall best practices/tips. Practitioners and academics interested in collaborative efforts are encouraged to attend.

Jennifer L. Geimer, CEB, *Chair*Matthew T. Allen, U.S. Department of Defense, *Panelist*Alexander Alonso, Society for Human Resource Management, *Panelist*Robert E. Gibby, IBM, *Panelist*Sara Lambert Gutierrez, CEB, *Panelist*Rodney A. McCloy, HumRRO, *Panelist*

Submitter: Jennifer L. Geimer, jennifer.geimer@cebglobal.com

**44. Panel Discussion: 12:00PM-1:20PM****303 C****Creating U.S. Local I-O Communities: Tales From the Trenches**

This session will present practical approaches and lessons learned for establishing local I-O groups in the U.S. from those who have done it. Panelist will discuss successes, failures, and recommendations based on experience in building and maintaining local I-O groups. Questions from the audience will also be encouraged.

Anna R. Erickson, CEB, *Chair*Therese Macan, University of Missouri-St Louis, *Panelist*Clyde C. Mayo, Management & Personnel Systems, *Panelist*Ronald C. Page, Assessment Associates International, *Panelist*Terri Shapiro, Hofstra University, *Panelist*Virginia Bryant Whelan, Whelan & Associates, LLC, *Panelist*

Submitter: Anna R. Erickson, anna.erickson@shl.com

**45. Symposium/Forum: 12:00PM-1:20PM****303 D****Emotion Regulation at Work: Expanding Our Impact**

Managing emotions at work is associated with exhaustion and service performance. Five papers provide impactful contributions to theory and practice by expanding (a) breadth of emotion regulation strategies assessed; (b) outcomes to behavioral helping, alcohol use, and debt repayment; and (c) beyond typical research methods.

Alicia A. Grandey, Pennsylvania State University, *Chair*

Jason Dahling, The College of New Jersey, Gianfranco Walsh, Friedrich Schiller University of Jena, Mario Schaarschmidt, University of Koblenz-Landau, Simon Brach, Friedrich Schiller University of Jena, *Twice as Nice?: Surface Acting Among Dual Job Holders*

James M. Diefendorff, University of Akron, Allison S. Gabriel, University of Arizona, Megan T. Nolan, The University of Akron, Jixia Yang, City University of Hong Kong, *Spontaneous Event-Level Emotion Regulation Profiles and Well-Being*

Daniel J. Beal, Virginia Tech, John P. Trougakos, University of Toronto, Ivona Hideg, Wilfrid Laurier University, *Affective and Regulatory Consequences of Helping and Feeling Helpful*

Alicia A. Grandey, Pennsylvania State University, Michael R. Frone, State University of New York at Buffalo, Robert C. Melloy, Pennsylvania State University, Gordon M. Sayre, Pennsylvania State University, *Faking and Drinking: Emotional Labor and Dysregulated Alcohol Consumption*

Nai-Wen Chi, National Sun Yat-sen University, Taiwan, Li Long, Bank of Guangzhou, *Bill Collectors' Positive and Negative Emotional Labor on Debt Repayment*

Submitter: Alicia A. Grandey, aag6@psu.edu

**46. Poster Session: 1:00PM-1:50PM****Ballroom A-E****Groups/Teams****46-1 Better Understanding Team Conflict: A New Measure of Task Conflict**

The most widely used measure of intrateam conflict may present respondents with items that do not permit them to adequately distinguish between task and relationship conflict. This study describes the development and initial tests of a new measure of intrateam task conflict.

Jacqueline Z. Bergman, Appalachian State University

Ryan M. Gillespie, Appalachian State University

Submitter: Jacqueline Z. Bergman, bergmanjz@appstate.edu

**46-2 Advancing Teamwork Through Value Stream Mapping**

This study complements value stream mapping, part of business process reengineering with team task analysis, team-based methodology in industrial psychology to show how business processes can be improved by learning from these 2 distinct (but related) fields.

Alok Bhupatkar, C<sup>2</sup> Technologies, Inc.

Andres Romualdo, IMPAQ International

Submitter: Alok Bhupatkar, alokbhupatkar@gmail.com

**46-3 Trust, Collective Regulatory Focus, and Performance in Ongoing Teams**

This research examines collective regulatory focus as a mechanism linking intrateam trust and team performance. Intrateam trust facilitates both collective promotion and prevention focus, but only collective promotion focus mediates the trust-performance relationship. Also, teams with greater autonomy are able to reap more benefits of trust.

Cecily D. Cooper, University of Miami

Dejun Tony Kong, University of Houston

Shannon G. Taylor, University of Central Florida

Craig D. Crossley, University of Central Florida

Submitter: Cecily D. Cooper, cecily@miami.edu

**46-4 Development of Trust in Virtual Teams Through Latent Growth Modeling**

This study examined the development of trust (both affective and cognitive) in virtual teams. Latent growth curve analysis revealed both trust types started at a significant level with individual differences at that initial level. Cognitive trust followed a linear pattern whereas affective trust was overall nonlinear, but became linear once established.

Michael D. Covert, University of South Florida

Evgeniya E. Pavlova Miller, State Farm

Winston R. Bennett, Jr., Training Research Laboratory

Jaclyn Martin, University of South Florida

Submitter: Jaclyn Martin, jmartin85@mail.usf.edu

**46-5 The Four Rs of Team Adaptation: A Heuristic**

This study synthesized previous models of team adaptation to propose a team adaptation heuristic. It is suggested that adaptation involves

phases of recognizing, reframing, responding, and reflecting, and this framework applies to stable and changing teams. This heuristic will help managers and teams identify phases needing improvement to enhance each team's adaptation process.

Sarah E. Frick, University of South Florida  
Keaton A. Fletcher, University of South Florida  
P. Scott Ramsay, University of South Florida  
Wendy L. Bedwell, University of South Florida  
Submitter: Sarah E. Frick, sfrick@mail.usf.edu

#### 46-6 Laugh It Up!: Positive Effects of Humor in Meetings

This study's purpose was to investigate the positive effects of humor on meeting satisfaction as moderated by impression management. Using an online survey, humor in meetings is found to positively related to meeting satisfaction. Impression management moderated this reaction such that lower impression management led to a higher meeting satisfaction.

Jessa Gaspers, University of Nebraska at Omaha,  
John D. Crowe, University of Nebraska at Omaha  
Michael A. Yoerger, University of Nebraska at Omaha  
Joseph A. Allen, University of Nebraska at Omaha  
Submitter: John D. Crowe, john.david.crowe@gmail.com

#### 46-7 Narcissists Loaf Because They Don't Feel Seen By Their Teammates

This online study investigated the role of task visibility in the relationship between narcissism and social loafing in 97 US MTurkers who were currently part of different project teams. Research found a mediation effect of task visibility suggesting that narcissists loaf more because they feel less visible in team work.

Kira Graf, University of Hamburg, Hamburg  
Gabriele Oettingen, New York University  
Submitter: Kira Graf, kirayvonnegraf@gmail.com

#### 46-8 Enhancing the Measurement of Team Cohesion: Insights from Meta-Analysis

To address inconsistency in the cohesion literature, we used meta-analysis to explore relative predictive validities of various measurement approaches by examining them as potential moderators of the cohesion-performance relationship. Results provide insight about which approaches are best, thus can guide future efforts and facilitate convergence toward more consistent measurement practices.

Rebecca Grossman, Hofstra University  
Kevin Nolan, Hofstra University  
Zachary I. Rosch, Hofstra University  
David M. Mazer, Hofstra University  
Eduardo Salas, Rice University

Submitter: Rebecca Grossman, rebecca.grossman@hofstra.edu

**46-9 Family Faultlines Toward Work-Life Balance: A Longitudinal Study**  
Research tests a new faultline concept based on group diversity founded on family attributes. Using a longitudinal study of 41 workgroups, it is found that family faultlines were positively related to changes in work-life balance. The highest positive changes in work-life balance were with strong faultline groups with high justice.

Jarrood Haar, Massey University  
Chester S. Spell, Rutgers University  
Katerina Bezrukova, Santa Clara University  
Submitter: Chester S. Spell, chester.spell@rutgers.edu

#### 46-10 Team Member Personality Composition and Shared Leadership in Virtual Teams

This study examined the role of proactivity and internal locus of control as antecedents of shared leadership and virtual team performance. Results from a field study of virtual teams demonstrated that team member personality composition directly related to shared leadership and indirectly related to team performance.

Julia E. Hoch, California State University Northridge  
James H. Dulebohn, Michigan State University  
Submitter: Julia E. Hoch, julia.hoch@csun.edu

#### 46-11 Team Personality Composition and Process Effectiveness: A Closer Look

Past research has not examined the relationship between narrow team personality composition and specific team processes. This study addresses this issue using 58 groups from a midwestern university by examining the direct and indirect effects between narrow personality traits, transition processes, and team effectiveness relationship.

Alexandra Jacobsen, Central Michigan University  
Matthew S. Prewett, Central Michigan University  
Submitter: Alexandra Jacobsen, ajacobsen14099998@hotmail.com

#### 46-12 The Dark Side of Team Boundary Spanning

Research proposes a theoretical model about how boundary spanning behavior of one team would affect other teams' negative perceptions of the team, which in turn could influence other teams' reactions towards the team, and how political skills of team members and perceived fairness of external actors would moderate this process.

Yuening Jin, University of Minnesota  
Le Zhou, University of Minnesota  
Jin Park, University of Minnesota  
Submitter: Yuening Jin, jinxx508@umn.edu

#### 46-13 Task Conflict, Supportive Climate, and Team Outcomes

To help clarify the effects of task conflict on groups, this study investigated the moderating effect that supportive climate has on the relationship between task conflict and a range of team outcomes. It was found that supportive climate can serve to reduce or eliminate the negative effects of task conflict on groups.

Phillip M. Jolly, University of Houston  
Kyoung Yong Kim, University of Houston  
Myungsun Kim, University of Houston  
Kibok Baik, Kookmin University  
Sunghyun Shin, Kookmin University  
Submitter: Phillip M. Jolly, pmjolly@bauer.uh.edu

#### 46-14 Positive Faultlines: An Unconventional Perspective on Team Compositional Dynamics

In an attempt to view the effect of faultlines from a positive perspective, it is proposed that psychological capital of employees can create 'positive faultlines', which will improve team performance. This relationship is further positively moderated by the time group members spend working together and team's goal orientation.

Manpreet Kaur, University of Wisconsin-Milwaukee  
Hong Ren, University of Wisconsin Milwaukee  
Submitter: Manpreet Kaur, kaur27@uwm.edu

#### 46-15 Ideal Safety Norms Precipitate Good Leader Behaviors in Post-Fall Huddles

Research explored group and organizational safety norms as antecedents to good leader behaviors in a special after-action review case—a post-fall huddle—and the effectiveness of these huddles. Results indicated the positive effects of group and organizational safety norms on huddle effectiveness were partially mediated by good huddle leader behaviors.

Victoria L. Kennel, University of Nebraska Medical Center  
Joseph A. Allen, University of Nebraska at Omaha  
Roni Reiter-Palmon, University of Nebraska at Omaha  
Katherine Jones, University of Nebraska Medical Center  
Submitter: Victoria L. Kennel, victoria.kennel@unmc.edu

#### 46-16 The Temporal Transition of Team Exploratory and Exploitative Learning

A longitudinal study of exploratory and exploitative team learning was conducted. Results indicate that teams pursue both learning actions simultaneously and increase their learning behaviours over time. Team goal orientations were differentially related to team learning behavior. Together, this study offers unique insight into team learning processes and antecedents.

Nicole L. Larson, University of Calgary  
Genevieve C. Hoffart, University of Calgary  
Thomas A. O'Neill, University of Calgary

Marjan Eggermont, University of Calgary  
William D. Rosehart, University of Calgary

Submitter: Nicole L. Larson, nicolelynnlarson@gmail.com

#### 46-17 The Influence of Negative Information on Trust in Virtual Teams

Using a computer simulation platform for teams, this experiment examined the influence of positive and negative behaviors from a teammate on levels of trust toward that teammate. Evidence of dynamic trust in virtual teams, that is, trust quickly developing and declining, was observed as well as the negativity effect.

Tiffany T. Lee, University of South Florida  
Michael D. Covert, University of South Florida

Submitter: Tiffany T. Lee, ttl@mail.usf.edu

#### 46-18 Team Positivity: A Dynamic Construct Embedded in Team Interactions

This study examines how positivity unfolds during team interactions by analyzing 43,139 utterances in 43 organizational team meetings. Statistical discourse analysis shows that solution-focused statements increase and problem-focused statements decrease the likelihood of subsequent positivity. Speaker switches are identified as a moderator. Overall team positivity is positively linked to team performance.

Nale Lehmann-Willenbrock, VU University Amsterdam  
Ming M. Chiu, Purdue University  
Zhike Lei, ESMT European School of Management  
Simone Kauffeld, TU Braunschweig

Submitter: Nale Lehmann-Willenbrock, n.lehmann-willenbrock@vu.nl

#### 46-19 Impact of Team Political Skill on Team Trust and Efficacy

This study explores the relationship between the political skill of a team and team efficacy as mediated by team trust. Grounded in interdependence theory, politically skilled student teams were found to have greater levels of team efficacy. This relationship was partially mediated by team trust.

Elena Lvina, St. Joseph's University  
Liam P. Maher, Florida State University  
John N. Harris, Florida State University  
Gerald R. Ferris, Florida State University

Submitter: Liam P. Maher, liampatrickmaher@gmail.com

#### 46-20 Relationship Quality in Teams: A Multilevel Motivational Perspective

Using a motivational and social comparison perspective, this study examines the multilevel antecedents and consequences of relationship quality in teams (team-member exchange). Results demonstrate that prosocial motivation influences exchanges in teams, which subsequently motivate individual and team outcomes. Results further indicate that TMX differentiation has an unexpected effect. Implications are discussed.

Jaclyn Margolis, Pepperdine University  
Christian J. Resick, Drexel University

Submitter: Jaclyn Margolis, jaclynannshor@gmail.com

#### 46-21 A Decade of Team Performance Measurement: A Systematic Review

The understanding and application of team performance measurement has significantly progressed over the past decade. A systematic review of the extant literature was conducted to synthesize findings, summarize current approaches to measurement, and identify areas where additional research is most needed.

Shannon L. Marlow, Rice University  
Denise L. Reyes, Rice University  
Megan E. Gregory, Michael E. DeBakey Veterans Affairs Medical Center  
Eduardo Salas, Rice University

Submitter: Shannon L. Marlow, shannon.l.marlow@rice.edu

#### 46-22 A Systematic Qualitative Review of Healthcare Team Training

Teamwork issues are now given significant attention in the medical industry and there is a corresponding increased demand for healthcare team training. A systematic, qualitative review of the literature was conducted to identify current themes in healthcare team training and identify how they have progressed relative to previous reviews.

Shannon L. Marlow, Rice University  
Amanda L. Woods, Rice University  
Ashley M. Hughes, University of Wisconsin-Madison  
Shirley Sonesh, University of Central Florida  
Megan E. Gregory, Michael E. DeBakey Veterans Affairs Medical Center  
Christina N. Lacerenza, Rice University  
Lauren E. Benishek, Johns Hopkins School of Medicine  
Claudia Hernandez, University of Central Florida  
Eduardo Salas, Rice University

Submitter: Shannon L. Marlow, shannon.l.marlow@rice.edu

#### 46-23 Manipulated Time Urgency Composition and Temporal Leadership in Teams

Although temporal leadership positively influences team performance, little is known about its antecedents. Results from 81 student teams seeded for time urgency revealed that teams composed of more time urgent members reported higher temporal leadership. Additionally, the time urgency diversity-temporal leadership link was weaker when mean extraversion was lower.

Patricia N. Martinez, Pennsylvania State University  
Susan Mohammed, Pennsylvania State University

Submitter: Patricia N. Martinez, pattymart25@gmail.com

#### 46-24 Development of a Situational Judgment Test for Teamwork in Medicine

Using critical incidents collected from emergency medical professionals, SJT items were developed and assessed using medical professionals and medical students. The standardized mean difference between students and professionals on the SJT was -1.54, with scores favoring professionals. This effect was significantly different from the T-TAQ (.21), a self-report measure.

Thomas A. May, Central Michigan University  
Matthew S. Prewett, Central Michigan University

Submitter: Thomas A. May, t.arther.may@gmail.com

#### 46-25 Social Class Diversity and Status Conflict in Multicultural Teams

Although underexplored, team members may differ in social class, with important implications for team outcomes. In support, this study found that social class diversity was more likely to positively influence status conflict when members had low perspective taking and had worked together longer in 97 multicultural, Middle Eastern, student teams.

Alexander S. McKay, Pennsylvania State University  
Susan Mohammed, Pennsylvania State University  
Linda C. Angell, American University of Sharjah  
Jason A. Williamson, Lock Haven University of Pennsylvania

Submitter: Alexander S. McKay, asm273@psu.edu

#### 46-26 What's Your Excuse This Time? Negative Effects of Meeting Lateness

Using Weiner's attribution theory of interpersonal behavior, an experiment examined the mechanism by which individuals react negatively toward someone who arrives late to a workplace meeting. Anger mediated the effect of controllability on punishment, and lateness moderated the relation between controllability and anger.

Joseph E. Mroz, University of Nebraska at Omaha  
Nicole B. Landowski, University of Nebraska at Omaha  
Joseph A. Allen, University of Nebraska at Omaha

Submitter: Joseph E. Mroz, Jmroz@unomaha.edu

#### 46-27 Are Social Network Ties Useful for Ad Hoc Team Assembly?

Data from the 2014 men's Olympic hockey tournament were analyzed to assess if social network analysis measures of centrality relate to individual and team performance. Individuals with higher closeness centrality and teams with less variability in centrality performed better. Centrality measures may be useful for ad hoc team assembly decisions.

Kevin Nolan, Hofstra University  
Dev K. Dalal, University of Connecticut  
Lauren E. Gannon, University of Connecticut

Submitter: Kevin Nolan, kevin.p.nolan@hofstra.edu



**46-28 Shared Leadership and Shared Cognition: Membership****Stability as a Moderator**

This study examined the relationship between shared leadership and shared cognition, considering team membership stability as a moderator. In an analysis of 51 air traffic control teams, results indicated that the relationship between shared leadership and shared cognition was positive for more intact teams but negative for more ad hoc teams.

Krystyn J. Ramdial, University of Central Florida

Kimberly A. Smith-Jentsch, University of Central Florida

Submitter: Krystyn J. Ramdial, krystyn@knights.ucf.edu

**46-29 Dividing Lines: Superordinate Membership and Faultlines**

Teams faultlines are hypothetical dividing lines that fracture a homogenous group into heterogeneous subgroups. Analyzing a faultline of union membership in teams of air traffic controllers, this study looks at the impact of faultlines on collective efficacy. Additionally, the moderating affect of team identity on this relationship is analyzed.

Uriel K. Ronquillo, University of Central Florida

Kimberly A. Smith-Jentsch, University of Central Florida

Submitter: Uriel K. Ronquillo, URonquillo@knights.ucf.edu

**46-30 A Longitudinal Study of Transactive Memory System Development in Teams**

Despite strong support for the beneficial outcomes of transactive memory systems, research on its development has remained lacking. This study is the first to empirically test the formation process of transactive memory systems. Support is found for a model including self-verification motivation, task-related identity negotiation process, and interpersonal congruence.

Sabina Samipour, University of Akron

Joelle D. Elicker, University of Akron

Andrea F. Snell, University of Akron

Submitter: Sabina Samipour, sabinasamipour@gmail.com

**46-31 How Faultlines, Members', and Leaders' Diversity Beliefs Impact Diplomats' Performance**

To clarify how members' and leaders' diversity beliefs alter the impact of diversity faultlines on team performance, data were collected from team leaders and members of German diplomatic teams. Findings showed that teams with strong sociodemographic faultlines performed best when both members and leaders held strong positive diversity beliefs.

Franziska F.S. Schoelmerich, Leuphana University Lueneburg

Carsten C. Schermuly, SRH University Berlin

Juergen Deller, Leuphana University of Lueneburg

Submitter: Franziska F.S. Schoelmerich, f.schoelmerich@yahoo.de

**46-32 Effects of Team Structure and Team Efficacy on Information Elaboration**

This study investigated the moderating effect of team efficacy on the relationship between team structure and idea elaboration. Results showed that functional teams outperformed divisional teams in information elaboration when high in team efficacy.

Jin Chuan Yong, Singapore Management University

Guihyun Park, Singapore Management University

Submitter: Guihyun Park, parkguih@gmail.com

**47. Community of Interest: 1:00PM-1:50PM 203 A****Helping Organizations Win the War for Talent**

Mindy E. Bergman, Texas A&M University, *Host*

Christine E. Corbet, Right Management, *Host*

**48. Panel Discussion: 1:30PM-2:50PM 201 A****Clients 102: The Learning Continues**

This session will continue discussion among seasoned I-O professionals, who will share personal experiences, ideas, and knowledge regarding common client relations issues encountered in the workplace that may not be addressed in graduate school. Topics include time management, effective language, ethical boundaries, challenging client decisions, scope creep, and mitigation strategies.

Sara Trevino, American Institutes for Research (AIR), *Co-Chair*

Samantha J. Lilly, American Institutes for Research (AIR), *Co-Chair*

Liwen Liu, American Institutes for Research (AIR), *Co-Chair*

Hailey A. Herleman, IBM, *Panelist*

Kathryn E. Keeton, Minerva, *Panelist*

Scott E. McIntyre, University of Houston Clear Lake, *Panelist*

Laura A. Steighner, American Institutes for Research, *Panelist*

Deborah L. Whetzel, Human Resources Research Organization (HumRRO), *Panelist*

Submitter: Liwen Liu, liwenliu36@gmail.com

**49. Symposium/Forum: 1:30PM-2:50PM 201 B****More Than the Person: The Role of Context in Proactivity**

This symposium considers different ways in which context plays a role in proactivity. One paper shows how proactivity shapes context, and 2 other papers show context shaping proactivity. Delving more deeply in the latter, 2 further papers identify factors influencing leaders' positive responses to proactivity.

Jenny Liao, University of Western Australia, *Co-Chair*

Sharon K. Parker, UWA Business School, *Co-Chair*

Ruchi Sinha, University of South Australia, Nikhil AWASTY, Indian School of Business, Subra Tangirala, University of Maryland, *Promotive Voice in Teams: Pattern of Voicing and Voicer Attributes*

Melody Jun Zhang, The Chinese University of Hong Kong, Lin Wang, Sun Yat-sen University, Yolanda N. Li, The Chinese University of Hong Kong, Kenneth Law, Chinese University of Hong Kong, *Servant Leadership and Proactive Work Behavior: A Dual-Path Model*

Hector Madrid, Ponticia Universidad Catolica de Chile, Eduardo Barros, Universidad Adolfo Ibañez, *A Person-Situation Approach to Self-Efficacy, Job Demands, and Employee Voice*

Deanne N. Den Hartog, University of Amsterdam, Frank D. Belschak, University of Amsterdam Business School, *Role of Leader Personality in the Desirability of Employee Proactivity*

Jenny Liao, University of Western Australia, Sharon K. Parker, UWA Business School, *Predicting Leader Responsiveness to Proactivity: Servant Leadership and Wise Proactivity*

Submitter: Jenny Liao, jenny.liao@uwa.edu.au

**50. Panel Discussion: 1:30PM-2:50PM 201 C****Arranged "Marriages": Practical Advice for Designing and Administering Mentoring Programs**

This panel brings together 5 mentoring experts to present lessons learned from designing and implementing 1-to-1 and/or group mentoring programs for public, private, or professional organizations. Panelist will provide practical advice on (a) program structure and processes; (b) participant recruitment, selection, and matching; (c) orientation/training; and (d) maintenance and outcomes.

Sarah A. Hezlett, Korn Ferry, *Co-Chair*

Amy L. Stellmack, CEB, *Co-Chair*

Rachel D. Barney, ICF International, *Panelist*

Elizabeth S. Corcoran, Cision, Inc., *Panelist*

Lizzette Lima, Right Management, *Panelist*

Jennifer Rodriguez, NASA Johnson Space Center, *Panelist*

Amy L. Stellmack, CEB, *Panelist*

Submitter: Sarah A. Hezlett, sarah.hezlett@KornFerry.com

**52. Panel Discussion: 1:30PM-2:50PM 203 B****Big Data Analytics and Employment Decisions: Opportunities and Challenges**

A panel of experts will discuss current trends in big data analytics in areas such as employee recruitment, selection, promotion, and retention. Both (a) opportunities for enhanced human capital management and (b) legal obligations presented by such analytics will be discussed.

Kayo Sady, DCI Consulting, *Chair*

Daniel C. Kuang, Biddle Consulting Group, *Panelist*

Charles N. MacLane, retired, *Panelist*

David Morgan, Facebook, Inc., *Panelist*

Richard F. Tonowski, U.S. Equal Employment Opportunity Commission, *Panelist*

Submitter: Kayo Sady, ksady@dciconsult.com

**53. Symposium/Forum: 1:30PM-2:50PM****204 A****Managing Human Capital in Dynamic Team Environments**

This symposium presents contemporary theory and research concerning the management of human capital in organizations. Important considerations in terms of leader emergence and replacement, and team compositional effects over time are illustrated. Collectively, the works illustrate the important and multifaceted role of time in human resource allocation decisions.

John E. Mathieu, University of Connecticut, *Co-Chair*Mikhail A. Wolfson, University of Connecticut, *Co-Chair*Murray R. Barrick, Texas A&M University, *Discussant*

Ned Wellman, Arizona State University, Daniel W. Newton, Arizona State University, Jeffery A. LePine, Arizona State University, David A. Waldman, Arizona State University, *Team Composition and Dynamic Leadership Emergence*  
Margaret M. Luciano, Arizona State University, Lauren D'Innocenzo, Drexel University, *A Configural Approach to Surgical Team Experience Composition*

Mikhail A. Wolfson, University of Connecticut, John E. Mathieu, University of Connecticut, Greg Reilly, University of Connecticut, *Team Composition Effects on Performance Trajectories*

John P. Hausknecht, Cornell University, Huisi Li, Cornell University, Lisa Dragoni, Cornell University, *Effects of Leader Departures on Core Member Voluntary Turnover*

Submitter: Mikhail A. Wolfson, mikhail.wolfson@gmail.com

**54. Master Tutorial: 1:30PM-2:50PM****204 B****Handling Big(gish) Data in R: An Introductory and Interactive Tutorial**

R is one of the most popular and powerful statistical tools currently available. Because of its open-source nature, several packages exist that allow the user to process "big" data. This interactive tutorial will introduce several of these features. The R materials will be made available on the mySIOP.org file repository.

Jeff A. Jones, Korn Ferry, *Presenter*Allen P. Goebel, University of Minnesota, *Presenter*Sarah G. Semmel, University of Minnesota, *Presenter*

Submitter: Jeff A. Jones, Jeff.Jones@kornferry.com

See pp. 6-7  
for CE info

**55. Special Events: 1:30PM-2:50PM****204 C****Theme Track: Using I-O to Make an Impact on the Larger Society**

This session will feature a panel of high profile psychologists who are addressing issues of global significance in their work, ranging from workforce development and education to economic development. Panelist will comment on the challenges and opportunities of making an impact in the larger society.

Tara S. Behrend, The George Washington University, *Chair*M. Gloria Gonzalez-Morales, University of Guelph, *Co-Chair*Lori L. Foster, North Carolina State University, *Presenter*Barbara A. Wanchisen, National Research Council, *Presenter*Fred Oswald, Rice University, *Presenter*Stuart C. Carr, Massey University, *Presenter*Michael Frese, NUS Business School, *Presenter*

Submitter: Zachary N.J. Horn, zackhorn@gmail.com



See pp. 6-7  
for CE info

**56. Symposium/Forum: 1:30PM-2:50PM****205 A****New Roles for Individual Differences in Organizational Justice Research**

This symposium highlights new roles for individual differences in organizational justice contexts. Four papers suggest that individual differences can play roles beyond the typical moderating role of sensitizing employees or changing expectations: Individual differences can directly influence justice perceptions and can play other roles.

Sylvia G. Roch, Univ at Albany, SUNY, *Chair*Suzanne S. Masterson, University of Cincinnati, *Discussant*

Andrew Li, West Texas A&M University, Russell S. Cropanzano, University of Colorado, Ping Shao, California State University, Sacramento, *Personality and Justice: A Meta-Analysis and An Empirical Study*

Gregoire Bollmann, University of Lausanne, Franciska Krings, University of Lausanne, *A Just-World Perspective on Perceptions of Organizational Justice*

David J. Swiderski, University at Albany, SUNY, Jeremiah J. Martin, University at

Albany, SUNY, Laura B. Santiago, University at Albany, SUNY, Choe E. Shannon, University at Albany, SUNY, Kimberly Lepore, University at Albany, SUNY, John P. Agosta, University at Albany, SUNY, Sylvia G. Roch, University at Albany, SUNY, *Individual Differences Within a Justice-Outcome Framework*  
Or Shkoler, Netanya Academic College, Aharon Tziner, Netanya Academic College, *Organizational Justice: The Locomotive Driving Work Misbehavior-Directly or Indirectly?*

Submitter: Sylvia G. Roch, sroch@albany.edu

**57. Panel Discussion: 1:30PM-2:50PM****205 B****Armed and Able: Industrial-Organizational Psychology****Applied to Armed Jobs**

Screening for armed jobs is high risk. I-O practitioners will discuss methods for and experiences with screening applicants for weapon carrying positions in the Navy SEALs, the Marine Special Operations, the Army Special Forces, the FBI, the Secret Service, and a Fortune 250's corporate police force.

Brennan D. Cox, Naval Health Research Center, *Chair*Joshua Douglas Cotton, CSX Transportation, *Panelist*Bridget C. McHugh, University of Central Florida, *Panelist*Kimberly Perry, United States Secret Service, *Panelist*Joshua D. Hatfield, United States Secret Service, *Panelist*Carroll Greene, United States Marine Corps, *Panelist*Edoardo Naggari, Human Performance Consulting LLC, *Panelist*Jennifer M. Hurd, FBI, *Panelist*Scott Beal, Consortium Research Fellows Program, *Panelist*

Submitter: Brennan D. Cox, cox.brennan@gmail.com

**58. Panel Discussion: 1:30PM-2:50PM****206 A****Advancing the State of the Art in Job Analysis Research and Practice**

This panel will discuss issues that affect the accuracy of job analyses with a focus on the unique challenges present today. Drawing on experience in both research and practice the panel will discuss methodological concerns, improving client and SME interactions, and determining when job analysis information needs to be updated.

Thomas Kiger, HumRRO, *Chair*Michael T. Brannick, University of South Florida, *Panelist*Dana Broach, FAA, *Panelist*Deirdre J. Knapp, HumRRO, *Panelist*Kelley J. Krokos, American Institutes for Research, *Panelist*

Submitter: Thomas Kiger, tomkiger@gmail.com

**59. Alternative Session Type: 1:30PM-2:50PM****207 A****From Grad Student to Professional: Things I Wish I Knew**

A diverse panel of 7 early-career I-O professionals will share fresh and unique strategies, insights, and advice on preparing for an academic or applied I-O career. In a discussion led by the experts, the audience will reflect on challenges faced during the transition from graduate student to professional.

Rana Moukarzel, Publix Super Markets, Inc., *Chair*Haitham A. Khoury, American University of Beirut, *Co-Chair*Soner Dumani, American Institutes for Research, *Presenter*Julia M. Fullick-Jagiela, Quinnipiac University, *Presenter*Ryan C. Johnson, Ohio University, *Presenter*Stephanie A. Lopez, NASA, Kennedy Space Center, *Presenter*Rebecca L. Stern, Deloitte Consulting LLP, *Presenter*Jessica L. Wildman, Florida Institute of Technology, *Presenter*Shrish P. Willett, FMP Consulting, *Presenter*

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

**60. Alternative Session Type: 1:30PM-2:50PM****207 B****Research Incubator: Studying Sexual Violence Against Men at Work**

This session will provide a forum for exploring critical conceptual and empirical research gaps related to the sexual harassment and assault of men. Leading experts will facilitate incubator breakout groups aimed at understanding, assessing, preventing, and effectively responding to such experiences. A group discussion for advancing this research will follow.

Jessica A. Gallus, U.S. Army SHARP, *Chair*Ashley K. Russell, US Army SHARP, *Co-Chair*



Armando X. Estrada, Department of Defense, *Presenter*  
 Lilia M. Cortina, University of Michigan, *Presenter*  
 Jana L. Raver, Queen's University, *Presenter*  
 Vicki J. Magley, University of Connecticut, *Presenter*  
 Mike Kontio, US Army, *Presenter*

Submitter: Jessica A. Gallus, jessica.gallus@gmail.com

## 61. Master Tutorial: 1:30PM-2:50PM 207 D

### This Is Your Captain Speaking: I-O's Role in Aviation Safety

This interactive session addresses the growing, essential need for I-O expertise in the high-consequence realm of global aviation safety. Using case examples and current practice, participants will discuss relevant KSAs needed to research or consult with aviation industry partners. Challenges facing I-O specialists working in aviation will be covered.

Erin E. Bowen, Embry-Riddle Aeronautical University, *Presenter*  
 Edward J. Sabin, Saint Louis University, *Presenter*

Submitter: Erin E. Bowen, erin.bowen@erau.edu

See pp. 6-7  
for CE info

## 62. Symposium/Forum: 1:30PM-2:50PM 303 A

### Overview and Selected Findings From a Multiorganizational, Multilevel Leadership Study

After decades of study, leadership remains a central concern of organizations and, hence, a central focus for industrial-organizational psychologists. This symposium describes a major new research study, conducted globally with many organizations participating. This study, involving thousands of leaders, examines the relationships between leader characteristics, behaviors, effectiveness, and team outcomes.

Mark A. LoVerde, CEB, *Chair*

Mark A. LoVerde, CEB, Conrad Schmidt, CEB, *Overview of the CEB Leadership Study (CLS)*

Michael G. Anderson, Principal Financial Group, *Span of Control, Transformational Leadership, and Team Climate*

Dave Bartram, CEB, *Leadership Derailment Behaviors*

Jeff W. Johnson, PDRI, a CEB Company, *Enhancing Our Understanding of the Network Leadership Construct*

William H. Macey, Carlsbad Research Group LLC, Xiang Ji CEB, Mark A. LoVerde, CEB, *Using MCFA to Identify Fuzzy Composition Models*

Submitter: Mark A. LoVerde, mloverde@executiveboard.com

## 63. Panel Discussion: 1:30PM-2:50PM 303 B

### The Future of Mobile Assessment: What Could We Do?

I-O has produced research evidence about the comparability (or lack thereof) of mobile testing. However, little consideration has been given to opportunities to innovate and redesign assessment with the shift to mobile. Unique features of mobile technology (e.g., omnipresence, geolocation) may enable measurement of new constructs and better testing experience.

Ken Lahti, Psychobabble, *Chair*

Amie D. Lawrence, Select International, Inc., *Panelist*

Katey E. Foster, APTMetrics, Inc., *Panelist*

Dennis Doverspike, The University of Akron, *Panelist*

Erin Crask Wood, pan-Performance Assessment Network, *Panelist*

Sara Lambert Gutierrez, CEB, *Panelist*

Jeff Labrador, IBM, *Panelist*

Submitter: Ken Lahti, ken@psychobabble.com

## 64. Symposium/Forum: 1:30PM-2:50PM 303 C

### More Stressed Than Ever? Emerging Contemporary Workplace Stressors

As the nature of work continues to change, researchers are beginning to identify novel workplace stressors that have been largely overlooked. In this session, we introduce contemporary workplace stressors that until recently have not existed for employees, or have existed but are only now gaining the attention they deserve.

Danielle R. Wald, The Graduate Center & Baruch College, CUNY, *Co-Chair*

Erin Eatough, Baruch College & The Graduate Center, CUNY, *Co-Chair*

Danielle R. Wald, The Graduate Center & Baruch College, CUNY, Erin Eatough, Baruch College & The Graduate Center, CUNY, *Illegitimate Tasks Exacerbate the Undesirable*

Xinxuan Che, Johns Hopkins University School of Medicine /University of South Florida, Zhiqing E. Zhou, Florida Institute of Technology, Paul E. Spector, University of South Florida, *Buffering Effects of Reception of OCB on Compulsory Citizenship Behavior*

Maryana Arvan, University of South Florida, Paul E. Spector, University of South Florida, *Perceived Expectations to Tolerate Customer Mistreatment: A Service-Related Stressor*

Gary Giumetti, Quinnipiac University, *Development and Validation of the Cyber-Incivility at Work Scale*

John P. Agosta, SUNY Albany, Michael T. Ford, University at Albany, SUNY, *What Will Work Stressors Look Like in the Future?*

Submitter: Danielle R. Wald, DanielleRWald@gmail.com

## 65. Panel Discussion: 1:30PM-2:50PM 303 D

### Strong Cultures: Unlocking the Secret Sauce

This panel will discuss the foundations and characteristics defining the unique, strong cultures of four organizations, highlighting how these cultures affect an organization's image and brand. Questions will address how these cultures came to be, how they are maintained, and the benefits and drawbacks of having a strong culture.

Brandy N. Parker, Johnson & Johnson, *Chair*

Glenn Cobb, Army Research Institute, *Panelist*

Robin R. Cohen, Johnson & Johnson, *Panelist*

Brian D. Lownds, JetBlue Airways, *Panelist*

Aiwa Shirako, Google, *Panelist*

Submitter: Brandy N. Parker, brandyparker3@gmail.com

## 66. Symposium/Forum: 1:30PM-2:50PM 207 C

### Preparing the Next STEM Generation: Minding the Gender Gap

Women's underrepresentation in STEM is a growing area of concern. This symposium highlights the gender gap in higher education and emphasizes ways research and practice can improve women's STEM persistence and transition into the STEM workforce. Topics include college entry (i.e., major selection), professional development activities, and preparation for graduation.

Valerie N. Streets, Old Dominion University, *Co-Chair*

Kathi N. Miner, Texas A&M University, *Co-Chair*

Paula Costa, Texas A&M University, Kathi N. Miner, Texas A&M University, Anne N. Rinn, University of North Texas, *Women's Reasons for Choosing a STEM Major and Related Outcomes*

Dante P. Myers, Old Dominion University, Debra A. Major, Old Dominion University, Michael Litano, Old Dominion University, *STEM Professional Development: Integrating Embeddedness Theory Within an SCCT Framework*

Breanna R. Wexler, University of Missouri-St. Louis, William J. Bryant, University of Missouri-St. Louis, Bettina J. Casad, University of Missouri-St. Louis, *Experiences of Women Who Leave or Stay in STEM Programs*

Jackie Torres, Rice University, Margaret E. Beier, Rice University, *Gender, Self-Efficacy, Self-Concept, and Persistence in STEM*

Valerie N. Streets, Old Dominion University, Rachel E. Green, Old Dominion University, Debra A. Major, Old Dominion University, Kayla J. Pomeranz, University of Virginia, *Addressing the STEM Gender Gap: Recommendations from Students Approaching Graduation*

Submitter: Valerie N. Streets, vstreets@odu.edu

## 67. Poster Session: 2:00PM-2:50PM Ballroom A-E

### Staffing/Legal Issues/Employment Law

#### 67-1 Religious Displays and Their Effects on Organizational Image

The objective was to compile a list of potential religious displays/symbols that may be encountered during a job interview. In 2 samples participants rated 27 religious displays on likelihood of occurrence and organization attractiveness. Across both samples the majority of these 27 displays resulted in lower organizational attractiveness ratings.

David A. Beane, Florida International University

Ajay R. Ponnappalli, Florida International University

Chockalingam Viswesvaran, Florida International Univ

Submitter: David A. Beane, dbeane43@gmail.com

#### 67-2 Cybervetting: A Multitrait-Multimethod Test of the Common Antecedents Model

Cybervetting is commonly practiced but not commonly researched. This study sheds light on the possible routes the research may take investigating



cybervetting as an alternative web-based background check typically performed in a personnel selection context. Specifically, the study empirically tests a common antecedents model and a taxonomy of cyber behavior.

Julia L. Berger, ProMedica

Michael J. Zickar, Bowling Green State University

Submitter: Julia L. Berger, jlberger@bgsu.edu

### 67-3 The Financial Impact of Strategic Development and High Potential Programs

This study examined 2 talent management practices and their relationship with sustained organizational performance over time. Findings indicate organizations utilizing TM financially outperformed their competitors over 7 years.

Joshua Bush, Florida Institute of Technology

Thomas S. Skiba, Developmental Dimensions International (DDI)

Submitter: Joshua Bush, Jbush2014@my.fit.edu

### 67-4 The Interaction between Regulatory Focus and Warning Types on Faking

This study examined the relationship between regulatory focus and warning type on personality test faking among Korean job applicants ( $N = 659$ ). A significant interaction was found indicating that benign (reasoning) warnings are more effective than coercive warnings for promotion-focused test takers.

Seokjoon Chun, University of South Florida

Stephen Stark, University of South Florida

Submitter: Seokjoon Chun, seokjoon@mail.usf.edu

### 67-5 Sexual Harassment Training That Promotes Reporting: An Organizationally Sensible Approach

Most sexual harassment training is approached from a legal-centric standpoint rather than an organizationally sensible one. This discussion paper argues for an organizationally sensible approach to sexual harassment training that promotes reporting and takes into account organizational outcomes other than legal costs.

Heather M. Clarke, Memorial University of Newfoundland

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

### 67-6 Hiring Ex-Offenders in Light of the EEOC Guidance

The Equal Employment Opportunity Commission recently issued an Enforcement Guidance on hiring applicants with criminal histories. Knowledge of this Guidance and the decreased likelihood over time of an ex-offender committing a crime in the future did not affect how participants viewed the employability of ex-offenders compared to that of non-offenders.

Lauren E. Cotter, Colorado State University

Kyla J. Holcombe, Colorado State University

Jeanette N. Cleveland, Colorado State University

Submitter: Lauren E. Cotter, lcotter@rams.colostate.edu

### 67-7 Effects of Predictor Weighting Methods on Incremental Validity

Although research findings regarding incremental validity in the prediction of job performance rely on regression weighting, in operational settings strategies such as unit weighting or multiple hurdles are common. This study examines the robustness of conclusions about incremental validity to these alternate ways of using predictor information.

Jeffrey A. Dahlke, University of Minnesota

Paul R. Sackett, The University of Minnesota

Oren R. Shewach, University of Minnesota

Nathan R. Kuncel, University of Minnesota

Submitter: Jeffrey A. Dahlke, dahlk068@umn.edu

### 67-8 Pareto-Optimal Selection Design: Genuinely Useful in Practice?

Research examined whether selection systems, obtained by the recently proposed decision aid for designing pareto-optimal (PO) selection systems, also perform well when applied in realistic conditions. Based on a massive simulation study, it is found that these PO systems outperform other selection systems, including the classical unit weighed system designs.

Wilfried De Corte, Ghent University

Submitter: Wilfried De Corte, wilfried.decorte@ugent.be

### 67-9 Effects of Political Climate and Machiavellianism on Job Pursuit Intentions

Using an experimental design across 3 samples, it is found that information signaling an organization is political has a negative effect on job pursuit intentions. Follow-up analyses revealed a subdimension of Machiavellianism, amoral manipulation, significantly interacted with politics information to predict job pursuit intentions.

Emilija Djurdjevic, University of Rhode Island

Samantha A. Conroy, Colorado State University

Shannon L. Rawski, University of Wisconsin Oshkosh

Katherine U. Sosna, University of Arkansas

Submitter: Samantha A. Conroy, samantha.conroy@colostate.edu

### 67-10 Optimal In-Baskets: Budgeting for Better Performance

In-baskets are a common selection tool used to predict future job performance. Although in-baskets are widely used, there is little research concerning how best to design and develop in-baskets most effectively. This study focuses on the effects of in-basket length on performance and attention to issues.

Mark C. Frame, Middle Tennessee State University

Crystal D. Perel, Middle Tennessee State University

Jered R. Chua, Middle Tennessee State University

Submitter: Mark C. Frame, mark.frame@mtsu.edu

### 67-11 Developing a Structural Framework for Social Media Assessments in Hiring

Viewing applicant social media information is common practice in employee selection. This research develops a framework of structural components for conducting formal social media assessments in hiring. A survey of HR professionals that view applicant social media information during hiring indicated that these components are not typically utilized in practice.

Christopher J. Hartwell, Utah State University

Michael A. Campion, Purdue University

Submitter: Christopher J. Hartwell, chris.hartwell@usu.edu

### 67-12 Evaluations of Tattooed Applicants: The Usefulness of Identity Management Strategies

Tattooed job-seekers face challenges in obtaining employment such as countering negative stereotypes about qualifications. Tattoos are considered a visible and controllable stigma, so having visible tattoos and drawing attention to them are related to negative evaluations. Implications for tattooed job-seekers are discussed.

Marissa M. Hatch, Michigan State University

Ann Marie Ryan, Michigan State University

Submitter: Marissa M. Hatch, mannmar2@msu.edu

### 67-13 Content of Qualitative Feedback Provided During Structured, Confidential Reference Checks

Qualitative feedback on work-related strengths and areas for improvement provided on a confidential reference check survey were examined. The sample consisted of 3,200 job applicants who received feedback from at least 4 job references. Frequently encountered categories of responses overall, and on 16 job-specific surveys, are presented.

Cynthia A. Hedricks, SkillSurvey, Inc.

Leigh Puchalski, SkillSurvey, Inc.

Disha D. Rupayana, SkillSurvey, Inc.

Chet Robie, Wilfrid Laurier University

Submitter: Cynthia A. Hedricks, chedricks@skillsurvey.com

### 67-14 Don't Select Until You Check: Expected Background Checking Practices

The use of recommended background checking (BC) methods and practices was investigated through a survey of 235 companies. Findings indicate 84% of companies conduct BC. Several factors influenced BC such as the size of the company, outsourcing, who is responsible for BC, perceived effectiveness, and the amount of time spent.

Julia Levashina, Kent State University

Jessica Peck, Kent State University

Submitter: Julia Levashina, jlevashi@kent.edu

### 67-15 Let's Choose One of Each: Partition Dependence in Personnel Selection

This study identifies a method to subtly nudge recruiters to consider candidates varying on target characteristics, using the decision-making bias partition dependence—people's tendency to diversify their choices based on how options are categorized. Five experiments found that recruiters select more diverse candidates based on whichever dimension the candidates are categorized.

Yukun Liu, National University of Singapore  
Krishna Savani, Nanyang Technological University  
Zhen Wang, Central University of Finance and Economics

Submitter: Yukun Liu, liuyukun@u.nus.edu

### 67-16 How Comparable Are Face-to-Face Versus Technology-Mediated Selection Interviews?

An experiment compared telephone and videoconference interviews with face-to-face interviews. Before taking the interview, interviewees had a more positive view of face-to-face interviews, but after the interview, this preference disappeared. Furthermore, affective reactions to the different interviews were comparable. Nevertheless, interviewees were rated more positively in face-to-face interviews.

Klaus G. Melchers, Universität Ulm  
Amadeus Petrig, Migros-Genossenschafts-Bund  
Jürgen Sauer, Université de Fribourg

Submitter: Klaus G. Melchers, klaus.melchers@uni-ulm.de

### 67-17 Correction for Multiple Testing in Adverse Impact Analysis

Audits of selection practices often involve separate adverse impact analyses for a large number of jobs or locations, leading to inflated family-wise Type I error rates. A Monte Carlo simulation examines the false positive rates and power of 2 correction procedures: Bonferroni and Benjamini-Hochberg.

Scott B. Morris, Illinois Institute of Technology  
Frank Shu, Illinois Institute of Technology  
Jordan C. McDonald, Illinois Institute of Technology  
Daniel A. Gandara, Illinois Institute of Technology  
Sara J. Crouch, Illinois Institute of Technology  
Donald K. Kesterson, Illinois Institute of Technology

Submitter: Jordan C. McDonald, jory.c.mcdonald@gmail.com

### 67-18 How Policy Interventions May Enhance Women's Striving for Leadership Positions

This research examined how policy interventions that vary in strictness affect women's and men's interest in leadership positions. Results showed that only certain affirmative action policies enhance women's inclination to apply through an increased self-ascribed fit with the position. Moreover, men were not affected by the policy interventions.

Christa Nater, University of Bern  
Sabine Sczesny, University of Bern

Submitter: Christa Nater, christa.nater@psy.unibe.ch

### 67-19 Do Clothes Make the Man or Just a Sham?

This study shows that dress style and resumé interact such that applicants with a high quality resumé are perceived as more hireable when they dress in a nonconforming way, as compared to when they dress in a conforming way. The effect was mediated by perceptions of power.

Janneke K. Oostrom, VU University Amsterdam  
Richard Ronay, VU University Amsterdam

Submitter: Janneke K. Oostrom, j.k.oostrom@vu.nl

### 67-20 Fairness Reactions to Personnel Selection Methods in China

This study examined applicant reactions to selection methods in China and compared them internationally. Chinese applicants were highly favorable of work sample tests and interviews and least favorable of guanxi and graphology. Support is provided for both the reaction generalization and situational specificity assumptions for predicting cross-national differences in applicant reactions.

Kristina Potocnik, University of Edinburgh  
Xuewei Liu, University of Edinburgh  
Neil R. Anderson, Brunel University

Submitter: Kristina Potocnik, kristina.potocnik@ed.ac.uk

### 67-21 E-recruiting: Examining Personality, P-O Fit, and Organizational Attractiveness

This work suggests that just as the organization has a culture that the applicants seek to match to their personalities, a company website has a personality that can be used to seek out potential employees that match the company culture.

Altovise Rogers, San Jose State University  
Ryan Au-Yeung, San Jose State University  
Ashley Shorte, San Jose State University  
Larissa Shipman, San Jose State University  
Kyle Tsai, San Jose State University  
Montserrat Corona, San Jose State University  
Amanda Stacy, San Jose State University

Submitter: Altovise Rogers, altovise.rogers@sjsu.edu

### 67-22 Applicant Attraction: Offering the Right Information to the Right People

This conceptual paper aims at exploring the link between individual differences and initial organizational attraction. The proposed model, drawing on the elaboration likelihood model and the concept of career orientations, examines how job seekers isolate information, translate them into signals, and assess their fit and attraction to a recruiting organization.

Dorothea Roumpi, University of Arkansas  
John E. Delery, University of Arkansas

Submitter: Dorothea Roumpi, droumpi@walton.uark.edu

### 67-23 The Utility Gain of Leaving Professional Judgment Out of Prediction

The purpose of this study was to analyze the margin utility of using clinical versus mechanical data combination for personnel selection purposes.

Findings indicate that in a selection context, the difference in financial outcome is likely to be extensive between the 2 data combination methods.

Sofia Sjoberg, Pearson Sweden  
Anders Sjoberg, Stockholm University

Submitter: Anders Sjoberg, anders.sjoberg@psychology.su.se

### 67-24 A Futurist Approach: Identifying Emerging Work Skills

Using the process of Foresight to Insight to Action, experts worked to identify drivers of change and the skills critical to success through the next decade and beyond. Six key drivers of change and 10 essential workforce skills emerged. Understanding the skills is critical to organizations, educational institutions, and those seeking employment.

Aaron J. Sour, University of Phoenix  
Charletta Wilson, University of Phoenix  
Leslie A. Miller, LanneM TM, LLC/Walden University,  
Stephanie Hoffman, James A. Haley Veterans Hospital/University of Phoenix

Submitter: Leslie A. Miller, drlesliemiller@hotmail.com

### 67-25 Workaholism and Work-Family Balance in Recruitment: Conflicting Values?

Research examined how individual differences can affect attraction to recruitment materials for a demanding culture or a family-friendly culture using job advertisements. It was found that the family-friendly job advertisements were preferred regardless of individual differences.

Rachel L. Stancil-Bacon, Missouri University of Science & Technology  
Nathan Weidner, Missouri S&T

Submitter: Rachel L. Stancil-Bacon, Rachel.Stancil-Bacon@mst.edu

### 67-26 Impact of Accountability on Structured Interview Ratings: A Field Study

Research regarding rater accountability (outcome and procedural) has shown to influence rater judgments in laboratory settings. This field study explores the effects of accountability on a large-scale promotional interview process in a law enforcement agency. It was found that accountability decreased interview leniency by increasing rater accuracy.

Carlos Valle, Los Angeles County Sheriff's Department  
Calvin C. Hoffman, Alliant International University, LA County Sheriff's Department  
Daniel Kowallis, Los Angeles County Sheriff's Department  
C. Chy Tashima, Los Angeles County Sheriff's Department

Submitter: Carlos Valle, cvalle356@gmail.com

**67-27 Does Wording of Job Ads Affect Women's Application Decisions?**

Two experiments showed that traits women had negative meta-stereotypes about lowered their job attraction and that wording of such traits (dispositional/behavioral) did not moderate this effect. However, women who were qualified for negatively meta-stereotyped traits applied less when these traits were worded in a dispositional rather than a behavioral way.

Lien M. Wille, Ghent University, Eva Derous, Ghent University

Submitter: Lien M. Wille, Lien.Wille@UGent.be

**67-28 Job Seekers' Perceptions of Diversity Mixed Messages**

This study experimentally investigated and found an indirect negative effect of magnitude of a diversity mixed message on employer attractiveness through perceived behavioral integrity of the organization. Results further indicated the negative effects of diversity mixed messages is stronger for women and when individuals have high diversity beliefs.

Leon Windscheid, Witten/Herdecke University

Lynn Bowes-Sperry, Western New England College

Deborah Kidder, University of Hartford

Ho Kwan Cheung, George Mason University

Michele Morner, Witten/Herdecke University

Submitter: Ho Kwan Cheung, hkcheung24@gmail.com

**67-29 Generational Differences in the Workplace: Less Than Meets the Eye**

The popular press would have us believe that Millennials are substantially different than older generations. However, there is growing evidence that generational differences in the workplace are small. This study evaluates the size of generational differences in a variety of work outcomes to determine if generational differences are practically meaningful.

Martin C. Yu, University of Minnesota

Rena L. Rasch, Medtronic

Submitter: Martin C. Yu, yuxx0407@umn.edu

**67-30 LinkedIn Versus Resumes: The Impact of Person-Organization Fit**

This experimental study measured the extent to which using LinkedIn to collect information about applicants differs from resums. It found the main distinguishing factor to be P-O fit, as LinkedIn profiles often contain P-O fit information in addition to the P-J fit data that is normatively available on both forms.

Julie S. Zide, Goldman Sachs, Comila Shahani-Denning, Hofstra University

Submitter: Julie S. Zide, juliezide@yahoo.com

**68. Community of Interest: 2:00PM-2:50PM 203 A  
Generational Shifts in the Workplace and the Impending Retirement Tsunami**

Janet L. Barnes-Farrell, University of Connecticut, *Host*

Gwenith G. Fisher, Colorado State University, *Host*

Dev K. Dalal, University of Connecticut, *Coordinator*

**69. Poster Session: 3:30PM-4:20PM Ballroom A-E  
Measurement/Statistical Techniques****69-1 A Meta-Analysis of Perceived Authentic Leadership and Follower Job Satisfaction**

The relationship between perceived authentic leadership and follower job satisfaction was examined. The result of a meta-analysis including 21 studies affirmed the positive relationship between perceived authentic leadership and job satisfaction with followers' age acting as a moderator. Country, however, was not a significant moderator.

Shujaat F. Ahmed, Illinois Institute of Technology

Betsi Pinkus, Illinois Institute of Technology

Ronald S. Landis, Illinois Institute of Technology

Roya Ayman, Illinois Institute of Technology

Submitter: Shujaat F. Ahmed, sahmed22@iit.edu

**69-2 Best-Practice Recommendations for Transforming Data in I-O Psychology Research**

Data transformation provides the opportunity to normalize data for use in statistical analyses; however, this approach has been misapplied in the past. Based on the results of 2 literature reviews, best-practice

recommendations for the use of data transformation in I-O psychology research are presented.

Kyle J. Bradley, Indiana University

Herman Aguinis, Indiana University

Youngduk Lee, Indiana University

Submitter: Kyle J. Bradley, kyljbrad@indiana.edu

**69-3 Disposition or Ability? Using IRT to Solve the Mindfulness Mystery**

Employee mindfulness intervention research is taking off, but the construct of mindfulness remains muddled by misuse of dispositional and skill-based measures. Comparing the fit of dominance and ideal-point IRT models, it is argued the Kentucky Inventory of Mindfulness Skills predominantly reflects ability-based mindfulness as intended. Implications for mindfulness interventions are discussed.

Kate M. Conley, University of Georgia

Olivia H. Vande Griek, University of Georgia

Rachel L. Williamson, University of Georgia

Alexandra Harris, University of Georgia

Nathan T. Carter, University of Georgia

Submitter: Kate M. Conley, kmc81050@uga.edu

**69-4 Creating Expectancy Charts: A New Approach**

Expectancy charts are often created to illustrate the relationship between 2 variables. Two approaches exist that guide this practice. However, they rely on raw data, which are often subject to random blips and sampling error. A formulaic approach for creating expectancy charts based on the bivariate-normal distribution is proposed.

Jeffrey M. Cucina, U.S. Customs and Border Protection

Julia L. Berger, ProMedica

Henry H. Busciglio, U.S. Customs and Border Protection

Submitter: Jeffrey M. Cucina, jcucina@gmail.com

**69-5 Probing Moderated Regression: Don't Rely on Hypothesis Testing**

Although methods for testing moderation in I-O psychology are well understood, some of the methods used to probe significant effects wrongly rely on hypothesis testing approaches. This paper reviews and critiques these approaches, and proposes an alternative strategy for the examination of interaction effects, including both qualitative and quantitative description.

Jeremy F. Dawson, University of Sheffield

Submitter: Jeremy F. Dawson, j.f.dawson@sheffield.ac.uk

**69-6 Examination of Measurement Invariance of Resilience Before and After Deployment**

This study examines longitudinal measurement invariance of resilience measures. The Response to Stressful Experiences Scale, Connor-Davidson Resilience Scale, and Brief Cope were administered to military personnel before, 3 months after, and 6 months after deployment. Repeated presentation did not influence measurement properties. These measures can be useful for tracking resilience.

Gabriel M. De La Rosa, Naval Center for Combat and Operational Stress Control

Jennifer A. Webb-Murphy, Naval Center for Combat and Operational Stress Control

Eileen Delaney, Naval Center for Combat and Operational Stress Control

William P. Nash, Boston VA Research Institute

Brett T. Litz, Boston University

Submitter: Gabriel M. De La Rosa, gabriel.m.delarosa@gmail.com

**69-7 CFA Convergence and Admissibility Problems for MTMM Data (Largely) Solved**

In a Monte Carlo study, we compared a reparameterized correlated trait-correlated method (CTCM-R) model with the original CTCM and the correlated trait-correlated uniqueness model (CTCU) models. The CTCM-R model largely avoided convergence and admissibility problems and also performed well in terms of model fit and parameter estimation biases.

Yi Fan, University of Georgia

Charles E. Lance, Organizational Research & Development

Submitter: Yi Fan, fanyigua@gmail.com



**69-8 An R package for I-O Psychology Simulation Building: iopsych**  
The R language has become the defacto standard for statistical computing. The iopsych package extends R to include many functions useful to I-O psychologists including functions for estimating utility, correcting for unreliability and multivariate range restriction, estimating the adverse impact of a selection system, and calculating Pareto optimal frontiers.

Allen P. Goebel, University of Minnesota

Jeff A. Jones, Korn Ferry

Submitter: Allen P. Goebel, Goebel005@umn.edu

### **69-9 Does Self-Efficacy Really Mediate the Training-To-Performance Relationship? No**

Using the unique moderation-of-process approach to testing mediation, self-efficacy's presumed mediational role between training and performance was examined. No evidence of mediation was found. Discussion focuses on implications of findings for the debate about self-efficacy's role in motivation.

Leah R. Halper, Ohio University

Jeffrey B. Vancouver, Ohio University

Kyle A. Bayes, Ohio University

Submitter: Leah R. Halper, lh124907@ohio.edu

### **69-10 The Consequences of Ignoring Multilevel Data Structure: A Simulation**

Organizations are typically hierarchical, yet organizational research often analyzes data at an aggregate level and ignores individual level variance. Using Monte Carlo simulation, the study explores the effects of analyzing multilevel data at the group level alone. In many cases, this practice results in large decrements in cross-validation performance.

Christopher R. Huber, University of Minnesota

Melissa S. Stemig, University of Minnesota

Submitter: Christopher R. Huber, huber195@umn.edu

### **69-11 Development of New Procrastination Scale**

A new measurement for procrastination with a sample of adults participants ( $n = 378$ ) was developed. Exploratory and confirmatory factor analyses show that the scale is bidimensional and reliability analyses show that the scale is internally consistent. Correlations between the scale and sensation seeking, need for cognition, and avoidance were significant.

Sooyeol Kim, University of Illinois at Urbana-Champaign

Qikun Niu, George Mason University

Submitter: Sooyeol Kim, sooyeolkim@gmail.com

### **69-12 Comparing Stress Across Individuals, Objective Measure of Subjective Stress Appraisals**

A measurement technique was created that took individuals' appraisals of stressful situations and, through use of psychophysical measurement, made the subjective appraisal into a standardized rating that was comparable across groups. Results show that the psychophysical measure made for more accurate measurement of high stress events than likert-type ratings.

Ray G. Klahr, Hennepin County

Laura D. Olean, St. Cloud State University

Daren S. Protolipac, St. Cloud State University

Submitter: Ray G. Klahr, rayklahr@gmail.com

### **69-13 Quiet Please: Development and Validation of a Workplace Intrusions Measure**

The purposes of these studies were to develop and validate a new measure of intrusions in the workplace. Results from all 3 studies demonstrate that the instrument has sound unidimensional psychometric evidence and sensitivity to between-subject experimental manipulations of intrusion frequency, and is correlated with theoretically correlated variables.

Bing C. Lin, Portland State University

Dev K. Dalal, University of Connecticut

Charlotte Fritz, Portland State University

Lara Herzogenrath, Radboud University

Submitter: Lara Herzogenrath, lherzogenrath13@ku.edu.tr

### **69-14 Measurement Equivalence Among Components of Interpersonal Perceptions**

The social relations model is not widely used within I-O psychology to study interpersonal perceptions. Based on 1,187 participants, results suggest that rater and targets effects from the SRM are distinct from traditional composite ratings. Thus, relying on a simple average masks important effects, which may merit further differentiation.

Andrew C. Loignon, University of North Carolina-Charlotte

Jane Thomas, Purdue University Calumet

David J. Woehr, University of North Carolina-Charlotte

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

### **69-15 Modeling Nonlinear Organizational Dynamics: An Introduction to Generalized Additive Models**

This study introduced organizational researchers to generalized additive models. Using a simulation study showed how well they can model intra-individual nonlinear dynamics compared to polynomial regression models. To make this comparison, how accurately each method could estimate the effect of an independent variable while controlling for non-linear change was calculated.

Alexander C. LoPilato, The University of Georgia

Matthew L. Smith, The University of Georgia

Submitter: Alexander C. LoPilato, alex.lopilato@gmail.com

### **69-16 Too Soon to Say: Measuring Emergent Constructs for Nascent Teams**

Emergent constructs vary in the degree to which they are observable in early stages of team formation, contaminating substantive findings and assessments of sharedness. Research shows item response theory person-fit statistics have potential to detect whether a construct is observable for team members, providing a fuller picture on construct emergence.

Cynthia K. Maupin, University of Georgia

Muriel G. Clauson, University of Georgia

Nathan T. Carter, University of Georgia

Dorothy R. Carter, University of Georgia

Submitter: Cynthia K. Maupin, ckmaupin@gmail.com

### **69-17 Structure Matters: Common, Higher-Order and Bifactor Models of General Factors**

There is growing recognition of the need to model general factors within the context of multidimensional constructs. Choosing the correct structure for the model is critical to our understanding of such constructs. Three general factor models for a measure of political skill, revealing advantages for the bifactor structure were examined.

Samuel T. McAbee, Illinois Institute of Technology

Scott B. Morris, Illinois Institute of Technology

Jordan C. McDonald, Illinois Institute of Technology

Submitter: Jordan C. McDonald, jory.c.mcdonald@gmail.com

### **69-18 The Development and Application of Swarm Optimization for Personnel Selection**

Applying recent developments in data science, namely that of swarm optimization, to the issue of employee selection, the study proposes, develops, and then tests an ant colony optimization technique that has the capability to calculate optimal predictor composites for the competing goals of validity and adverse impact.

Adam W. Meade, North Carolina State University

Isaac Benjamin Thompson, Red Hat

Alexander R. Schwall, Development Dimensions International (DDI)

Submitter: Adam W. Meade, awmeade@ncsu.edu

### **69-19 Differential Functioning of the Utrecht Work Engagement Scale across Gender**

IRT-based differential functioning analyses were conducted to compare the functioning of the Utrecht Work Engagement Scale across gender. Overall, scale items functioned well in a U.S. employee sample; however, items referencing work-related emotional stability and tension between work and nonwork activities functioned less well for women than for men.

Sonia L. Oakley, North Carolina State University  
 Christopher M. Allred, North Carolina State University  
 Richard D. Yentes, North Carolina State University  
 Submitter: Sonia L. Oakley, sloakley@ncsu.edu

### 69-20 A Bifactor Model of Burnout? Rethinking the Structure of Burnout

The authors investigated a bifactor model for the English version of the Maslach Burnout Inventory-Human Services Survey. The bifactor model showed superior fit over the correlated traits model. The authors recommend reporting a general burnout factor score in addition to, or instead of, the subscale scores.

David A. Periard,  
 VHA National Center for Organization Development  
 Ryan L. Derickson, Xavier University  
 Gary N. Burns, Wright State University  
 Katherine Osatuke, Miami University  
 Submitter: David A. Periard, periard.2@wright.edu

### 69-21 Rasch Forced Choice Computerized Adaptive Testing for Ranking Data

A new IRT model for forced choice computerized adaptive testing (FCCAT) assessment with ranking data was introduced. Three new item selection methods were examined in a FCCAT. Findings indicate the "high SE" method is the most efficient among other methods.

Shungwon Ro, IBM  
 Jeff A. Weekley, IBM/University of Texas, Dallas  
 Nigel R. Guenole, IBM  
 Chia-Wen Chen, The Hong Kong Institute of Education  
 Submitter: Shungwon Ro, ros@us.ibm.com

### 69-22 Reevaluating the Measurement of Follower Characteristics Using Item Response Theory

This study used item response theory to investigate positive and negatively valenced items in a measure of implicit followership theories. Item discrimination and difficulty parameter estimates were compared for the items completed, with the measure administered using 2 different targets: a typical follower and self as follower.

Yashna Shah, Virginia Tech  
 Patrick T. Coyle, Lycoming College  
 Roseanne J. Foti, Virginia Tech  
 Submitter: Yashna Shah, yshah@vt.edu

### 69-23 Understanding the NPI Using Item Response Theory

Research has shown narcissism is associated with self-enhancement. Given the self-enhancing nature of narcissism, research examines whether conventional measurement techniques inadequately represent the NPI. Using advanced IRT model analyses, it is concluded a 3-factor, 3PL model best fit the NPI. Stipulations are made regarding the usefulness of the 4PL.

Lane E. Siedor, University of Georgia, Bridget Lynch, University of Georgia,  
 Nathan T. Carter, University of Georgia  
 Submitter: Lane E. Siedor, lsiedor@gmail.com

### 69-24 Network Psychometrics and the Analysis of Organizational Surveys

This paper describes the potential of psychometric network analysis for the visualization and identification of key items in organizational survey data. We provide an overview of psychometric network analysis followed by an illustrative tutorial applied to job satisfaction, trust in management, and intentions to quit in a nationally representative dataset.

Rachel L. Williamson, University of Georgia, Alexandra Harris, University of Georgia, Cynthia K. Maupin, University of Georgia, Rachel T. King, Developmental Dimensions International (DDI), Nathan T. Carter, University of Georgia  
 Submitter: Rachel L. Williamson, will2493@uga.edu

### 69-25 Addressing Time Constraints in Surveys: Planned Missingness vs. Short Forms

Planned missingness and short forms of scales as strategies for dealing with time or length constraints in survey research were compared. Using a large full data set as the comparison, half-length short forms were created and also simulated 50% planned missingness. The planned missingness design better approximates the full data.

Heejun R. Yoon, University of Minnesota  
 Paul R. Sackett, The University of Minnesota  
 Submitter: Heejun R. Yoon, yoonx343@umn.edu

### 69-26 Predicting Employee Outcomes With Different Measures of Workload

In a meta-analysis, we distinguished the correlations between workload and several employee outcome variables by the measurement of workload. Results suggest that perceived workload and more objectively measured workload have different nomological networks. Theoretical and practical implications are discussed.

Yuyan Zhang, Bowling Green State University,  
 Jasmine Y. Khosravi, Bowling Green State University  
 Christopher B. Arnold, Bowling Green State University  
 Frank A. Bosco, Jr., Virginia Commonwealth University  
 Krista L. Uggerslev, Northern Alberta Institute of Technology  
 Piers Steel, University of Calgary  
 Submitter: Yuyan Zhang, yuyanz@bgsu.edu

### 70. Community of Interest: 3:30PM-4:20PM 203 A

#### Developing Publication Process Savvy

Rodney A. McCloy, HumRRO, *Host*  
 Nathan T. Carter, University of Georgia, *Host*  
 Dev K. Dalal, University of Connecticut, *Coordinator*

### 71. Special Events: 3:30PM-4:20PM 204 C

#### Theme Track: Creating Impact With(in) SIOP

Making an impact locally or within an organization or society can be challenging, but SIOP can help! This "how-to" workshop includes success stories and new avenues for SIOP members to self-organize and make an upward impact within SIOP by bringing important issues, needs, and goals directly to the SIOP leadership.

Ryan C. Johnson, Ohio University, *Chair*  
 Zachary N.J. Horn, Stitch Fix, *Co-Chair*  
 Cristina G. Banks, Lamorinda Consulting LLC, *Presenter*  
 Joshua A. Isaacson, PDRI, a CEB Company, *Presenter*  
 Submitter: Zachary N.J. Horn, zackhorn@gmail.com



See pp. 6-7  
 for CE info

### 72. Panel Discussion: 3:30PM-4:50PM 201 A

#### Positive Work Perspectives: Charting New Paths in Research and Practice

The positive psychology perspective has inspired a fresh way to approach the study of work and organizational phenomena. This panel will bring together diverse thought leaders to share their latest research and practice that have taken new path-breaking directions in organizational psychology and evaluation, diversity, strategy, HR, and meaningful work.

Meghana Rao, Claremont Graduate University, *Co-Chair*  
 Stewart I. Donaldson, Claremont Graduate University, *Co-Chair*  
 Laura Morgan Roberts, Antioch University, *Panelist*  
 Jacqueline Stavros, Lawrence Technological University, *Panelist*  
 Luis Marrero, Boston Institute for Meaningful Purpose, *Panelist*  
 Submitter: Meghana Rao, meghana.rao@cgu.edu

### 73. Alternative Session Type with multiple papers: 3:30PM-4:50PM 201 B

#### Pro Bon-I-O: Putting I-O Psychology to Good Work for Nonprofits

Session constituents will briefly discuss select pro bono projects they have worked on to provide a basis for an interactive panel discussion on pro bono work, including the unique challenges, impact potential, and the feasibility of such work. Dennis Doverspike, The University of Akron, *Chair*

Megan T. Nolan, The University of Akron, *Co-Chair*  
 Megan T. Nolan, The University of Akron, Sabina Samipour, The University of Akron, Dennis Doverspike, The University of Akron, *Seeds of Literacy: Scale Development*  
 Kelley Arredondo, The University of Akron, Tyler J. Slezak, The University of Akron, Dennis Doverspike, The University of Akron, *Seeds of Literacy: Basic Employment Test*  
 Jeffrey B. Lovelace, The Pennsylvania State University, Matthew P. Crayne, Centre County Women's Resource Center: *Performance Appraisal System*



Daniel B. Shore, George Mason University, *Volunteer Program Assessment*  
 Linda Diefendorff, Brio Performance Solutions, *Consulting With Nonprofits*  
 Submitter: Megan T. Nolan, mtn16@zips.uakron.edu

#### 74. Symposium/Forum: 3:30PM-4:50PM 201 C

##### **Deviance for the Right Reasons? Understanding Constructive Deviance at Work**

This symposium investigates why employees commit constructive deviance, rule-breaking committed with the intention to help the organization or its stakeholders. It examines antecedents such as ethical reasoning and social identity using experimental, qualitative, and survey designs across multiple cultural contexts to advance scholarship on this understudied and important organizational behavior.

Melissa Gutworth, The Pennsylvania State University, *Co-Chair*

Jason Dahling, The College of New Jersey, *Co-Chair*

Robert Eisenberger, University of Houston, *Discussant*

Maureen L. Ambrose, University of Central Florida, Regina M. Taylor, Creighton University, Ronald L. Hess, The College of William & Mary, *Employee Responses to Customer Mistreatment Predict Prosocial Rule Breaking*

Bella L. Galperin, The University of Tampa, *Understanding Constructive Deviance in a Cross-Cultural Context: A Sense-Making Approach*

Melissa Gutworth, The Pennsylvania State University, Jason Dahling, The College of New Jersey, *Testing the Normative Conflict Model of Constructive Deviance*

Abhijeet Vadera, Singapore Management University, *Investigating the Role of Deliberate Decision-Making Mindset on Moral Behaviors*

Submitter: Melissa Gutworth, mbg164@psu.edu

#### 75. Symposium/Forum: 3:30PM-4:50PM 201 D

##### **Formally Modeling I-O Psychology Phenomena: Instructional Exemplars**

Mathematical and computational models provide a precise and useful way of representing and testing theories of dynamic, complex phenomena. In this symposium formal models of individual and team goal pursuit, decision making, learning, innovation, and effectiveness are presented along with a description of the tools needed to build such models.

Jeffrey B. Vancouver, Ohio University, *Co-Chair*

Xiaofei Li, Ohio University, *Co-Chair*

Corinne Coen, Case Western Reserve University, Alperen Manisalgil, Case Western Reserve University, *Building Agent-Based Models: The Surprising Advantages of Naturalism*

Michael T. Braun, University of South Florida, James A. Grand, University of Maryland, Goran Kuljanin, DePaul University, Steve W. J. Kozlowski, Michigan State University, Georgia T. Chao, Michigan State University, *A Computational Integration of Procedural and Outcome Interdependence in Teams*

Le Zhou, University of Minnesota, John D. Kammeyer-Mueller, University of Minnesota, *Information/Communication Technologies and Team Innovation: Modeling Motivational and Interpersonal Processes*

Xiaofei Li, Ohio University, Jeffrey B. Vancouver, Ohio University, *Pursuing the Lost Cause: A Computational Model of Goal Choice*

Justin M. Weinhardt, University of Calgary, David B. Johnson, University of Central Missouri, *Integrating Theories of Motivation and Economics: A Mathematical Approach*

Submitter: Xiaofei Li, lixiaofei0724@gmail.com

#### 77. Alternative Session Type: 3:30PM-4:50PM 203 B

##### **What Does Good Performance Management Look Like? An Appreciative Inquiry**

Performance management is one of the most difficult and often the most critiqued aspects of workforce management. This session takes a positive approach with 4 panelists reviewing examples of a range of highly effective performance management systems. A panel discussion in which key themes are further considered is integrated.

Steven T. Hunt, SAP SuccessFactors, *Co-Chair*

Layla R. Mansfield, Portland State University, *Co-Chair*

Gabriela I. Burlacu, SAP SuccessFactors, *Presenter*

Paul Karavis, New York Life, *Presenter*

Mei Kim, Capital Group, *Presenter*

Paul E. Levy, University of Akron, *Presenter*

Submitter: Layla R. Mansfield, laylam@pdx.edu

#### 78. Alternative Session Type: 3:30PM-4:50PM 204 A

##### **IGNITE + Panel: Lessons From the Field:**

##### **Change (Sometimes) Happens**

Four organizations share stories of change management initiatives gone "not so right," analyzed through the lens of Lewin's change model. Challenges and lessons learned will be the main foci of these practitioners' organizational stories. After IGNITE intros, the format shifts to interactive panel discussion.

Laurie E. Wasko, Select International, *Presenter*

Erica N. Drew, DaVita Healthcare Partners, *Presenter*

Nicole Friedman, Southwest Missouri State University, *Presenter*

Matthew K. Minton, Verizon, *Presenter*

Samantha A. Morris, MillerCoors, *Presenter*

Sean D. Robinson, MillerCoors, *Presenter*

Rose Keith, Select International, *Presenter*

Submitter: Laurie E. Wasko, lwasko@selectintl.com

#### 79. Panel Discussion: 3:30PM-4:50PM 204 B

##### **Contemporary Issues in Occupational Credentialing**

Certification and licensure play important roles in today's professions, yet relatively little recent guidance exists on best practices in developing, validating, administering and maintaining these exams. This panel will discuss key political, legal, and technical issues practitioners and weigh in on how the changes in the standards may influence them.

Samantha Holland, DCI Consulting Group, Inc., *Chair*

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

Rebecca L. Fraser, U.S. Office of Personnel Management, *Panelist*

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

John A. Weiner, PSI, *Panelist*

Submitter: Samantha Holland, samahol@gmail.com

#### 80. Symposium/Forum: 3:30PM-4:50PM 205 A

##### **Contemporary Approaches to Person-Environment Fit Research**

Decades of research underscores the importance of person-environment (P-E) fit on employees' attitudes and behavior. The goal of this session is to introduce novel methodological approaches to enhance the precision with which we examine, and ultimately, understand the P-E fit phenomenon.

Crystal M. Harold, Temple University, *Chair*

Allison S. Gabriel, University of Arizona, Michael A. Daniels, University of British Columbia, Gary J. Greguras, Singapore Management University, James M.

Diefendorff, University of Akron, *Fit for One or for All? Profiles of Perceived Fit*

Crystal M. Harold, Temple University, In-Sue Oh, Temple University, Brian C.

Holtz, Temple University, Soojung Han, Temple University, Robert Giacalone,

Daniels College of Business, *P-E Fit, Frustration, and Discretionary Work*

*Behaviors: A Multifoci Approach*

Scott M. Soltis, University of Kentucky, *Leveraging Social Network Analysis in Person-Environment Fit Research*

Tae-Yeol Kim, City University of Hong Kong, Amy L. Kristof-Brown, University of

Iowa, Yahua Cai, Shanghai University of Finance and Economics, *Person-Job Fit as a Dynamic State*

Joanna McDouall, University of Calgary, Derek S. Chapman, University of Calgary, *Personality and Person-Organization Fit: An Examination of Fit Styles*

Submitter: Crystal M. Harold, charold@temple.edu

#### 81. Panel Discussion: 3:30PM-4:50PM 205 B

##### **Let's Get Visual: Best Practices for Data Visualization**

This session will define data visualization from academic and applied perspectives and offer a set of best practices for using data visualization to enhance how we design and present quantitative and qualitative information to user groups in various contexts, from print materials to interactive presentations and graphical user interfaces.

Chantale Wilson, Air Force Research Laboratory, *Co-Chair*

Winston R. Bennett, Jr., Training Research Laboratory, *Co-Chair*

Christopher Antonik, Air Force Research Laboratory, *Panelist*

Evan F. Sinar, Development Dimensions International (DDI), *Panelist*

Jerred Holt, Air Force Research Laboratory, *Panelist*

Megan B. Morris, Ball Aerospace, *Panelist*

Submitter: Chantale Wilson, chantalewilson@gmail.com



**82. Symposium/Forum: 3:30PM-4:50PM****206 A****Identifying and Developing Leadership Potential: A Global Perspective**

Identifying and developing leaders is a universal challenge. However, what is the nature of leadership and "high potentials" in a global context? This symposium presents recent conceptualizations and research on leadership from different parts of the World. Issues in the definition, measurement, and development of leadership will be presented.

Ronald C. Page, Assessment Associates International, *Chair*

Kenneth P. De Meuse, Wisconsin Management Group, *Discussant*

Neal M. Ashkanasy, University of Queensland, Paul J. Hanges, University of Maryland, *Asian Versus Anglo Leadership: A Comparative Analysis of GLOBE Study*

Theo H. Veldsman, University of Johannesburg, Aletta Odendaal, University of Johannesburg, *Leadership Requirements in Emerging Countries: Identification, Growth and Development*

Anna V. Leybina, Moscow Metropolitan Governance University, Maria Kostromina, Moscow Metropolitan Governance University, *Identifying and Developing Leadership Talent: A Perspective From Eastern Europe*

Nathan D. Page, Assessment Associates International, Ronald C. Page, Assessment Associates International, *Personality Predictors of Leadership Potential: Cross-Cultural Findings*

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

**83. Symposium/Forum: 3:30PM-4:50PM****207 A****Digging Deeper Into the Darkness: Advances in Dark Personality Research**

Research on dark personality in organizations has primarily focused on outcomes. This set of researchers move beyond basic relationships to explore the questions as to what dark personality is, why people engage in such behaviors, the processes underlying such behaviors, and whether or not they are always negative.

Seth M. Spain, Binghamton University, *Chair*

Peter D. Harms, University of Alabama, *Discussant*

Jeff Foster, Hogan Assessment Systems, Blaine H. Gaddis, Hogan Assessment Systems, *Defining Derailers: Examining Narcissism to Shed Light on Dark Personality*

Dustin Wood, University of Alabama, *Why Be Bad? A Functionalist Approach to Understanding Dark Personality*

Bradley J. Brummel, The University of Tulsa, *The Relationship between Narcissism and Prosocial Behaviors*

Regina-Viola Frey, German Graduate School of Management, Marion Buttgen, University of Hohenheim, *Finding the Good in the Bad? Narcissism and Life Success*

Submitter: Peter D. Harms, pdharms@cba.ua.edu

**84. Symposium/Forum: 3:30PM-4:50PM****207 B****Novel Insights Into Leader Personality: Traits, States, and Dynamics**

Scholarship on leader personality continues to be a large and vivid area of organizational research. This symposium brings together 5 innovative studies that further understanding of the traits that characterize top level leaders and the conditions under which leader personality impacts subordinates.

Bart Wille, Ghent University, *Chair*

Filip De Fruyt, Ghent University, *Co-Chair*

Bart Wille, Ghent University, Nikola Trbovic, Hudson Research and Development Centre, *Top Leader Personality: Gender Differences and Development*

Dustin Wood, University of Alabama, Peter D. Harms, University of Alabama, *How Parents and Attachment Style Shape Characteristics Preferred in Leaders*

Brian S. Connelly, University of Toronto, Michael P. Wilmot, University of Minnesota, Ute R. Hulsheger, Maastricht University, Deniz S. Ones, University of Minnesota, Colin G. DeYoung, University of Minnesota-Twin Cities, *Theoretical and Statistical Advances in Predicting Leadership From Personality Traits*

Deanne N. Den Hartog, University of Amsterdam, Annebel HB de Hoogh, Vrije Universiteit Amsterdam, Frank D. Belschak, University of Amsterdam, *Reducing Negative Effects of Leader Machiavellianism Through Organization's Rules Climate*

Edina Doci, Vrije Universiteit Brussel, Joeri Hofmans, Vrije Universiteit Brussel, *The Spillover of State Core Self-Evaluations Within the Leader-Subordinate Dyad*

Submitter: Bart Wille, bart.wille@ugent.be

**85. Panel Discussion: 3:30PM-4:50PM****207 C****Resilience: Clarifying Conceptual Issues in Current Research**

This panel will review the current state of resilience research. Although a popular topic among researchers and applied professionals, the topic lacks conceptual clarity. Three themes will be discussed, as well as strategies to enhance future research on resilience.

Julie A. Steinke, The MITRE Corporation, *Co-Chair*

Kristin M. Repchick, George Mason University, *Co-Chair*

Thomas W. Britt, Clemson University, *Panelist*

Debra Steele-Johnson, Wright State University, *Panelist*

Lois E. Tetrick, George Mason University, *Panelist*

Submitter: Julie A. Steinke, julieannesteinke@gmail.com

**86. Symposium/Forum: 3:30PM-4:50PM****207 D****Putting Feelings in Context: Research on Relationships and Affect**

The quality of employees' work-related relationships is intertwined with employees' affective experiences of work. In this symposium, 4 papers seek to illuminate when and how employees' feelings are influenced by their social context. Studies focus on relationships at different levels, including relationships with one's work, peers, and organization.

Catherine Ott-Holland, Google, Inc., *Co-Chair*

Jennifer J. Brown, Google, *Co-Chair*

Daniel J. Beal, Virginia Tech, *Discussant*

Catherine Ott-Holland, Google, Inc., *LMXSC and LMX-Related Emotions: Examining Attributions and Justice as Moderators*

Morgan A. Krannitz, Google, Inc., Alicia A. Grandey, Pennsylvania State University, *Fueling the Fire: Applying Self-Expansion Theory to Work Passion*

Jennifer J. Brown, Google, *Fake It 'Til You Make It: The Impostor Syndrome*  
Samantha A. Conroy, Colorado State University, Emilija Djurdjevic, University of Rhode Island, *When Do Pay Raises Make Us Happy?*

Submitter: Catherine Ott-Holland, c.ott holland@gmail.com

**87. Symposium/Forum: 3:30PM-4:50PM****303 A****Workplace Mindfulness: New Directions for Research and Practice**

As interest in mindfulness at work continues to grow, this symposium brings together 4 research papers that collectively move the workplace mindfulness literature in novel and exciting directions. The studies represent a mix of methodologies, samples, and approaches to the study of mindfulness.

Tammy D. Allen, University of South Florida, *Chair*

Tammy D. Allen, University of South Florida, Lillian T. Eby, University of Georgia, Melissa E. Mitchell, University of Georgia, Jessica L. Mulenburgh, University of Georgia, *Relationship Between Mindfulness and Organizational Performance: An Organizational Level Analysis*

Michael A. Daniels, University of British Columbia, Adam A. Kay, University of British Columbia, Daniel Skarlicki, University of British Columbia, *Mindfulness and Performance: Exploring the Mediating Role of Humility*

Junjie Su, University of Maryland College Park, Paul J. Hanges, University of Maryland, *Mindfulness Matters: Moderating the Effects of Ethical Self-Concept on Overclaiming*

Christian N. Thoroughgood, Northeastern University, Katina Sawyer, Villanova University, Jennica R. Webster, Marquette University, *The Buffering Effects of Mindfulness on Workplace Discrimination and Paranoia*

Submitter: Tammy D. Allen, tallen@mail.usf.edu

**88. Symposium/Forum: 3:30PM-4:50PM****303 B****Women and Career Development: Stereotypes, Challenges, and Obstacles**

Since women first started entering the workforce, their career progress has been compromised by gender stereotypes (and resulting expectations) on how women should act in the workplace. This symposium brings together papers that investigate how women are perceived and treated differently at varying career stages in today's business world.

Juan Madera, University of Houston, *Co-Chair*

Yi Wang, Bowling Green State University, *Co-Chair*

Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, *Discussant*

Juan Madera, University of Houston, Michelle (Mikki) Hebl, Rice University,

Heather Dial, Rice University, Randi Martin, Rice University, Virginia Valian, Hunter College, *Raising Doubt in Letters of Recommendation for Academia: Gender Differences*

Lebena S. Varghese, Northern Illinois University, Meghan Lindeman, Northern Illinois University, Lisa Finkelstein, Northern Illinois University, *Escaping the Double Bind: Communication Styles' Influence on Hiring Perceptions*

Yi Wang, Bowling Green State University, Clare L. Barratt, Bowling Green State University, Hanyi Min, Bowling Green State University, Yuyan Zhang, Bowling Green State University, Xiang Yao, Peking University, *Gender Stereotypes and Mentoring across Gender Compositions*

Vanessa A. Jean, Texas A&M University, Jessica M. Walker, Texas A&M University, Mindy E. Bergman, Texas A&M University, *Do Male and Female Administrators in Academia Need Different Skills?*

Submitter: Juan Madera, jmmadera@uh.edu

## 89. Panel Discussion: 3:30PM-4:50PM 303 C

### Opening the Black Box: Legal Implications of Big Data Algorithms

There are legal implications when using big data algorithms in employment contexts but no guidance on this topic in I-O psychology. A panel of lawyers and I-O psychologists will discuss how these algorithms may produce discriminatory employment outcomes, the possible legal consequences under Title VII, and risk mitigation strategies.

A. James Illingworth, Geode People, Inc., *Chair*

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

Heather Morgan, Paul Hastings, *Panelist*

Anna Y. Park, Equal Employment Opportunity Commission, *Panelist*

David B. Schmidt, Development Dimensions International (DDI), *Panelist*

Submitter: A. James Illingworth, ajillingworth@geodepeople.com

## 90. Panel Discussion: 3:30PM-4:50PM 303 D

### Integrating Virtual Facilitation Best Practices into I-O Methods

Experienced I-O practitioners and federal consultants will discuss methods and strategies for overcoming the challenges of, or perceptions associated with, virtual environments. The discussion will focus on experiences and strategies for keeping stakeholders engaged in virtual meetings, integrating virtual components into I-O methodologies, and advice for building a virtual program.

Shelly D. Butler, SRA International, *Co-Chair*

David R. O'Connell, SRA International, Inc., *Co-Chair*

Shrish P. Willett, FMP Consulting, *Panelist*

Elizabeth F. Matt, Deloitte Consulting, *Panelist*

Christopher King, CRK Learning, *Panelist*

Kristy Townsend, SRA, International, *Panelist*

Peter W. Seely, FMP Consulting, *Panelist*

Submitter: David R. O'Connell, dro2206@gmail.com

## 91. Poster Session: 4:30PM-5:20PM Ballroom A-E

### Testing/Assessment

#### 91-1 Predictors of Manned and Unmanned Aircraft Pilot Job Performance

Big 5 personality and aptitude measures were evaluated as predictors of job performance among remotely piloted (unmanned) aircraft and traditional manned aircraft pilots. Despite generally similar aptitude and trait predictors, emotional stability and conscientiousness were stronger predictors of job performance for unmanned aircraft pilots than for traditional pilots.

Laura G. Barron, U.S. Air Force

Thomas R. Carretta, U.S. Air Force

Mark R. Rose, U.S. Air Force

Submitter: Laura G. Barron, laura.barron@us.af.mil

#### 91-2 Multi-Tasking as Predictor of Performance: Validity Beyond Serial Single-Task Assessments

Although multitasking assessments have shown to predict performance, their value beyond separate serial assessment on individual tasks is unclear. This study compared concurrent and serial assessments—based on identical constituent tasks—for predicting pilot training performance. Multitasking better predicted flying and academic performance relative to any composite of serial single-task scores.

Laura G. Barron, U.S. Air Force

Mark R. Rose, U.S. Air Force

Submitter: Laura G. Barron, laura.barron@us.af.mil

#### 91-3 Practical Implications of SEM-Based Versus SEE-Based Banding

This research study demonstrated that the calculations of standard error of difference for statistical banding based on 2 different formulations—SEM (Cascio et al., 1991) and SEE (Lord & Novick, 1968)—produced different mean scores on predictor and criterion measures, adverse impact ratios, and return on investment.

Bharati B. Belwalkar, Louisiana Tech University

Olivia C. Reinecke, Louisiana Tech University

Frank P. Igou, Louisiana Tech University

Jennifer A. Higgins-Cavanaugh, Aon Hewitt

Submitter: Olivia C. Reinecke, ocreinecke@gmail.com

#### 91-4 Hiring for Adaptability: It Depends on the Situation

This study tested the utility of using situational strength in an assessment context. There was partial support for the idea that those high in adaptability exhibit the most adaptive performance under moderate situational strength. Implications for the use of situational strength and contextualization in selection are discussed.

Sarena Bhatia, Michigan State University

Ann Marie Ryan, Michigan State University

Submitter: Sarena Bhatia, sbhatia@msu.edu

#### 91-5 Accuracy of Cross-Validated R-Squared Estimates With Predictor Selection

This study employed a Monte Carlo design to examine whether sample-based and formula-based estimates of cross-validated R-squared differ in accuracy when predictor selection is performed. Results demonstrated that, with 1 exception, the modified Burket equation was substantially as accurate as a sample-based estimate of the cross-validated R-squared.

Reagan D. Brown, Western Kentucky Univ

Submitter: Reagan D. Brown, Reagan.brown@wku.edu

#### 91-6 Can You Score Me Now? GMA Testing using Mobile Devices

The present study examines score differences in a speeded, general mental ability test between participants using mobile and non-mobile devices. Contrary to past research, we did not find meaningful differences in scores or items completed between device groups. We discuss the implications of these findings and directions for future research.

Matthew I. Brown, Wonderlic, Inc.

Michael Grossenbacher, Wonderlic, Inc.

Daniel Nguyen, Wonderlic Inc.

Submitter: Matthew I. Brown, brown2mi@cmich.edu

#### 91-7 Specific Abilities May Increment Psychometric *g* for High Ability Populations

Analyses demonstrate that specific ability tests may add incremental prediction to general cognitive ability and the primary cognitive group factors against work-related criteria for high-ability occupations. Specifically, the Cyber Knowledge test predicted occupational performance beyond psychometric *g*. These results are consistent with expectations from Spearman's law of diminishing returns (SLODR).

Kristophor G. Canali, US Army Research Institute

Peter Legree, U.S. Army Research Institute

James C. Meaden, George Mason University

Submitter: Kristophor G. Canali, kgc99001@yahoo.com

#### 91-8 What Was That? Investigating Distractions on Test Performance and Reactions

Little is known about how differences in the test environment affect candidate test performance and reactions. This study examines test environment distractions and shows that distractions negatively affect test performance and applicant reactions, certain factors are more distracting than others, and distractions partially explain differences in proctored and mobile environments.

Luye Chang, Select International, Inc.

Amie D. Lawrence, Select International, Inc.



Matthew S. O'Connell, Select International, Inc.

Ted B. Kinney, Select International, Inc.

Submitter: Luye Chang, schang@selectintl.com

### 91-9 Leveraging O\*NET for Validity Generalization of Competency-Based Assessment

This study outlines and demonstrates an approach to validity generalization for competency-based assessments. This technique leverages O\*NET data to establish job-specific evidence for behavior and competency similarities and alignment with critical job elements. The approach presented here is a standardized and scalable method to generalizing validity evidence for competency-based tools.

Christopher J. L. Cunningham, The University of Tennessee at Chattanooga/Logi-Serve

Robert Harste, The University of Tennessee at Chattanooga/Logi-Serve

Submitter: Christopher J. L. Cunningham, cjl Cunningham@gmail.com

### 91-10 Entrepreneurial Orientation: Can It Be Measured in an Assessment Center?

An assessment center (ac) rating instrument of entrepreneurial orientation (eo) was designed and validated against a managerial rating instrument using 4 trained raters who observed 60 archival project management exercises. Discriminant validity was established for the 2 dimensions of Innovativeness and opportunity recognition that managerial instruments may not capture.

Matt P. DeGennaro, San Francisco State University

Submitter: Matt P. DeGennaro, degennaromatt@yahoo.com

### 91-11 More Than GMA: Specific Cognitive Abilities Predicting Complex Skill Acquisition

The modern workplace demands employees who are capable of quickly acquiring complex skills. Identifying people with this potential may be helped by looking beyond intelligence and incorporating other facets of cognitive ability. Support for this idea was found in this study.

Rachel C. Dreibelbis, University of South Florida

Logan M. Steele, University of Oklahoma

Matthew T. Allen, U.S. Department of Defense

David W. Dorsey, U.S. Department of Defense

Submitter: Rachel C. Dreibelbis, rdreibelbis@mail.usf.edu

### 91-12 Creative Performance is a Viable Criterion for Personnel Selection

Creative performance is rarely used as a criterion for staffing decisions because it is hard to predict and typically valued less than task performance. This simulation shows that predictor composites can be reconfigured to predict creative performance substantially better with only negligible effect of the prediction of task performance.

Allen P. Goebel, University of Minnesota

Jeff A. Jones, Korn Ferry

Nathan R. Kuncel, University of Minnesota

Submitter: Allen P. Goebel, Goebel005@umn.edu

### 91-13 Thinking, Fast and Slow: A Conceptual Framework for SJT Performance

This study proposes a theory of SJT performance based on dual-process theories of cognition. Using a large archival dataset, this study provides evidence which supports that respondents appear to rely on heuristic-based reasoning when choosing most effective responses and more deliberate reasoning when choosing least effective responses option to SJT items.

James A. Grand, University of Maryland

Matthew C. Reeder, Human Resources Research Organization (HumRRO)

Matthew T. Allen, U.S. Department of Defense

Submitter: James A. Grand, grandjam@umd.edu

### 91-14 Including Moderator Effects When Deriving Job-Component Validation (JCV) Models

This study examined the assumption that noninteractive multiple regression is adequate to derive "synthetic" or job-component validity (JCV) models. Results indicated that including interaction terms substantially

improved model fit, underscoring the need to develop theory-based explanations for why moderation exists, and to search for moderators when deriving JCV models.

Robert J. Harvey, Virginia Tech

Submitter: Robert J. Harvey, harveyrj@vt.edu

### 91-15 Exploration of Physical Ability Test (PAT) Weighting and Cutoff Strategies

Data collected from an operational PAT program were used to explore alternative weighting strategies, mean group differences associated with weighting strategies, and adverse impact found for different passing scores on the test batteries. Practice implications include weighting of PATs and trade offs involved in using multiple-hurdle versus compensatory scoring strategies.

Calvin C. Hoffman, Alliant International University/LA County Sheriff's Department

James Hsiao, Alliant International University

Daniel Kowallis, LA County Sheriff's Department

C. Chy Tashima, LA County Sheriff's Department

Submitter: Calvin C. Hoffman, calhoffman00@gmail.com

### 91-16 Applicant Distortion and Departures from Linearity: From Lab to Field

Three studies were conducted to examine how applicant distortion impacts the normally linear construct relationships of personality inventories. Increase in the amount of faking, whether systematically varied or observed in real-life applicants, resulted in predictable departures from linearity of criterion-related validity. Such departures were not observed for the incumbent sample.

Ye Ra Jeong, Central Michigan University

Neil Christiansen, Central Michigan University

Douglas E. Haaland, Eaton Corporation

Gary N. Burns, Wright State University

Mei-Chuan Kung, Select International, Inc.

Ted B. Kinney, Select International, Inc.

Submitter: Ye Ra Jeong, yerajeong@gmail.com

### 91-17 Long Term Strategic Thinking: Predictor Construct for Performance and Sustainability

After initial development and validation, a measure of long term strategic thinking (LTST) was evaluated with a sample of working adults. In addition to discriminant validity regarding intelligence and personality, LTST predicted performance and environmental citizenship well. Performance and engagement in sustainable behavior were also correlated.

Robert G. Jones, Missouri State University

Emily Corwin, EFCO Corporation

Shelby Anderson, Target, Inc.

Michael G. McKenna, University of Missouri-St. Louis

Submitter: Robert G. Jones, robertjones@missouristate.edu

### 91-18 More Than Money: SAT Validity in Socioeconomically Homogenous Subgroups

This study grouped 448,000 students by race and into narrow family income groups and even within these highly homogenous groups, test scores predicted college GPA. Test scores do not merely reflect SES but reflect a student's ability to succeed in college.

Nathan R. Kuncel, University of Minnesota

Kyle D. McNeal, University of Minnesota

Paul R. Sackett, University of Minnesota

Submitter: Kyle D. McNeal, mcnea039@umn.edu

### 91-19 Expanding the Criterion Domain: Assessment Centers and Relationship Maintenance Behaviors

This study examined the relationship between assessment center (AC) ratings and various conceptualizations of relationship maintenance behaviors (RMBs). Across 5 independent AC samples, our results found that ACs were inadequate predictors of RMBs. However, RMB prediction was found to slightly improve when relationship-oriented AC dimensions were used.

Alexander C. LoPilato, The University of Georgia

Brian J. Hoffman, The University of Georgia

Anne Buckett, PrecisionHR



Klaus G. Melchers, Universität Ulm  
 Martin Kleinmann, University of Zurich  
 Neil Christiansen, Central Michigan University  
 Hubert Annen, Swiss Military Academy at ETH Zurich  
 Anne M. Jansen, University of Zurich  
 Natalia Merkulova, University of Zurich  
 Andreja Wirz, University of Zurich  
 Susan D'Mello, Korn Ferry

Submitter: Alexander C. LoPilato, alex.lopilato@gmail.com

#### 91-20 The Impact of Retest Interval on Test Score Improvement

This study examined psychometric properties associated with retest interval for a diverse selection test battery, including tests of cognitive ability, spatial orientation, and job knowledge. The impact of retest interval on applicants' score improvement and prediction of academic and performance-based training outcomes were examined across 5 subtests.

Cory M. Moclair, Naval Aerospace Medical Institute  
 Brennan D. Cox, Naval Health Research Center  
 Tatana M. Olson, Naval Aerospace Medical Institute  
 Sabrina M. Drollinger, Naval Aerospace Medical Institute  
 Eric S. Vorm, Naval Aerospace Medical Institute

Submitter: Tatana M. Olson, tmo4@hotmail.com

#### 91-21 The Impact of Score Banding on Criterion Related Test Validity

This study examined the relationship between score banding and test validity for a diverse selection test battery, including tests of cognitive ability, spatial orientation, and job knowledge. Comparisons of validity coefficients between rank-order and score bands of various sizes were examined for academic and performance-based training outcomes.

Cory M. Moclair, Naval Aerospace Medical Institute  
 Brennan D. Cox, Naval Health Research Center  
 Tatana M. Olson, Naval Aerospace Medical Institute  
 Michael W. Natali, Naval Aerospace Medical Institute  
 Sabrina M. Drollinger, Naval Aerospace Medical Institute

Submitter: Tatana M. Olson, tmo4@hotmail.com

#### 91-22 The Effects of Prompt Specificity on Construct Saturation in Intercultural SJTs

Using a randomized predictive validity design, construct-saturations of intercultural situational judgment tests is contrasted with general ( $N = 158$ ) versus specific ( $N = 157$ ) response-prompts. Prompt specificity increased cognitive saturation and predictive validity for task performance, but decreased openness to experience saturation and predictive validity for cultural intelligence. Prompt specificity did not impact predictive validity for citizenship behaviors. Theoretical and practical implications are discussed.

Thomas Rockstuhl, Nanyang Technological University  
 K. Yee Ng, Nanyang Technological University  
 Soon Ang, Nanyang Technological University  
 Filip Lievens, Ghent University

Submitter: Thomas Rockstuhl, TRockstuhl@ntu.edu.sg

#### 91-23 Differential Prediction of American Indian Students' Performance: Examining Omitted Variables

Using the omitted variables framework, this study examined causes of differential prediction for American Indians when using SAT scores to predict college performance. Results demonstrated that differential prediction was reduced when explanatory variables were included in the predictive model. The individual predictor that reduced differential prediction most was high school grades.

Siwen Shu, University of Minnesota  
 Paul R. Sackett, University of Minnesota  
 Nathan R. Kuncel, University of Minnesota

Submitter: Siwen Shu, shuxx069@umn.edu

#### 91-24 Predicting College Performance of American Indians With the SAT

This study examined for American Indians (a) the predictive and incremental validity of SAT over high school grades, (b) the effect of socio-economic status on SAT validity, and (c) differential prediction in the use of SAT scores. Results provided substantial evidence of the validity and fairness of SAT for American Indians.

Siwen Shu, University of Minnesota

Nathan R. Kuncel, University of Minnesota  
 Paul R. Sackett, University of Minnesota  
 Submitter: Siwen Shu, shuxx069@umn.edu

#### 91-25 Relative Reliance on Tests Versus Grades in College Admissions

This study tests the assumption of overreliance on test scores in college admissions, as well as determines what factors are linked to this reliance. It is found that, in fact, schools tend to select on test scores and grades relatively equally, and in predictable ways.

Melissa S. Stemig, University of Minnesota  
 Paul R. Sackett, University of Minnesota  
 Nathan R. Kuncel, University of Minnesota

Submitter: Melissa S. Stemig, stem0059@umn.edu

#### 91-26 Content Validation of Personality Measures for Personnel Selection

The authors highlight inconsistencies regarding guidelines and standards pertaining to content validation of personality measures in the employee selection context. They further discuss how to gather content validity evidence for personality measures, as well as the use of content validation to support the use of personality measures for selection purposes.

Sarah T. Sullivan, University of Tulsa  
 Christopher R. Milane, University of Tulsa  
 David M. Fisher, University of Tulsa

Submitter: Christopher R. Milane, crm871@utulsa.edu

#### 91-27 Know Your Tenant! Personality as a Predictor of Tenant Behavior

This paper examined the relationship between tenant behaviors and the Big 5. Findings indicated a significant relationship between self-reported tenant behaviors and personality constructs. Specifically, Agreeableness, Conscientiousness, and Emotional Stability showed significant relationships with multiple behavioral domains of tenant behavior.

Michael A. Tapia, Persona Assessments  
 Christopher R. Milane, The University of Tulsa

Submitter: Michael A. Tapia, mat692@utulsa.edu

#### 91-28 Diversity-Validity Dilemma of Cognitive Ability: Simulation Versus Typical Measures

This study addresses the diversity-validity dilemma of cognitive ability by comparing subgroup mean differences and validity of a simulation-based measure of cognitive ability with a traditional measure of cognitive ability. Results demonstrate that the simulation based measure has smaller subgroup differences and comparable validity to the traditional measure.

Allison N. Tenbrink, Select International  
 Kristin M. Delgado, Select International/Wright State University  
 Ted B. Kinney, Select International

Submitter: Allison N. Tenbrink, atenbrink@selectintl.com

#### 91-29 Simulating the Power of Bayesian Estimation in Personnel Selection

This study investigates Bayesian methods offering to the validation of selection instruments. By simulating a population of cognitive abilities and job performances, Frequentist and Bayesian methods are compared via the power of various sample sizes' validity coefficients. Results clearly display the advantage that Bayesian methods offer to personnel selection validation.

Isaac Benjamin Thompson, Red Hat  
 Joshua Siever, North Carolina State University  
 Joel R. Osgood, North Carolina State University

Submitter: Isaac Benjamin Thompson, thompsonisaacb@gmail.com

#### 91-30 Sokoban: A New Measure of Complex Problem Solving

We proposed a planning-execution structure of complex problem solving (CPS), and developed and validated a new game-based measure, namely Sokoban, to assess the two components in a large representative sample ( $n = 1076$ ). Psychometric analyses provide strong evidences for its reliability, structural validity, measurement invariance, criterion-related validity, and predictive validity.

Bo Zhang, University of Illinois Urbana-Champaign  
 Jian Li, Beijing Normal University  
 Fritz Drasgow, University of Illinois at Urbana-Champaign  
 Submitter: Bo Zhang, bozhang3@illinois.edu

## 92. Special Events: 4:30PM-5:50PM 204 C

### Theme Track: Making a Difference Together in Impact Action Teams

SIOP members can now team up to make a difference in new impact action teams, teams that bring academics together with practitioners to make a positive local, organizational, or societal impact. In this fully-interactive session, impact action teams will form and establish their vision, goals, and impact plan.

Zachary N.J. Horn, Stitch Fix, *Chair*  
 M. Gloria Gonzalez-Morales, University of Guelph, *Co-Chair*  
 Ryan C. Johnson, Ohio University, *Co-Chair*  
 Enrica N. Ruggs, University of North Carolina at Charlotte, *Presenter*  
 Douglas H. Reynolds, Development Dimensions International (DDI), *Presenter*  
 Submitter: Zachary N.J. Horn, zackhorn@gmail.com

See pp. 6-7  
for CE info



## 93. Special Events: 5:00PM-5:50PM 201 A

### Distinguished Early Career Contributions-Science Award: Test Bias, Differential Validity, and Other Things Along the Way

Test bias, especially differential validity, was practically a settled issue in I-O. So, why would someone spend half his early career studying this? What was he thinking? What did he find? Where to next? Award winner Christopher Berry discusses all this and some other things that happened along the way.

Paul R. Sackett, The University of Minnesota, *Host*  
 Christopher M. Berry, Indiana University, *Presenter*  
 Submitter: Paul R. Sackett, psackett@umn.edu



## 94. Special Events: 5:00PM-5:50PM 201 B

### M. Scott Myers Award: From Research to Practice: Evolution of High-Stakes Workplace Personality Assessment

Our presentation will summarize advances in personality theory and psychometric technology that provide a foundation for high-stakes workplace personality assessment. We will discuss how research on the structure of personality, forced-choice modeling, computerized adaptive testing, and aberrant responding was implemented in the U.S. Army Tailored Adaptive Personality Assessment System (TAPAS).

Neal W. Schmitt, Michigan State University, *Host*  
 Fritz Drasgow, University of Illinois at Urbana-Champaign, *Presenter*  
 Stephen Stark, University of South Florida, *Presenter*  
 Olexsander Chernyshenko, Nanyang Technological University, *Presenter*  
 Christopher D. Nye, Michigan State University, *Presenter*  
 Len White, U.S. Army Research Institute, *Presenter*  
 Tonia S. Heffner, U.S. Army Research Institute, *Presenter*  
 Submitter: Neal W. Schmitt, schmitt@msu.edu



## 95. Panel Discussion: 5:00PM-5:50PM 201 C

### More Than Theory, Training Evaluation in Practice

Organizations' desire for increased accountability leads to challenges and opportunities in measuring training impact and evaluating program effectiveness. The capture of metrics and performance data is increasing across training initiatives. This panel brings together internal and external practitioners to discuss evaluation challenges and approaches.

Melissa M. Harrell, Google, *Chair*  
 Cristina I. Gutierrez, Starwood Hotels & Resorts, *Panelist*  
 Chris Kubisiak, CEB, *Panelist*  
 Julie S. Lyon, Google, *Panelist*  
 Tiffany R. Poeppelman, LinkedIn, *Panelist*  
 Jessica Thornton, Wells Fargo, *Panelist*  
 Submitter: Jessica Thornton, jess.thornton@gmail.com

## 98. Community of Interest: 5:00PM-5:50PM 203 A

### Unobtrusive Measurement in I-O: Overcoming Practical, Methodological, and Ethical Issues

Kara L. Orvis, Aptima, Inc., *Host*  
 Christopher P. Cerasoli, Group for Organizational Effectiveness, *Host*  
 Jamie S. Donsbach, Group for Organizational Effectiveness, *Coordinator*

## 99. Special Events: 5:00PM-5:50PM 203 B

### Executive Board Special Session: Revised Guidelines for Education at the Master's and Doctoral Level

The Education and Training Committee of SIOP has revised the *Guidelines for Education and Training in I-O Psychology* at the Master's and PhD level. This session will briefly review the process the committee took to revise the *Guidelines* and present revised copies to conference attendees.

Stephanie C. Payne, Texas A&M University, *Chair*  
 Whitney Botsford Morgan, University of Houston-Downtown, *Panelist*  
 Joseph A. Allen, University of Nebraska at Omaha, *Panelist*  
 Submitter: Stephanie C. Payne, scp@tamu.edu

## 100. Special Events: 5:00PM-5:50PM 204 A

### Invited Session: I-Os at the M&A Table: Bringing Rigor to Culture Integration

In an economy where mergers and acquisitions (M&As) are becoming frequent, there is need for I-O psychology expertise in the realm of change management, culture integration, leadership, and so on. Practitioners and researchers will present real life examples from M&A deals and why I-Os need to have a seat at the table.

Madhura Chakrabarti, Deloitte Consulting, *Chair*  
 Jacki Bassani, Willis Towers Watson, *Presenter*  
 Levi R. Nieminen, Denison Consulting, *Presenter*  
 Mark Royal, Hay Group, *Presenter*  
 Jolene L. Skinner, Sitel, *Presenter*

Submitter: Enrica N. Ruggs, eruggs@unc.edu

## 101. Alternative Session Type: 5:00PM-5:50PM 204 B

### Putting Analytics to Use: Let's Get Down to Business

Presenters from 7 organizations will share details about analytics initiatives and their business impact. The presenters will clarify how they have used analytics to improve their workforce practices and make higher quality decisions. After IGNITE explanations of these initiatives, an interactive panel discussion will take place involving the audience.

Ann-Marie Castille, Novo Nordisk, Inc., *Co-Chair*  
 Sara J. Shondrick, Novo Nordisk Inc., *Co-Chair*  
 Leigh S. Winik, Novo Nordisk, Inc., *Presenter*  
 Adam T. Myer, Johnson & Johnson, *Presenter*  
 Paul Rubenstein, Aon Hewitt, *Presenter*  
 Elizabeth A. McCune, Microsoft Corporation, *Presenter*  
 Anne-Sophie Deprez-Sims, APTMetrics, Inc., *Presenter*  
 Richard J. Chambers, II, PepsiCo, *Presenter*  
 Megan Chandler, Marriott International, *Presenter*  
 Submitter: Ann-Marie Castille, ar2636@gmail.com

## 102. Symposium/Forum: 5:00PM-5:50PM 205 A

### Family Supportive Supervisor Behaviors and Their Impact on Specific Populations

Family supportive supervisor behavior (FSSB) is a relatively recent addition to the work-family domain, therefore necessitating substantial research evaluating its characteristics and application. This symposium contributes to those ends, examining the construct's nomological network and subsequently its usage and benefits for unique employee populations (single childless employees, part-time shift workers).

Maura J. Mills, Hofstra University, *Chair*  
 Tori L. Crain, Colorado State University, *Discussant*  
 Michael Litano, Old Dominion University, Debra A. Major, Old Dominion University, Rachel E. Green, Old Dominion University, Xiaoxiao Hu, Old Dominion University, *Examining Missing Links Between FSSB and FSOP: Moderated Mediation Model*  
 Pedro I. Leiva, Universidad de Chile, Hector Madrid, Ponticia Universidad



Catolica de Chile, Ann H. Huffman, Northern Arizona University, *Work-Family Conflict, Task Proficiency, and Family Supportive Supervisors*  
 Ryan M. Rosiello, Hofstra University, Leanne M. Torte, Hofstra University, Maura J. Mills, Hofstra University, *Equal Opportunity Support: The Importance of FSSB for Single/Childless Employees*

Amanda R. Pettay, California State University-San Bernardino, Mark D. Agars, California State University-San Bernardino, Hio Tong Kuan, California State University-San Bernardino, Maranda L. Castillo, California State University-San Bernardino, *FSSB, Flexibility and Work-Family: Solutions for Low Wage Workers?*

Submitter: Maura J. Mills, Maura.Mills@hofstra.edu

### 103. Panel Discussion: 5:00PM-5:50PM 205 B Impact of Research Reproducibility and Study Registration on I-O Psychology

Leaders in the field discuss of trends in study registration and research reproducibility on I-O research, publication, the file drawer problem, and the accumulation of scientific knowledge. These trends might mitigate publication bias and provide a useful standard for quality of data analysis.

Jennifer L. Gibson, Fors Marsh Group, *Chair*  
 Frank A. Bosco, Jr., Virginia Commonwealth University, *Panelist*  
 Gilad Chen, University of Maryland, *Panelist*  
 Jose M. Cortina, George Mason University, *Panelist*  
 Ronald S. Landis, Illinois Institute of Technology, *Panelist*

Submitter: Jennifer L. Gibson, JGibson@forsmarshgroup.com

### 104. Symposium/Forum: 5:00PM-5:50PM 206 A Illustrations of Innovative Technology Applications to HR Processes

This symposium presents 4 case studies illustrating how continued adoption of advanced technological capabilities are creating opportunities for innovation within the areas of recruitment, selection, training, and project management. The 4 nascent applications of computer-based technology provide illustrations of continued advancements to the field of HR via technology.

Scott A. Goodman, SHAKER, *Chair*  
 Daly Vaughn, SHAKER, *Co-Chair*  
 Leonard Y. Pierce, FMP Consulting, Alexis L. Gray, FMP Consulting, Shelly D. Butler, SRA International, *MyCareer@VA: Using Technology for Targeted Career Development*  
 Nick C. Koenig, Wal-Mart, Michael D. Reeves, SHAKER, Marisa Seeds, SHAKER, *Pre-Hire PowerUp: Boosting Validity With Web Apps in Five Minutes*  
 Chantale Wilson, Air Force Research Laboratory, *Enhancing Learning and Performance Using Real-Time Feedback in Simulation Training*  
 Daniel A. Schmerling, Capital One, Elizabeth S. Pears, SHAKER, *Adopting Innovation: Enhancing Virtual Team Performance With Software Development Systems*

Submitter: Daly Vaughn, dalyvaughn@gmail.com

### 105. Alternative Session Type: 5:00PM-5:50PM 207 A When the Going Gets Tough: Tools for Building Resilience

The need for employees to demonstrate resilience is increasingly important in today's volatile business environment. Resilience experts will engage the audience in interactive exercises geared toward building resilience in the workplace. After a brief introduction of the resilience concept, the format will shift to audience participation in resilience interventions.

Miriam T. Nelson, Aon Hewitt, *Co-Chair*  
 Yael Oelbaum, The Graduate Center & Baruch College, CUNY, *Co-Chair*  
 Christopher Selenta, Aon Hewitt, *Co-Chair*  
 James B. Avey, Central Washington University, *Presenter*  
 Michael A. Pearn, Pearn Consulting LLC, *Presenter*

Submitter: Christopher Selenta, cselenta@hotmail.com

### 106. Symposium/Forum: 5:00PM-5:50PM 207 B Novel Approaches to Situational Judgment Tests: Methods and Applications

There has been a dramatic increase in situational judgment test (SJT) research and applications in the past 25 years, and they are now a widely used personnel selection device. This symposium presents novel approaches to SJT methodology (e.g., comparing multiple- and single-response designs) and applications (e.g., measuring coping strategies).

Harrison J. Kell, Educational Testing Service, *Chair*  
 Michelle Martin-Raugh, Educational Testing Service, *Co-Chair*  
 Jan Corstjens, Ghent University, Filip Lievens, Ghent University, Fiona Patterson, University of Cambridge, Fran Cousans, Work Psychology Group, Stuart Martin, Work Psychology Group, *Contextualization Effects on Situational Judgment Test Validity in High-Stakes Settings*

Michelle Martin-Raugh, Educational Testing Service, Teresa Jackson, Educational Testing Service, Meghan Brennenman, Educational Testing Service, Lauren Carney, Educational Testing Service, Patrick Barnwell, Educational Testing Service, Cristina Anguiano-Carrasco, Educational Testing Service, Jonathan Kochert, U.S. Army, *Effects of SJT Format on Reliability and Validity*  
 Gabriel Olaru, ProExam, Jeremy T. Burrus, ProExam, Robert J. Schneider, Research & Assessment Solutions, Carolyn E. MacCann, University of Sydney, Oliver Wilhelm, Ulm University, Richard D. Roberts, ProExam, *Design, Delivery, and Scoring of Personality Using Situational Judgment Tests*  
 Joshua J. Prasad, Michigan State University, Morgan B. Showler, Michigan State University, Neal W. Schmitt, Michigan State University, Ann Marie Ryan, Michigan State University, Christopher D. Nye, Michigan State University, *Using Biodata and Situational Judgment Inventories Across Cultural Groups*  
 Amy E. Crook, Belmont University, Margaret E. Beier, Rice University, *Assessing Relations Among Prosocial Knowledge, Coping, and OCBs Using SJTs*

Submitter: Michelle Martin-Raugh, mpm5042@gmail.com

### 107. Symposium/Forum: 5:00PM-5:50PM 207 C I Saw What You Did! Bystander Responses to Workplace Deviance

Papers in this symposium explore the questions of how, why, and under what conditions bystanders respond to workplace deviance. The results reveal several factors that influence constructive responses to abusive supervision, the reporting of anger expressions and counterproductive work behavior, and decisions to intervene against coworker incivility.

Nathan A. Bowling, Wright State University, *Co-Chair*  
 Jana L. Raver, Queen's University, *Co-Chair*  
 Manuela Priesemuth, Wilfrid Laurier University, Sharon B. Sheridan, University of Central Florida, *Afraid of What? Moral Courage, Workplace Abuse and Prosocial Behavior*  
 Christa P. Bupp, Florida Institute of Technology, Erin M. Richard, Florida Institute of Technology, *Intense Displays of Anger: Perceived Deviance and Bystander Reporting*  
 Nathan A. Bowling, Wright State University, Brian D. Lyons, Elon University, *Does Peer Reporting Vary by Type of Counterproductive Work Behavior?*  
 Jana L. Raver, Queen's University, Jaclyn M. Jensen, DePaul University, *Deciding to Intervene: Factors Influencing Third-Party Witnesses of Incivility*

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

### 109. Symposium/Forum: 5:00PM-5:50PM 303 A New Insights Into Adverse Impact: Origination, Motivation, and Scale Weighting

Research on the causes and potential practical solutions to adverse impact in employment selection is presented. Evidence regarding situational, motivational, and family-rearing practices contributing to adverse impact are discussed as well as demonstration that problems with pareto-optimal weighting may not be as important as previously thought.

Joo Y. Park, University of Maryland, *Co-Chair*  
 Paul J. Hanges, University of Maryland, *Co-Chair*  
 Kevin R. Murphy, Colorado State University, *Discussant*  
 Jonathan M. Cottrell, University of Illinois at Urbana-Champaign, Daniel A. Newman, University of Illinois at Urbana-Champaign, *Explaining Black-White Cognitive Test Gaps: A Meta-Analysis*  
 Paul J. Hanges, University of Maryland, Joo Y. Park, University of Maryland, *Eye of the Beholder: Pupil Size, Effort, and Adverse Impact*  
 Q. Chelsea Song, University of Illinois at Urbana-Champaign, Serena Wee, Singapore Management University, Daniel A. Newman, University of Illinois at Urbana-Champaign, *Cross-Validating Pareto-Optimal Weights for Reducing Adverse Impact*

Submitter: Paul J. Hanges, phanges@umd.edu

### 110. Alternative Session Type: 5:00PM-5:50PM 303 B Get Smart About Occupational Health and Well-Being

Attention to employee health and well-being is growing given performance/work role demands brought upon by demographic, technology,



and economic changes and pressures. This session highlights 2 examples of health and well-being initiatives, and helps members understand key elements of and develop recommendations to encourage a health and well-being supportive environment.

Mark L. Poteet, Organizational Research & Solutions, Inc., *Chair*

Laura L. Freeman, Win With HR, *Presenter*

Cristina G. Banks, Lamorinda Consulting LLC, *Presenter*

Natalie R. Goode, Brooks Running Company, *Presenter*

Jerilyn Hayward, ServiceMaster, *Presenter*

Donna Roland, CEB, *Presenter*

Submitter: Mark L. Poteet, mlpoteet@verizon.net

### 111. Panel Discussion: 5:00PM-5:50PM

303 C

#### **¡Hola! So You Have Latin American Clients?**

Latin America is a largely untapped market governed by different cultural paradigms, business practices, and HR policies. This session will share the experiences, challenges, and lessons learned from I-O and HR practitioners working with LatAm clients to increase cultural awareness and client success.

Carollaine Garcia, IBM, *Co-Chair*

Alejandra C. Matamala, IBM, *Co-Chair*

Pamela Bambaren, Willis Towers Watson, *Panelist*

Loren Blandon, SABMiller, *Panelist*

Miryam Hernandez, NBCUniversal, *Panelist*

Mariana S. Sousa, IBM, *Panelist*

Submitter: Alejandra C. Matamala, amamatamala1@gmail.com

### 112. Alternative Session Type: 5:00PM-5:50PM

303 D

#### **Toothless Shark Tank for I-O Psychologist-Entrepreneurs**

Increasingly I-O psychologists are considering careers that commercialize their scientific research. Using a format based the TV show "Shark Tank," this session will solicit entrepreneurial psychologists to pitch their ideas to highly successful entrepreneur-psychologists. Unlike TV, feedback will be developmental and without expectation of funding.

Matt Barney, LeaderAmp, Inc, *Chair*

William C. Byham, Development Dimensions International (DDI), *Presenter*

John C. Scott, APTMetrics, Inc., *Presenter*

Deborah L. Gebhardt, HumRRO, *Presenter*

Submitter: Matt Barney, drmmattbarney@gmail.com

### 113. Poster Session: 6:00PM-7:00PM

Hilton Pacific D

#### **TOP POSTER SESSION**

#### **113-1 An Examination of the Method-Change Approach to Reducing Subgroup Differences**

Via meta-analysis, this study examines the method-change approach—the use of alternative methods (compared to traditional paper-and-pencil assessments) to reduce subgroup differences after holding constructs constant. The results indicate that for noncognitive constructs there are larger subgroup differences for alternative methods compared to paper-and-pencil assessments of the same constructs.

Olabisi A. Atoba, Texas A&M University

Nathanael L. Keiser, Texas A&M University

Inchul Cho, Texas A&M University

Bryan D. Edwards, Oklahoma State University

Steven Jarrett, Select International

Winfred Arthur, Jr., Texas A&M University

Submitter: Olabisi A. Atoba, bisi.atoba@gmail.com

#### **113-2 Applying I-O Science and Methods to Diagnose Safety Culture Maturity**

This study describes the development of an evidence-based safety culture maturity model and validate it using a mixed-methods approach. Validation data indicated that variation in qualitative maturity ratings was associated with quantitative survey data. Implications of this maturity model in terms of intervention design and assessment considerations are highlighted.

Tristan Casey, Sentis, Autumn D. Krauss, Sentis

Submitter: Autumn D. Krauss, autumn.krauss@sentis.net

#### **113-3 Web Scraping: Automatic Extraction of Big Data for I-O Psychology**

Theory-driven web scraping offers great potential for I-O psychology research as an accessible method to automatically extract big data.

I-O-relevant web scraping investigations are explored, methods are described using a psychology-focused case study, specific resources are explicated, and guidelines for use in psychology research are proposed.

Katelyn J. Cavanaugh, Old Dominion University

Robbie C. Brusso, ICF International

Andrew B. Collmus, Old Dominion University

Richard N. Landers, Old Dominion University

Submitter: Katelyn J. Cavanaugh, kcava003@odu.edu

#### **113-4 Volatility in Leader-Member Relationship Quality:**

##### **Implications for Daily Well-Being?**

This study examines LMX perceptions and employee well-being at the day level. Results showed that LMX perceptions vary significantly within-persons and are indirectly related to follower well-being. Greater variation in LMX perceptions across days was also associated with enhanced vigor supporting the conceptualization of LMX as a dynamic interpersonal resource.

Allison M. Ellis, Portland State University

Talya N. Bauer, Portland State University

Berrin Erdogan, Portland State University

Submitter: Allison M. Ellis, ame2@pdx.edu

#### **113-5 Interrelationships Among Self-Regulatory Processes and Performance in Complex Task Learning**

This study examined questions of directionality in the relationships (a) between self-regulated learning processes and performance and (b) among the processes themselves. The results revealed most relationships were bidirectional and were often self-correcting. Collectively these results support the notion of a reciprocal, process-based conceptualization of self-regulation in complex task learning.

Jay H. Hardy, Oregon State University

Eric A. Day, University of Oklahoma

Logan M. Steele, University of Oklahoma

Submitter: Jay H. Hardy, III, jay.hardy@oregonstate.edu

#### **113-6 Comparative Accuracy of Alternative Path-Based Model Selection Strategies.**

This study compared the accuracy of newly developed path-related goodness-of-fit measures (Lance, Beck, & Carter, 2015) with RMSEA-P and difference chi-square tests in model selection. Monte Carlo data showed that the new indexes selected the correct model 80% of the time versus 42% and 69% for RMSEA-P and chi-square2 respectively.

Charles E. Lance, Organizational Research & Development

Yi Fan, University of Georgia

Submitter: Yi Fan, fanyuiga@gmail.com

#### **113-7 Organizational Work-Family Support Policies, Work-Family Enrichment, and Family Identity**

Drawing on the resource-gain-development framework and identity theory, this study examined the relationship between employees' use of work-family support policies and supervisor-rated OCB and significant other-rated family satisfaction. It was found that family-to-work enrichment mediated the relationship when employees were high on family identity. No support for work-to-family enrichment was found.

Andrew Li, West Texas A&M University

Adam B. Butler, University of Northern Iowa

Jessica Bagger, California State University, Sacramento

Submitter: Jessica Bagger, jessicabagger@gmail.com

#### **113-8 Follower Political Skill, Leader-Member Exchange, and Performance: A Followership Perspective**

Data collected from 368 followers and their team leaders in 66 IT project teams indicates that follower political skill was positively related to LMX quality, which was in turn related to follower performance. Moreover, the relationships between political skill and LMX quality were stronger for

team with high LMX differentiation.

Weipeng Lin, Nankai University

Jenny C. Li, Peking University

Qi Zhang, Purdue University

Submitter: Weipeng Lin, linweipeng11@gmail.com

#### 113-9 Leadership Coaching and Leadership Development: A Field Study

This study investigates inquiry vis-à-vis advocacy coaching approaches. It examined the effects of the 2 coaching approaches on leadership development, using a sample of military officers, who were tracked over 1 year at 4 different points in time using multisource data.

Mei Ling Tan, Nanyang Technological University

K. Yee Ng, Nanyang Technological University

Soon Ang, Nanyang Technological University

Submitter: Mei Ling Tan, tanmeiling@ntu.edu.sg

#### 113-10 Development and Validation of the Workplace Interruptions Measure

The first comprehensive, self-report measure of workplace interruptions derived from a typology that includes intrusions, distractions, discrepancy detections, and breaks was developed. Study 1 finalized a 12-item measure. Study 2 replicated the 4-factor structure and found evidence of predictive validity in relation to workplace stressors and strains.

Stacy Wilkes, Northern Illinois University

Larissa K. Barber, Northern Illinois University

Arielle P. Rogers, Northern Illinois University

Submitter: Larissa K. Barber, lbarber@niu.edu

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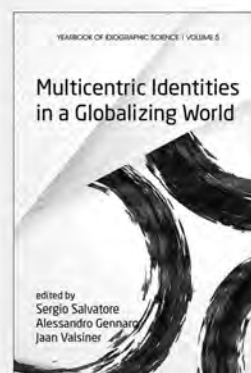
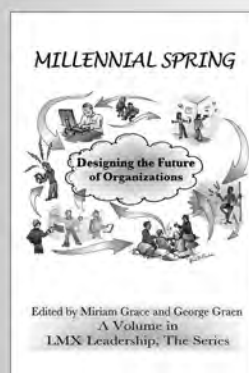
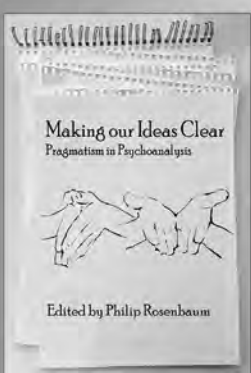
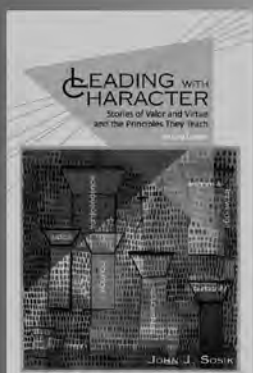
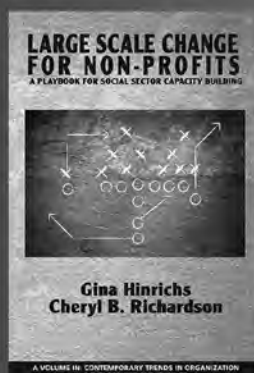
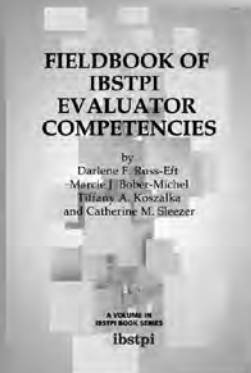
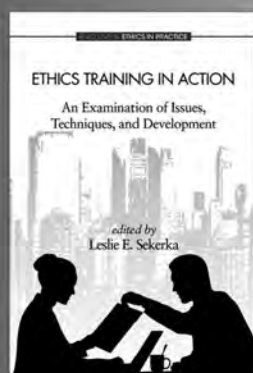
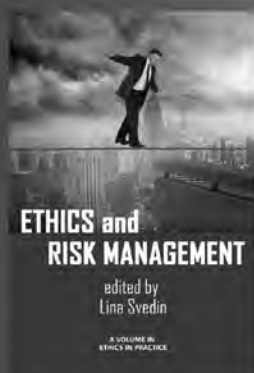
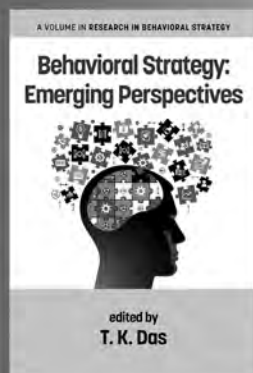
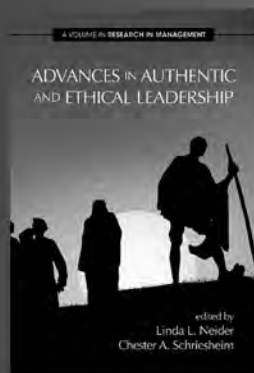
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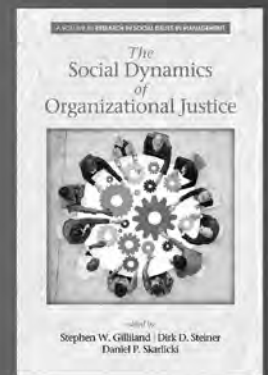
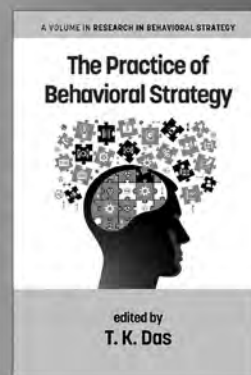
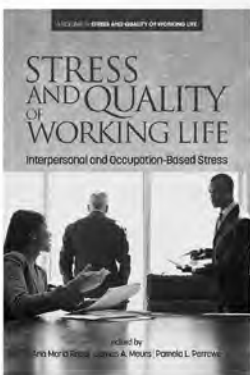
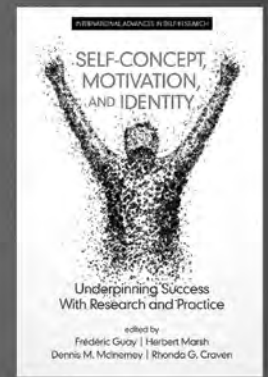
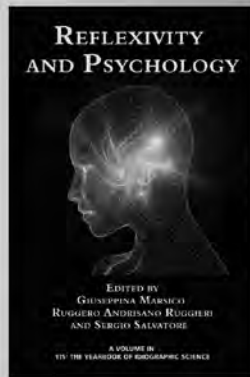
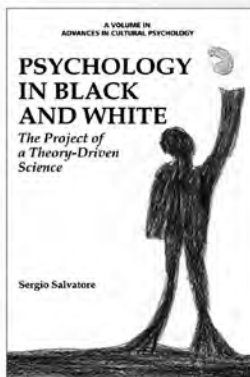
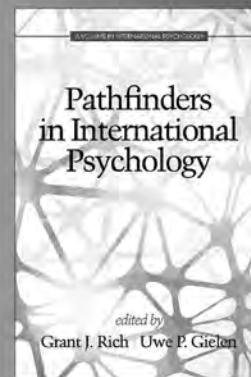
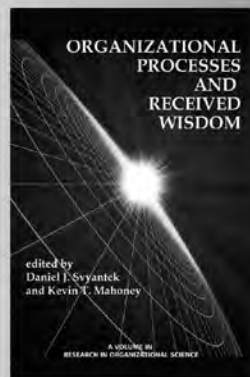




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Start Time	ACC 201 A	201 B	201 C	201 D	203 A	203 B	204 A	204 B	204 C	205 A	205 B		
8:00 AM					116: Job Stress, Burnout, & Org Health	117: <i>Supporting Those Who Practice I-O Psychology</i>	118: Leader Strategies for Promoting Inclusive Climates	130: Aging Research & Policy Making HR TRACK 131: Influencing for Change		FRIDAY SEMINAR	FRIDAY SEMINAR		
8:30 AM					127: Innovations in Job Assignment: Noncog Measures	128: Automatic Item Generation	138: Social Networks & Selection			139: <i>Advocacy &amp; Funding for I-O</i>	140: Organizing That's Out of This World!	125: Person-Centered Analyses	126: Giving Your Employees Voice
9:00 AM					136: Distinguished Professional Contributions	137: Distinguished Teaching Contributions							
9:30 AM													
10:00 AM	COFFEE BREAK												
10:30 AM	148: Functional Job Architecture for Mass Job Analysis	149: Strategies for Increasing Women Leaders in Orgs	150: Visible I-O: Prosocial UN Insights	151: Going Beyond Diversity & Team Performance	166: <i>Allies in the Workplace</i>	153: Military & I-O Psychology: 100 Year Partnership	154: IGNITE: Debate	155: Machine Learning in I-O	HR TRACK 156: Overcoming Resistance to Teleworking				
11:00 AM													
11:30 AM													
12:00 PM	172: Pregnancy Bias in Field Settings	173: Leader Development: Developing Self & Others	174: New Directions in Employee Listening	175: Inclusive Leadership	170: Big Data Science Needs	177: Dark Triad of Personality	178: I-O vs. the Media: Who Are Millennials, Anyway?	179: Publication Process in I-O	HR TRACK 180: Rise of HR: Wisdom From 73 HR Thought Leaders	167: Careless Survey Responding	168: Organizational Socialization & Onboarding		
12:30 PM													
1:00 PM													
1:30 PM													
2:00 PM													
2:30 PM	192: Tweet, Post, & Link to Create Your Online Brand	193: AC, Quo Vadis? Novel AC Design & Validation Stra	194: Buffer Impacts of Customer Mistreatment	195: Managing Sticky Coaching Situations	190: Early I-O Education	197: Teaching Diversity During Turbulence	198: Ignite: Now Sell Me This!	199: Women at the Top	HR TRACK 200: Closing the Digital Gap in Talent				
2:00 PM					210: SIOP's Response: APA Collusion Report								
2:30 PM													
3:00 PM											FRIDAY SEMINAR	FRIDAY SEMINAR	
3:30 PM	Master Collaboration 215: OCBs: Recent Develop. in Research & Practice	216: Understanding the Dynamics of Teams	217: A Conceptual Model of Tech Applied to I-O	218: Career Paths: Succession, Global Careers & More	220: Leadership Learning: Strategies for Acceleration	221: Working Longer	222: Opportunities & Challenges of Network Analysis	223: Insights to Action: Making Survey Comments Work	HR TRACK 224: Helping People Execute Business Strategies	212: Big Data Predictive Analytics	213: Employee Health, Well-Being, & Safety		
4:00 PM													
4:30 PM													
5:00 PM	235: Mindfulness in the Workplace		237: Hiring Practices in Silicon Valley	238: Transforming Big & Small Data to Big Insight	240: Conversation With SIOP Leadership	241: Early Career: Practice Award	242: Technology Training in I-O Psychology	243: Healthcare Leadership	HR TRACK 244: Analytics With Assessments: Insights to				
5:30 PM													

## FRIDAY SPECIAL EVENTS:

CONTINENTAL BREAKFAST, presented by Qualtrics  
**Pacific C-D (HA)**  
 7:30AM TO 8:30AM

COFFEE BREAKS  
 Ballroom A-E (CC)  
 10:00AM TO 10:30AM  
 3:00PM TO 3:30PM

CONCESSION LUNCHESES  
 Ballroom A-E (CC)  
 11:30AM TO 1:00PM  
 (Available for purchase, not included in conference fee)

SPEED MENTORING - SCIENCE FUNDING  
**Pacific A (HA)**  
 5:00PM TO 6:30PM

SPEED MENTORING - PRACTICE  
**Pacific B (HA)**  
 5:00PM TO 6:30PM

**LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES MEETING**  
 Room 202 B (CC)  
 4:30PM TO 5:30PM

**LESBIAN, GAY, BISEXUAL, AND TRANSGENDER COMMITTEE AND ALLIES SOCIAL HOUR:**  
 El Capitan (HA)  
 6:00PM TO 7:00PM

*HA: Indicates event held at the Hilton Anaheim*  
*CC: Indicates event held at the Convention Center*

Start Time	206 A	207 A	207 B	207 C	207 D	303 A	303 B	303 C	303 D	Ballroom A-E	Hilton California A-D
8:00 AM	119: Technology & Social Media in Selection	120: Allies in Organizations		121: Where Have All the Ratings Gone?	122: Best Practices of Simulations	123: Debunking Common Early Career Mythconceptions	133: Leadership Development & Social Context				
8:30 AM			132: Fixing Performance Management								
9:00 AM	141: Executive Onboarding	142: Is Performance Rating Research Still Relevant?		143: Fostering Successful Consulting Engagements	144: Leader Analytics	145: Unmanned Systems: Opportunities for I-O Psychology			146: Assessments on the Go	135: Representativeness & Perceived Mistreatment	
9:30 AM											
10:00 AM	COFFEE BREAK										
10:30 AM	157: Coaching Nightmares	158: Research Incubator: Novel Methods in Work-Family	159: Advances in Relative Importance Analysis	160: No Consensus on the Census: Srvy Best Practices	161: International Testing: Challenges & Recommendation	162: Effective & Ineffective Teaming Arrangements	163: EEOC/OFCCP Practitioner Update	164: Implementing Change in Consent Decree Situations	165: HIPO Programs: Pitfalls, Precautions, & Pearls	147: Virtual Team Leadership	
11:00 AM											
11:30 AM											
12:00 PM	181: So Happy Together	171: Military Training Challenges	182: High-Fidelity Simulations	183: High Potential Assessment in the Wild	184: Preparing for an Applied Career	185: Types, Sources, & Outcomes of Work Interruptions	186: Research & Practice of Executive Assessment	187: Ex-Offenders & Employability: Research & Practice	188: 21st Century Skills	169: Work, Interrupted	
12:30 PM											
1:00 PM		191: Hospital(ity): Intersecting Industries								189: Desire & Capability to Job Craft	
1:30 PM	201: Modern Survey Tools		202: From Big Data to Smart Data: Measurement & Analysis	203: Difficult Client Conversations/Interactions	204: In(civility) Contexts, Consequences & Conditions	205: Understanding the Needs of Selection Practitioners	206: Feedback at Work	207: Why Survey Data Fails – & What to Do About It	208: Reasonable Alternatives & Title VII Litigation	209: Time & Perf. Ratings: A Meta-Analysis	
2:00 PM		211: Meditation, Mindfulness & Flourishing in Organizations									
2:30 PM											
3:00 PM											
3:30 PM	225: Employee Sleep & Bad Behavior	226: Challenges With Assessments	227: Systems Approach to Work & Well-Being	228: Somebody to Lean On: Context-Specific Support	229: Cross-Fertilizing JDM & IOOB	230: Going Beyond the Label: HIPO Identification		232: Bayesian Approaches in Legal Scenarios	233: Enhancing Diversity Training Effectiveness	214: Workload & Cognitive Overload	
4:00 PM											
4:30 PM										234: Validating RT-Based SMS Subscales	
5:00 PM	245: Mission Critical Teams	246: Challenges & Opportunities for Master's Programs	247: Becoming a Sole Practitioner	248: Next Gen Methods of Assess Org Culture	249: Leadership in a New Light	250: Empirical Evidence From Mobile Simulations	251: Team versus Individual Benefits	252: Advances in SJT & Personality Scoring Methods	253: Imposter Syndrome in I-Os at Work		
5:30 PM											

Posters

Invited Address

Community of Interest

Executive Board Sessions

Awards Session

Please note that rooms California A-D and Pacific D are in the Anaheim Hilton Hotel. All other rooms are in the convention center.



## Don't Miss the Exhibit Hall!

**Remember, the Exhibit Hall closes at 5:30 on Friday. Don't leave SIOP 2016 without getting all the information you need from our conference partners.**

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

- 141 Executive Onboarding: From Sink or Swim to Supported Transitions, 206 A, 9:00AM
- 149 Let's Try Again: Strategies for Increasing Senior-Level Women in Organizations, 201 B, 10:30AM
- 168 Friday Seminar: Effective Organizational Socialization and Onboarding, 205 B, 11:30AM
- 188 21st Century Skills: Why Do They Matter to I-O?, 303 D, 12:00PM
- 189 Posters 1, 3-23, Ballroom A-E, 1:00PM
- 218 Off the Map Career Paths: Succession, Global Careers, and Beyond, 201 D, 3:30PM
- 247 Becoming a Sole Practitioner: Live the Dream; Embrace the Nightmare, 207 B, 5:00PM
- 253 Imposter Syndrome: Graduate School and Early Career Experiences on Self-Confidence, 303 D, 5:00PM

**Coaching/Leadership Development**

- 133 The Intersection of Leadership Development and Social Contexts, 303 B, 8:30AM
- 147 Posters 1, 5, & 17, Ballroom A-E, 10:30AM
- 157 Coaching Nightmares: What Would You Do?, 206 A, 10:30AM
- 173 Leader Development: Developing Self and Developing Others, 201 B, 12:00PM
- 195 Walking the Fine Line: Managing Sticky Coaching Situations, 201 D, 1:30PM
- 211 Meditation, Mindfulness, and Flourishing in Organizations, 207 A, 2:00PM
- 226 Assessment SNAFUs: Anything Can Happen and It Usually Does, 207 A, 3:30PM
- 230 Going Beyond the Label: The Impact of HiPo Identification Programs, 303 A, 3:30PM

**Consulting Practices/Ethical Issues**

- 162 Playing Nicely in the Sandbox: Forming Effective Consulting Teaming Arrangements, 303 A, 10:30AM
- 181 So Happy Together: Improving Client and Consultant Relationships, 206 A, 12:00PM
- 198 Ignite: Now Sell Me This!, 204 A, 1:30PM
- 203 Consulting Without Insulting: Managing Difficult Client Conversations and Interactions, 207 C, 1:30PM
- 210 SIOP's Response to the APA Collusion Report: Making Ethics Matter, 203 A, 2:00PM
- 222 IGNITE + Panel Session: Opportunities and Challenges of Network Analysis, 204 A, 3:30PM

**Counterproductive Behavior/Workplace Deviance**

- 204 Workplace (In)Civility: New Insights Into Contexts, Consequences, and Boundary Conditions, 207 D, 1:30PM
- 225 Emerging Research on Employee Sleep and Bad Behavior, 206 A, 3:30PM

**Employee Withdrawal (e.g., Absence, Turnover)/Retention**

- 209 Posters 3, 4, 7, 9, 13, 16, 17, 20, 23, 24, 26, & 30, Ballroom A-E, 2:00PM

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

- 135 Posters 1, 10, 11, 16, 17, 19, 22, & 26, Ballroom A-E, 9:00AM
- 161 Practical Considerations for Cross-Cultural Use of Self-Report Questionnaires, 207 D, 10:30AM

**Groups/Teams**

- 140 IGNITE + Panel Discussion: Organizing That's Out of This World!, 204 A, 9:00AM
- 143 The Art and Science of Successful Consulting Engagements, 207 C, 9:00AM
- 182 Simulating Space Missions: Findings From High-Fidelity Research Analogs, 207 B, 12:00PM
- 216 From Inputs to Outputs: Understanding the Dynamics of Teams, 201 B, 3:30PM

- 245 Examining Team Process and Performance Requirements in Mission Critical Teams, 206 A, 5:00PM
- 251 Considering Conflicts Between Team and Individual Benefits, 303 B, 5:00PM

**Human Factors/Ergonomics**

- 214 Poster 2, Ballroom A-E, 3:30PM

**Inclusion/Diversity (e.g., Sexual Orientation, Race, Gender)**

- 120 Allies: Finding, Supporting, Developing, and Encouraging Allies in Organizations, 207 A, 8:00AM
- 135 Posters 2-9, 12-15, 18, 20, 21, 23, 24, 27, & 28, Ballroom A-E, 9:00AM
- 151 Current State of Diverse Teams: Going Beyond the Diversity-Performance Link, 201 D, 10:30AM
- 166 Allies in the Workplace and Public Sphere, 203 A, 11:00AM
- 175 Inclusive Leadership: Fulfilling the Promise of Diversity From the Top, 201 D, 12:00PM
- 178 I-O Versus the Media: Who Are Millennials, Anyway?, 204 A, 12:00PM
- 197 Teaching Diversity During Times of Turbulence: A SIOP Teach-In, 203 B, 1:30PM
- 199 Women at the Top: Perspectives on Getting There and Staying, 204 B, 1:30PM
- 233 Novel Approaches for Enhancing Diversity Training Effectiveness in the Workplace, 303 D, 3:30PM

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

- 148 Functional Job Architecture: Practical Solutions for Large-Scale Job Analysis, 201 A, 10:30AM
- 169 Poster 13, Ballroom A-E, 12:00PM
- 189 Poster 2, Ballroom A-E, 1:00PM
- 214 Poster 5, Ballroom A-E, 3:30PM
- 234 Poster 17, Ballroom A-E, 4:30PM

**Job Attitudes/Engagement**

- 160 No Consensus on the Census: Survey Program Best Practices, 207 C, 10:30AM
- 174 Amplifying Employee Voice: New Directions in Employee Listening, 201 C, 12:00PM

**Job Performance/Citizenship Behavior**

- 214 Posters 1, 3, 6-10, 12, 14, & 16-29, Ballroom A-E, 3:30PM
- 215 Master Collaboration: Organizational Citizenship Behaviors: Recent Developments in Research and Practice, 201 A, 3:30PM

**Judgment/Decision Making**

- 229 Cross-Fertilizing JDM and IOOB: Advances in Applied Judgment and Decision Making, 207 D, 3:30PM

**Leadership**

- 136 Distinguished Professional Contributions Award: Leadership: New Directions/Paradigms for Identifying & Developing Leaders, 201 A, 9:00AM
- 144 Leader Analytics: Big Data Meets Small(er) Numbers, 207 D, 9:00AM
- 147 Posters 2-4, 6-16, & 18-32, Ballroom A-E, 10:30AM
- 165 High-Potential Programs: Pitfalls, Precautions, and Pearls of Wisdom, 303 D, 10:30AM
- 186 The Art and Science of Executive Assessment: Research and Practice, 303 B, 12:00PM
- 220 Leadership Learning: Strategies for Acceleration, 203 A, 3:30PM
- 240 Executive Board Special Session: A Conversation With SIOP Leadership, 203 A, 5:00PM
- 243 Leadership Demands for 21st Century Healthcare: A Multilevel Approach, 204 B, 5:00PM
- 249 Leadership in a New Light: Rethinking Our Understanding of Leadership, 207 D, 5:00PM

**Legal Issues/Employment Law**

- 163 A View From the Trenches: EEOC/OFCCP Practitioner Update, 303 B, 10:30AM



- 208 No Longer an Afterthought? Reasonable Alternatives and Title VII Litigation, 303 D, 1:30PM
- 232 Beyond Frequentist Paradigms in Legal Scenarios: Consideration of Bayesian Approaches, 303 C, 3:30PM

#### Measurement/Statistical Techniques

- 125 Friday Seminar: Person-Centered Analyses, 205 A, 8:00AM
- 155 Machine Learning in I-O Psychology: Introduction, Application, and Future Directions, 204 B, 10:30AM
- 202 Making Big Data Smart: Challenges in Measurement, Analysis, and Validity, 207 B, 1:30PM
- 212 Friday Seminar: Big Data Predictive Analytics: A Hands-On Workshop Using R, 205 A, 3:00PM

#### Motivation/Rewards/Compensation

- 209 Posters 5, 10, 12, 15, 19, 21, 22, 25, & 27, Ballroom A-E, 2:00PM

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

- 116 Job Stress, Burnout, and Organizational Health: Aligning Science and Solutions, 203 A, 8:00AM
- 130 Bridging Aging Research and Policy Making: An International Perspective, 204 B, 8:30AM
- 169 Posters 1-12, 14-26, Ballroom A-E, 12:00PM
- 194 Exploring Strategies to Buffer the Detrimental Impacts of Customer Mistreatment, 201 C, 1:30PM
- 213 Friday Seminar: Integrating the Science of Employee Health, Well-Being, and Safety Into I-O Psychology Practice, 205 B, 3:00PM
- 221 Working Longer: Factors Related to Continued Work for Older Workers, 203 B, 3:30PM
- 228 Somebody to Lean On: Context-Specific Support at Work, 207 C, 3:30PM
- 235 Mindfulness in the Workplace: Current Research, Practice, and Future Directions, 201 A, 5:00PM

#### Organizational Culture/Climate

- 118 Maximizing Organizational Productivity: Leader Strategies for Promoting Inclusive Climates, 204 A, 8:00AM
- 248 Next Generation Methods of Assessing Organizational Culture, 207 C, 5:00PM

#### Organizational Performance/Change/Downsizing/OD

- 126 Friday Seminar: The Benefits (and Costs) of Giving Your Employees Voice, 205 B, 8:00AM
- 153 The Military and I-O Psychology: A Century Long Partnership, 203 B, 10:30AM

#### Performance Appraisal/Feedback/Performance Management

- 121 Interactive Discussion: Where Have All the Ratings Gone?, 207 C, 8:00AM
- 132 Performance Management Is Broken, So How Do We Fix It?, 207 B, 8:30AM
- 142 The Demise of the Performance Review: Is Rating Research Irrelevant?, 207 A, 9:00AM
- 206 Feedback at Work: Bridging Science and Practice, 303 B, 1:30PM
- 209 Posters 1, 2, 6, 8, 11, 14, 18, 28, 31, & 32, Ballroom A-E, 2:00PM

#### Personality

- 154 IGNITE Session: I-O Hot Topics Debate: Dual or Duel?, 204 A, 10:30AM
- 177 New and Emerging Research on the Dark Triad of Personality, 203 B, 12:00PM
- 234 Posters 1-16, 18-29, Ballroom A-E, 4:30PM

#### Research Methodology (e.g., Surveys)

- 159 Toward a More Flexible, Real Data Relative Importance Analysis, 207 B, 10:30AM
- 167 Friday Seminar: Careless Survey Responding, 205 A, 11:30AM
- 179 The Future of the Publication Process in I-O Psychology, 204 B, 12:00PM
- 201 Modern Tools and Samples for the Ubiquitous Workplace Survey, 206 A, 1:30PM

- 223 From Insights to Action: Making Survey Comments Work for You, 204 B, 3:30PM
- 241 Distinguished Early Career Contributions-Practice Award: The Scientific Method and the Myth of the "Theoretical Contribution", 203 B, 5:00PM

#### Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)

- 119 Social Media Strikes Selection: Challenges of the Technological Era, 206 A, 8:00AM
- 145 Creating and Sustaining Unmanned Aerial Systems: Opportunities for I-O Psychology, 303 A, 9:00AM
- 164 Implementing Deep Organizational Change in HR-Focused Consent Decree Situations, 303 C, 10:30AM
- 170 Big Data Science Needs: Theory, Training, and Beyond, 203 A, 12:00PM
- 187 Ex-Offenders Navigating the Hiring Process: Insights From Research and Practice, 303 C, 12:00PM
- 191 Hospital(ity): The Intersection of the Healthcare and Hospitality Industries, 207 A, 1:00PM
- 205 Understanding the Professional and Research Needs of Employee Selection Practitioners, 303 A, 1:30PM
- 237 The Talent War: Hiring Practices in Silicon Valley, 201 C, 5:00PM

#### Strategic HR/Utility/Changing Role of HR

- 131 Influencing for Change: Organizational Adoption of Paradigm-Shifting Strategies, 204 C, 8:30AM
- 156 Understanding and Overcoming Resistance to Teleworking, 204 C, 10:30AM
- 180 Rise of HR: Wisdom From Seventy-Three HR Thought Leaders, 204 C, 12:00PM
- 200 Closing the Digital Gap: Barriers and Inertia in Talent, 204 C, 1:30PM
- 224 Helping People Execute Business Strategies, 204 C, 3:30PM
- 238 Transforming Big and Small Data to Big Insight, 201 D, 5:00PM

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

- 117 Executive Board Special Session: Understanding and Supporting the Needs of Those Who Practice I-O, 203 B, 8:00AM
- 123 MythBusters: Debunking Common Early Career Mythconceptions, 303 A, 8:00AM
- 137 Distinguished Teaching Contributions Award: Teaching Through the Lens of Research on Training and Learning, 201 B, 9:00AM
- 184 School's Out for Summer, School's Out Forever: Gaining Applied Experience, 207 D, 12:00PM
- 190 Early I-O Education: Enhancing Visibility in High School and Undergraduate School, 203 A, 1:00PM
- 207 Why Survey Data Fails—and What to Do About It, 303 C, 1:30PM
- 234 Poster 30, 4:30PM
- 242 IGNITE + Panel Discussion Combination: Technology Training in I-O Psychology, 204 A, 5:00PM
- 246 I-O Master's Programs: Issues, Challenges, and Opportunities, 207 A, 5:00PM

#### Technology (e.g., Gamification, Social Media, Simulations)

- 138 Social Networks and Selection: Pearls and Perils, 203 A, 9:00AM
- 146 Assessments on the Go: Designing and Implementing Mobile-Friendly Assessments, 303 D, 9:00AM
- 192 Tweet, Post, and Link: Creating a Presence and Brand Online, 201 A, 1:30PM
- 217 Developing a Conceptual Model of Technology Applied to I-O Psychology, 201 C, 3:30PM

#### Testing/Assessment (e.g., Selection Methods, Validation, Predictors)

- 122 What You Need to Know about Simulations in Industry/Research, 207 D, 8:00AM
- 127 Innovations in Job Assignment: Challenges and Opportunities Using Noncognitive Measures, 201 C, 8:30AM
- 128 Modeling Item Characteristics for Automatic Item Generation, 201 D, 8:30AM

- 183 High Potential Assessment: Comparing Methods in the Wild, 207 C, 12:00PM
- 193 AC, Quo Vadis? Novel Assessment Center Design and Validation Strategies, 201 B, 1:30PM
- 244 Analytics With Assessment Data: Discovering Insights to Shape HR Strategy, 204 C, 5:00PM
- 250 Going Mobile: Empirical Evidence From Higher-Fidelity Mobile Simulations, 303 A, 5:00PM
- 252 Advances in SJT and Personality Scoring Methods, 303 C, 5:00PM

#### Training

- 171 21st-Century Training Challenges Facing the U.S. Military, 207 A, 12:00PM

#### Work and Family/Nonwork Life/Leisure

- 158 Research Incubator: (Truly!) Novel Methods to Advance Work-Family Research, 207 A, 10:30AM
- 172 Exploring Pregnancy Bias in Field Settings: Emergence, Consequences, and Remediation, 201 A, 12:00PM
- 185 Work Interruptions: Expanding Research on Types, Sources, and Moderators, 303 A, 12:00PM
- 227 A Systems Approach to Work, Family, and Well-Being, 207 B, 3:30PM

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**HR** Indicates a human resources practitioner session**116. Community of Interest: 8:00AM-8:50AM 203 A**  
**Job Stress, Burnout, and Organizational Health: Aligning Science and Solutions**

Chu-Hsiang Chang, Michigan State University, *Host*  
Robert R. Sinclair, Clemson University, *Host*  
Deborah K. Ford, Accenture, *Coordinator*

**117. Special Events: 8:00AM-8:50AM 203 B**  
**Executive Board Special Session: Understanding and Supporting the Needs of Those who Practice I-O**

Members from the Professional Practice Committee will review the progress of initiatives to understand the needs of and inform those who practice I-O, to help advance the science of work psychology, and to facilitate the integration of science and practice. Audience feedback and input into additional opportunities will be sought.

Mark L. Poteet, Organizational Research & Solutions, Inc., *Chair*  
Ben Porr, Federal Management Partners, *Presenter*  
Bethany H. Bynum, Human Resources Research Organization, *Presenter*  
J. Craig Wallace, Oklahoma State University, *Presenter*  
Lynda Zugec, The Workforce Consultants, *Presenter*  
Submitter: Mark L. Poteet, mlpoteet@verizon.net

**118. Symposium/Forum: 8:00AM-8:50AM 204 A**  
**Maximizing Organizational Productivity: Leader Strategies for Promoting Inclusive Climates**

The following team of presenters will provide the SIOP community with a diverse perspective of projects underway in the applied world targeting organizational initiatives for promoting a positive and inclusive climate. The presenters focus on both direct and indirect behaviors/actions leaders can take that promote positive and inclusive organizational climates.

Miliani Jimenez, U.S. Army Research Institute, *Chair*  
Melinda Key-Roberts, U.S. Army Research Institute, *Co-Chair*  
Brigid Lynn, U.S. Army Research Institute, *Co-Chair*  
Lisa H. Nishii, Cornell University, *Discussant*  
Agata Gluszek, National Science Foundation, Lisa Frehill, National Science Foundation, *Inclusion and Organizational Leadership as Determinants of Federal Employee Engagement*  
Armando X. Estrada, Department of Defense, Colin Harbke, Western Illinois University, Jamie B. Severt, George Washington University, *Antecedents and Outcomes of Employee Perceptions of Inclusion at Work*  
Nastassia M. Savage, Clemson University, Marissa L. Shuffler, Clemson University, Sharon Wilson, Greenville Health System, *Staying Positive: The Influence of Leadership on Justice in Healthcare*  
Submitter: Miliani Jimenez, miliani.jimenez@gmail.com

**119. Panel Discussion: 8:00AM-8:50AM 206 A**  
**Social Media Strikes Selection: Challenges of the Technological Era**

This session discusses the increasing integration of social media into recruitment and selection practices. It addresses professional sites such as LinkedIn, as well as personal sites such as Facebook and Twitter. Legal and ethical issues, branding, and social media's proper and improper usage will be discussed.

Maura J. Mills, Hofstra University, *Chair*  
Christopher Salute, Mercy College, *Co-Chair*  
Nicolas Roulin, University of Manitoba, *Panelist*  
Comila Shahani-Denning, Hofstra University, *Panelist*  
Michael J. Zickar, Bowling Green State University, *Panelist*  
Julie S. Zide, Goldman Sachs, *Panelist*  
Submitter: Maura J. Mills, Maura.Mills@hofstra.edu

**120. Roundtable/Conversation Hour: 8:00AM-8:50AM 207 A**  
**Allies: Finding, Supporting, Developing, and Encouraging Allies in Organizations**

Allies are key to creating and sustaining positive social and organizational change for underrepresented and disempowered groups. This session will

discuss allies around 3 themes: critical incidents of ally behavior; identifying, supporting, and developing allies; and, a research agenda for allies in organizations. Practitioners, academics, and students are all welcome!

Enrica N. Ruggs, University of North Carolina at Charlotte, *Host*  
Larry R. Martinez, The Pennsylvania State University, *Host*  
Mindy E. Bergman, Texas A&M University, *Host*

Submitter: Mindy E. Bergman, mindybergman@tamu.edu

**121. Alternative Session Type: 8:00AM-8:50AM 207 C**  
**Interactive Discussion: Where Have All the Ratings Gone?**

A growing performance management trend is the elimination of performance ratings. At the same time, performance ratings have been used as a key outcome variable for decades. Does research support omission of performance ratings? Does eliminating performance ratings have the intended consequences of improving the performance management process of organizations?

Kathleen A. Hettal, Providence Health & Services, *Co-Chair*  
Maya Garza, CEB, *Co-Chair*  
Paul E. Levy, University of Akron, *Presenter*  
Jeanette N. Cleveland, Colorado State University, *Presenter*  
Submitter: Kathleen A. Hettal, katie.hettal@providence.org

**122. Panel Discussion: 8:00AM-8:50AM 207 D**  
**What You Need to Know About Simulations in Industry/Research**

This panel will provide advice and best practices for designing and implementing simulations. In particular, strategies and unique challenges will be shared for utilizing simulations in industry and research across a range of purposes (selection, training, and development).

Steven Jarrett, Select International, *Co-Chair*  
Alissa D. Parr, Select International, *Co-Chair*  
Lily Cushenbery, Stony Brook University, *Panelist*  
Rick R. Jacobs, Pennsylvania State University, *Panelist*  
Rebecca Levine, PepsiCo, *Panelist*  
Eric J. Sydel, SHAKER, *Panelist*  
Yang Zhang, atrain GmbH, *Panelist*  
Submitter: Alissa D. Parr, alissa.parr@gmail.com

**123. Alternative Session Type: 8:00AM-8:50AM 303 A**  
**MythBusters: Debunking Common Early Career Mythconceptions**  
One's first year out of graduate school is a whirlwind of new challenges and opportunities. New practitioners and a professor from various organizations will foster an engaging discussion using real-time polling of the audience and by discussing how to prepare for, and be successful during one's first year.

James R. Longabaugh, IBM, *Co-Chair*  
Alejandra C. Matamala, IBM, *Co-Chair*  
Karlina A. Chapman, Willis Towers Watson, *Presenter*  
Lori Dawson, PepsiCo, Inc., *Presenter*  
Sayeedul Islam, Farmingdale State College, *Presenter*  
Genevieve Johnson, American Institutes for Research, *Presenter*  
Christopher B. Patton, PepsiCo, Inc., *Presenter*  
Submitter: Alejandra C. Matamala, amatamala1@gmail.com

**125. Friday Seminars: 8:00AM-11:00AM 205 A**  
**Friday Seminar: Person-Centered Analyses**

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. This introductory seminar exposes participants to what is commonly referred to as "person-centered analyses." The seminar includes a general overview of the differences between variable-centered and person-centered approaches, demonstrations of the many types of person-centered approaches, and presentations of more complex analyses such as latent class analyses.

Robert J. Vandenberg, University of Georgia, *Presenter*  
Jason L. Huang, Michigan State University, *Coordinator*  
Submitter: Jason L. Huang, huangjl@msu.edu

See pp. 6-7  
for CE info



**126. Friday Seminars: 8:00AM-11:00AM 205 B****Friday Seminar: The Benefits (and Costs) of Giving Your Employees Voice**

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. This session is designed to help practitioners apply the latest research techniques on specific action steps employees and managers can use to make sure organizations benefit from employee suggestions for change. Also, participants will work in small groups to identify pressing areas where their organizations need more research on voice.

Linn Van Dyne, Michigan State University, *Presenter*  
 Ethan R. Burris, University of Texas at Austin, *Presenter*  
 Kisha S. Jones, Pennsylvania State University, *Coordinator*  
 Submitter: Kisha S. Jones, kisha.jones@psu.edu

See pp. 6-7  
for CE info

**127. Panel Discussion: 8:30AM-9:50AM 201 C****Innovations in Job Assignment: Challenges and Opportunities Using Noncognitive Measures**

Referencing the context of the U.S. Army (one of the country's largest employers), this panel discusses the use of nontechnical criteria (e.g., turnover and organizational citizenship behaviors) in the job assignment process, clustering jobs using nontechnical criteria, and combining cognitive and noncognitive predictors in the job assignment process.

Heather M. Wolters, U.S. Army Research Institute for the BSS, *Chair*  
 Leaetta M. Hough, Dunnette Group, Ltd. & HirePayoff, *Panelist*  
 Ann Marie Ryan, Michigan State University, *Panelist*  
 Paul R. Sackett, The University of Minnesota, *Panelist*  
 Neal W. Schmitt, Michigan State University, *Panelist*  
 Len White, U.S. Army Research Institute, *Panelist*

Submitter: Heather M. Wolters, heather.m.wolters2.civ@mail.mil

**128. Symposium/Forum: 8:30AM-9:50AM 201 D****Modeling Item Characteristics for Automatic Item Generation**

Over the last several decades, the development of psychometric models and the power of computer algorithms allow for test items typically used in I-O psychology settings to be generated automatically. This symposium presents research on modeling psychometric characteristics of test items that can be used for automatic item generation.

Stephen Gunter, Camber Corporation, *Chair*  
 Stephen Stark, University of South Florida, *Discussant*  
 Logan M. Steele, University of Oklahoma, Lauren E. Cotter, Colorado State University, Matthew T. Allen, U.S. Department of Defense, Alan D. Mead, Talent Algorithms Inc, Ryan S. O'Leary, CEB, *Refining Automatic Item Generation: Predicting Item Difficulty With Item Characteristics*  
 Mathijs Affourtit, CEB, *Spatial Reasoning Item Generation: Predicting Item Difficulty and Differentiation*

Anne Thissen-Roe, Comira, Stephen Gunter, Camber Corporation, *Automatic Response Option Sampling for Situational Judgment Items*  
 Phillip M. Mangos, Adaptive Immersion Technologies, Noël A. Hulse, Adaptive Immersion Technologies, *Real-time Assessment Construction for Predicting Effectiveness in Human-Machine Teams*

Submitter: Anne Thissen-Roe, athissenroe@comiratesting.com

**130. Symposium/Forum: 8:30AM-9:50AM 204 B****Bridging Aging Research and Policy Making: An International Perspective**

The workforce is aging worldwide. Both organizational researchers and policy-makers strive for promoting workers' success and well-being across the lifespan. The current symposium will present research from four countries, including the United States, Italy, Ireland, and Turkey, and discuss how these findings apply to policy making.

Shan Ran, Wayne State University, *Chairs*  
 Lisa Marchiondo, University of New Mexico, *Chairs*  
 Carmen K. Young, Rice University, Margaret E. Beier, Rice University, *Training and the Workforce: Theoretical Implications as Workers Age*  
 Donald M. Truxillo, Portland State University, Sara Zaniboni, University of Trento, Franco Fraccaroli, University of Trento, *Job Characteristics to Support a Longer Working Life*  
 Jean A. McCarthy, University of Limerick, Noreen Heraty, University of Limerick,

Jeanette N. Cleveland, Colorado State University, Kevin R. Murphy, Colorado State University, *A Resource-Based Model of Financial Preparation for Retirement*  
 Barbara A. Fritzsche, University of Central Florida, Justin Marcus, Ozyegin University, Fatma Sevgili, Istanbul University, Ferry Fleurimond, University of Central Florida, *Public Policy Recommendations for the Aging Workforce in Turkey*

Submitter: Shan Ran, rochelleran@gmail.com

**131. Panel Discussion: 8:30AM-9:50AM 204 C****Influencing for Change: Organizational Adoption of Paradigm-Shifting Strategies**

Many efforts undertaken in the I-O field require large-scale change management in order to be successful. This panel of experts will discuss how influencing for change manifests in the execution of sound I-O practices, sharing best practices and strategies and fostering dynamic interaction with the audience.

Julia Bayless, Capital One, *Chair*  
 Greg Chalker, Capital One, *Panelist*  
 Erica I. Desrosiers, Walmart, *Panelist*  
 Jeffrey D. Facticeau, CEB, *Panelist*  
 Sammira A. Hammoud, Capital One, *Panelist*  
 Theodore L. Hayes, George Washington University, *Panelist*  
 Charlotte L. Powers, Johnson & Johnson, *Panelist*  
 Adam Vassar, Quintela Group, *Panelist*

Submitter: Julia Bayless, julia.bayless@capitalone.com

**132. Panel Discussion: 8:30AM-9:50AM 207 B****Performance Management Is Broken, So How Do We Fix It?**

Fueled by wide-spread dissatisfaction with the way performance management (PM) is practiced, many organizations have recently redesigned their PM processes. I-O psychologists from organizations at the forefront of this trend will describe and discuss the motives, approach, and outcomes of transforming PM in their organizations.

Seymour Adler, Aon Hewitt, *Chair*  
 Alan L. Colquitt, Eli Lilly & Company, *Panelist*  
 Allen M. Kamin, GE, *Panelist*  
 Megan L. Huth, Google, *Panelist*  
 Amy S. Walzer, ConAgra Foods, *Panelist*  
 Julie Merges, Edmunds.com, *Panelist*

Submitter: Seymour Adler, seymour\_adler@aon.com

**133. Symposium/Forum: 8:30AM-9:50AM 303 B****The Intersection of Leadership Development and Social Contexts**

Scholars and practitioners have called for approaches to leadership development that transcend individual leader development to consider the complex interactions throughout social systems that underpin organizational leadership. This symposium addresses these calls by presenting a series of studies that showcase relational and contextual elements of leadership and leadership development.

Le Zhou, University of Minnesota, *Chair*  
 Cynthia K. Maupin, University of Georgia, *Co-Chair*  
 Dorothy R. Carter, University of Georgia, *Co-Chair*  
 Cynthia K. Maupin, University of Georgia, Kristin L. Cullen-Lester, Center for Creative Leadership, Dorothy R. Carter, University of Georgia, *Developing, Shaping, and Co-Creating: Leveraging Relationships for Leadership Development*  
 Kirstin Phelps, University of Illinois, *Using SNA to Evaluate Effects of the LeaderShape Institute*  
 Xinxuan Che, Johns Hopkins University School of Medicine/University of South Florida, Michael A. Rosen, Johns Hopkins University School of Medicine, Craig J. Christie, Florida Institute of Technology, *Developing Situational Judgment Tests for Safety Leadership in Healthcare Organizations*  
 Weiwei Liu, Florida Institute of Technology, Erin M. Richard, Florida Institute of Technology, Thomas Skiba, Development Dimensions International, *Engagement in High Potential Leaders Across 40 Countries*  
 Yuening Jin, University of Minnesota, Jin Park, University of Minnesota, Le Zhou, University of Minnesota, John D. Kammeyer-Mueller, University of Minnesota, *A Multifoci Model on Changes in New Leaders' Organizational Commitment*

Submitter: Cynthia K. Maupin, ckmaupin@gmail.com

HR

**135. Poster Session: 9:00AM-9:50AM Ballroom A-E****Inclusion/Diversity/International/Cross-Cultural Issue****135-1 Understanding Overseas Adjustment: An Affective Events Theory Perspective**

Affective events theory informed a longitudinal study of the antecedents of affect during overseas living and its effect on adjustment. Pretest social support, social interaction, openness and acculturation predicted affect and lability in affect, which in turn predicted depression. Adjustment varied widely and did not follow a U-curve.

Brigitte K. Armon, Florida Institute of Technology  
Leah R. Wolfeld, Florida Institute of Technology  
Raad G. Alzaidalsharief, Florida Institute of Technology  
Hairong Jiang, Institute for Cross Cultural Management  
Oreoluwa O. Osikoya, Florida Institute of Technology  
Ambar Rodriguez, Florida Institute of Technology  
William K. Gabrenya, Jr., Florida Institute of Technology  
Submitter: William K. Gabrenya, Jr., gabrenya@fit.edu

**135-2 Perspective Taking and Sexual Harassment in the Workplace**

This study compared perspective-taking sexual harassment training to traditional training in regards to empathy and likelihood to intervene as bystanders in sexual harassment situations. Perspective-taking training was more effective for men who were low on hostile sexism but less effective for men who were high on hostile sexism.

Abbie N. Caudill, University of Akron  
Submitter: Abbie N. Caudill, abbiecaudill@gmail.com

**135-3 Effects of Diversity Management and Ethical Leadership on Well-Being**

This study examined a psychological process in which diversity management affects emotional exhaustion through team cohesion, a process moderated by ethical leadership. However, results of analyses on data from 537 public sector workers revealed no mediation effect but a moderating effect of ethical leadership on the cohesion-emotional exhaustion relationship.

Olivia Childers, University of Houston  
Lars U. Johnson, University of Houston  
Sonya M. Stokes, University of Houston  
Alec B. Nordan, University of Houston  
L. A. Witt, University of Houston  
Submitter: Olivia K. Childers, okc0002@gmail.com

**135-4 Strategically Evaluating Outreach for Individuals with Disabilities and Veterans**

This research investigated best practices among federal contractors for complying with recent requirements to evaluate outreach efforts for individuals with disabilities and protected veterans. Representatives from 77 contractor organizations were surveyed on current methods and prospective strategies for evaluating outreach. Strategies identified included both quantitative and qualitative evaluations.

Joanna L. Colosimo, SPHR, DCI Consulting Group, Inc.  
Rachel M. Gabbard, DCI Consulting Group, Inc.  
Kristen L. Pryor, DCI Consulting Group, Inc.  
Submitter: Kristen L. Pryor, kristenpryor06@gmail.com

**135-5 The Differential Impact of Developmental Experiences on Career Success**

Fewer women occupy leadership positions than men. This study illustrated how career experiences that provide access to social networks help men's careers more than women's. In order to help women's careers, organizations may want to rely on career experiences that do not capitalize upon access to powerful social networks.

Ginevra A. O. Drinka, Columbia University  
Submitter: Ginevra A. O. Drinka, gad2125@tc.columbia.edu

**135-6 Inequitable Gender Climates Adversely Impact Women in Male-Dominated Fields**

This study examined the impact of inequitable gender climates on self-presentational tendencies in the context of feedback seeking behaviors. Results implied that tokenism leads to perceptions of inequitable gender climates. Inequitable gender climate triggered the use of the

image defense motive leading to more feedback monitoring behaviors.

Leah Ellison, Florida Institute of Technology  
Lisa A. Steelman, Florida Institute of Technology  
Submitter: Leah Ellison, lellison2012@my.fit.edu

**135-7 Warmth Perceptions Drive Intragroup Bias Among Immigrants in the Workplace**

This study examined how immigrants evaluate immigrant applicants from different national groups in a hiring simulation, manipulating warmth and competence stereotypes about applicants' groups. Immigrants, but not locals, favored applicants from high warmth versus low/medium warmth immigrant groups. No effects emerged for competence. This highlights the role of workplace intragroup differentiation.

Naomi M. Fa-Kaji, Stanford University  
Franciska Krings, University of Lausanne  
Submitter: Naomi M. Fa-Kaji, fakaji.naomi@alumni.rice.edu

**135-8 Crime Reports' Impact on Racial Bias in Interpersonal Interactions**

This study investigated whether crime reports that include suspect race impact discrimination against minority individuals. Participants read a crime report before interacting with a Black or White confederate in a waiting room. A match between suspect and confederate race led participants to display greater negativity toward Black, but not White, confederates.

Naomi M. Fa-Kaji, Stanford University  
Michelle (Mikki) Hebl, Rice University  
Submitter: Naomi M. Fa-Kaji, fakaji.naomi@alumni.rice.edu

**135-9 Gender Context and Work Outcomes: A Meta-Analysis**

Studies linking gender context to work outcomes were meta-analyzed. There was little evidence of simple effects, but moderator analyses showed gender context has a stronger positive effect on men's (women's) evaluative and affective outcomes for men (women) performing gender-neutral versus masculine tasks, with the strongest effect on men's leadership.

Caren Goldberg, Bowie State University  
Alison M. Konrad, University of Western Ontario  
Alex P. Lindsey, George Mason University,  
Yang Yang, Rowan University  
Submitter: Alex P. Lindsey, aplindse@gmail.com

**135-10 Perceived Organizational Support and Proactivity's Role in Repatriates' Adjustment**

This research concerns antecedents of repatriates' adjustment. With data from 103 police officers, mediation analysis show that perceived organizational support (POS) and proactivity can predict adjustment, through the satisfaction of expectations. Increased POS and proactivity lead to better managed expectations, facilitating repatriates' experience of positive adjustment.

Veronique Goyette, University of Montreal  
Denis Lajoie, University of Montreal  
Luc Brunet, Univ de Montreal  
Submitter: Veronique Goyette, veronique.goyette.2@umontreal.ca

**135-11 Cultural Moderators of Relationships in the Job Demands-Resources Model**

This study investigates whether and to what extent cultural dimensions that vary across nations, specifically individualism-collectivism and uncertainty avoidance, moderate job demands-strain and job resources-strain relationships. Data from over 20,000 workers from 28 countries demonstrates that cultural dimensions do moderate some relationships within the job demands-resources model.

Seulki Jang, University of South Florida  
Winnie Shen, University of Waterloo  
Rena L. Rasch, Medtronic  
Submitter: Seulki Jang, seulki@mail.usf.edu

### 135-12 The Effect of Maternity Leave Length on Women's Career Outcomes

This poster examined the effect of maternity leave length on women's career outcomes by comparing a shorter (vs. longer) maternity leave. Findings indicate that a shorter (vs. longer) leave leads to higher hireability ratings and salary recommendations through increased masculinity perceptions and increased job commitment perceptions.

Anja Krstic, Wilfrid Laurier University  
Ivona Hideg, Wilfrid Laurier University

Submitter: Anja Krstic, krst1200@mylaurier.ca

### 135-13 Team Inclusion Over Time: Patterns and Outcomes

This study examines patterns of perceived inclusion over the course of team life and implications of inclusion for effective team processes and outcomes. Early inclusion predicted later inclusion and benefited teams in terms of higher trust and cohesion, lower levels of conflict, higher satisfaction, and higher self-rated productivity.

Lauren A. Lanzo, George Washington University  
Lynn R. Offermann, George Washington University

Submitter: Lauren A. Lanzo, llanzo@gwmail.gwu.edu

### 135-14 Mirrors or Mismatches: Management Ethnic Representativeness and Perceived Mistreatment

This study investigates the negative relationship between management ethnic representativeness and perceived mistreatment at work in 2 complementary studies. Results support the proposed mediator (perceived behavioral integrity) and moderator (ethnic dissimilarity) of this relationship, with effects stronger for ethnically dissimilar individuals when compared to more ethnically similar employees.

Alex P. Lindsey, George Mason University  
Jeremy F. Dawson, University of Sheffield  
Eden B. King, George Mason University  
Derek R. Avery, Wake Forest University

Submitter: Alex P. Lindsey, aplindse@gmail.com

### 135-15 Building Diversity Training Programs That Appeal to Resistant Trainees - Flanagan Award Winner

This study examines ways to increase the benefits of diversity training for individuals who are high in social dominance orientation (SDO). Results show a 3-way interaction between SDO, diversity training, and authority endorsement such that diversity training is effective for high SDO individuals when an authority figure gives an endorsement.

Ashley A. Membere, George Mason University  
Eden B. King, George Mason University  
David A. Kravitz, George Mason University  
Alex P. Lindsey, George Mason University

Submitter: Ashley A. Membere, amembere@masonlive.gmu.edu



### 135-16 Perceptions of Sexual Harassment: Investigating the Role of Cultural Values

This poster investigated the effects of individual level cultural values on perceptions of sexual harassment in the workplace. Findings suggest that individuals high on power distance and masculinity were more tolerant of sexual harassment. Cultural values of collectivism and masculinity also influenced the perceived severity of sexual harassment behaviors.

Vipanchi Mishra, West Chester University of Pennsylvania  
Jessica Doll, Coastal Carolina University  
Wyatt Delaney, West Chester University of Pennsylvania

Submitter: Vipanchi Mishra, mishra.vipanchi@gmail.com

### 135-17 Effects of Cultural-Mindset Priming on Evaluation of Performance Behaviors

This study investigated the effects of cultural-mindset priming on evaluation of performance behaviors in a performance appraisal context. Findings indicated that when making judgments of overall performance, compared to raters primed with collectivism, raters primed with individualism placed more weight on counterproductive and less weight on citizenship performance behaviors.

Vipanchi Mishra, West Chester University of Pennsylvania,  
Marcus L. Bost, Jr., West Chester University

Submitter: Vipanchi Mishra, mishra.vipanchi@gmail.com

### 135-18 Development and Preliminary Validation of the Older Worker Ageism Scale

This study aimed to develop and validate a scale of ageism toward older workers. Using a developmental sample recruited from MTurk ( $N = 301$ ), this study established preliminary evidence of content, construct, and criterion-related validity for the 4-dimensional scale. Future work should provide additional validity evidence for this scale using an organizational sample.

Javier H. Ospina, Colorado State University,  
Alyssa M. Gibbons, Colorado State University

Submitter: Javier H. Ospina, Javier.Ospina@colostate.edu

### 135-19 The Utility of Cultural Intelligence Factors: A Meta-Analytic Construct-Clarification

This poster meta-analyzes relationships of cultural intelligence (CQ) factors with antecedents, correlates and outcomes to compare latent and aggregate construct conceptualizations of CQ. Results based on 127 distinct samples ( $N = 29,421$ ) indicate differential validity of CQ factors and support an aggregate conceptualization of CQ. Theoretical and practical implications are discussed.

Thomas Rockstuhl, Nanyang Technological University  
Linn Van Dyne, Michigan State University

Submitter: Thomas Rockstuhl, TRockstuhl@ntu.edu.sg

### 135-20 Pygmalion in the Pipeline: How Managers' Perceptions Influence Minority Turnover

This study examined a Pygmalion effect whereby managers view racial minorities as less competent, which causes those employees to view themselves as less competent, subsequently causing them to turnover. The study tested and found support for this model with a paired sample of 247 employees and managers over 4 time points.

Isaac E. Sabat, George Mason University  
Caren Goldberg, Bowie State University  
Eden B. King, George Mason University

Submitter: Isaac E. Sabat, isaacsabat@gmail.com

### 135-21 Publication Bias in Stereotype Threat on Test Performance: A Meta-Analysis

Although the general conclusion has been that stereotype threat exists and is robust, recent meta-analyses have raised question about the nature of this effect. This study is a meta-analysis of stereotype threat in adults on cognitive ability tests, subjecting the database to new tests for publication bias and p-hacking.

Oren R. Shewach, University of Minnesota  
Paul R. Sackett, University of Minnesota  
Sander Quint, University of Minnesota

Submitter: Oren R. Shewach, ors10@albion.edu

### 135-22 The HEXACO Personality Traits, Cultural Intelligence, and International Student Adjustment

This study examined the HEXACO personality traits and cultural intelligence (CQ) for predicting international students' adjustment ( $N = 204$ ). Agreeableness and metacognitive and cognitive CQ positively predicted students' general adjustment, whereas Conscientiousness and cognitive CQ positively predicted students' school-related adjustment. Facets of cultural intelligence generally demonstrated stronger associations with students' adjustment-related outcomes.

Frank Shu, Illinois Institute of Technology  
Samuel T. McAbee, Illinois Institute of Technology  
Roya Ayman, Illinois Institute of Technology

Submitter: Samuel T. McAbee, smcabee@iit.edu

### 135-23 The Influence Of Leader Characteristics On Perceptions Of Everyday Sexism

This study investigated the impact of leader likability on women's perceptions of sexist behaviors reportedly perpetrated by that leader. As predicted, a likable leader was perceived as less biased than an unlikable leader. Likability and sexist behavior also influenced participant endorsement of actions intended to address his behavior.

Samantha M. Smith, DePaul University

Submitter: Samantha M. Smith, sammsmith1991@gmail.com



**135-24 Acknowledging Age in Service Contexts: Does "What" Make a Difference?**

This poster examined the impact that age, gender, and different identity management strategies had on perceptions of satisfaction in a customer service scenario across 3 experiments. Older men and younger women received the lowest ratings and providing counterstereotypical individuating information provided a boost for older workers.

Nicholas A. Smith, The Pennsylvania State University

Larry R. Martinez, The Pennsylvania State University

Submitter: Nicholas A. Smith, nicholas.smith.psu@gmail.com

**135-25 Overcoming Cross-Cultural Response Style Bias: Forcing Improved Measurement**

Personality assessments using Likert scale single statements and 2 alternative forced-choice statements were examined using samples from the US and China. Responses to the single statements exhibited the well-known response style bias: more extreme categories endorsed by Americans than by Chinese, but much smaller differences were seen for forced-choice format.

Tianjun Sun, University of Illinois at Urbana-Champaign

Mengyang Cao, University of Illinois at Urbana-Champaign

Fritz Drasgow, University of Illinois at Urbana-Champaign

Submitter: Tianjun Sun, tsun5@illinois.edu

**135-26 Development and Validation of the Work Hope Scale (WHS)**

Through 4 interlocking studies, this poster develops and validates a Work Hope Scale (WHS) in the Chinese context. Results show that WHS has 3 dimensions: enhanced hope, peaceful hope, and supportive hope. Evidence is provided for the scale's reliability and construct validity, including convergent, discriminant, and criterion-related validity.

Yejun Zhang, University of Wisconsin Milwaukee

Jian Min Sun, Renmin University of China

Margaret A. Shaffer, University of Wisconsin Milwaukee

Submitter: Yejun Zhang, zhangyejun1990@gmail.com

**135-27 The Benefits of Beauty: Mediators of Attractiveness Bias in Interviews**

Simulated interviews were conducted with female confederate candidates who wore makeup to alter their appearance. Results indicated that perceptions of attractiveness were significantly associated with perceived competence, likability, and hireability, and that perceptions of competence, likability, social skills, and disgust mediated the relationship between attractiveness and hireability.

Breanna R. Wexler, University of Missouri-St. Louis

Stephanie M. Merritt, University of Missouri-St. Louis

Submitter: Breanna R. Wexler, brwkc3@mail.umsl.edu

**135-28 Disability Dimensions: Course, Risk and Mortality Salience Predict Workplace Bias**

The course, risk and mortality salience of a disability were found ( $N = 242$ ) related to work-related variables (initial salary, hireability, trainability, dependability and potential absenteeism). Additionally the mortality salience of the job was an important predictor. Results indicate the usefulness of studying dimensionality of disabilities instead of disability type.

Kimberly J. Wilson, Roosevelt University

Adrian Thomas, Roosevelt University

Jacqueline K. Deuling (Mitchelson), Roosevelt University

Submitter: Kimberly J. Wilson, kjaewil@gmail.com

**136. Special Events: 9:00AM-9:50AM 201 A**

**Distinguished Professional Contributions Award: Leadership—New Directions/Paradigms for Identifying & Developing Leaders**  
Our field has been stuck in 25 old leadership frameworks, such as leadership competency models. Rob Silzer will discuss new directions/paradigms to more effectively identify and develop leaders. He will also share lessons he has learned about leadership from 40 years of professional practice.

Allan H. Church, PepsiCo, *Host*

Rob F. Silzer, HR Assessment & Development/

Baruch, Graduate Center CUNY, *Presenter*

Submitter: Allan H. Church, allan.church@pepsico.com

**137. Special Events: 9:00AM-9:50AM****201 B****Distinguished Teaching Contributions Award: Teaching Through the Lens of Research on Training and Learning**

Teaching while conducting research on training and learning creates challenges beyond the usual difficulty of finding time to do both. In this talk, Kenneth Brown will discuss efforts to bring learning research into his daily teaching practices. The discussion will focus on student motivation, team projects, and learning assessment.

Megan W. Gerhardt, Miami University, *Host*

Kenneth G. Brown, University of Iowa, *Presenter*

Submitter: Enrica N. Ruggs, eruggs@uncc.edu

**138. Community of Interest: 9:00AM-9:50AM****203 A****Social Networks and Selection: Pearls and Perils**

Michael J. Zickar, Bowling Green State University, *Host*

Jamie L. Winter, Development Dimensions International (DDI), *Host*

Anthony S. Boyce, Aon Hewitt, *Coordinator*

**139. Special Events: 9:00AM-9:50AM****203 B****Executive Board Special Session: How to Advocate for I-O and Unlock Federal Funding Opportunities**

This session includes 2 educational components for SIOP members.

First, Laura Uttley of Lewis-Burke Associates will discuss SIOP's federal government relations initiative and provide opportunities for involvement.

Then, Mo Wang will discuss applying for scientific funding (e.g., the key ingredients of a successful proposal and how to approach program officers).

Seth A. Kaplan, George Mason University, *Chair*

Zachary N. J. Horn, Stitch Fix, *Co-Chair*

Laura Uttley, Lewis-Burke Associates LLC, *Presenter*

Mo Wang, University of Florida, *Presenter*

Submitter: Seth A. Kaplan, skaplan1@gmu.edu

**140. Alternative Session Type: 9:00AM-9:50AM****204 A****Ignite + Panel Discussion: Organizing That's Out of This World!**

Confronting the challenges of "working" in outer space requires fresh thinking on core topics in I-O psychology: teamwork, training, leadership, communication, and performance adaptation. Eight thought leaders engaged in understanding the organizing involved in space exploration will spark these ideas sharing their insights about the future field of I-O.

Lindsay E. Larson, Georgia Institute of Technology, *Co-Chair*

Benjamin R. Jones, Georgia Institute of Technology, *Co-Chair*

Leslie A. DeChurch, Georgia Institute of Technology, *Co-Chair*

Wendy L. Bedwell, University of South Florida, *Presenter*

Suzanne T. Bell, DePaul University, *Presenter*

Noshir Contractor, Northwestern University, *Presenter*

Stephen M. Fiore, University of Central Florida, *Presenter*

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

Eduardo Salas, Rice University, *Presenter*

Scott I. Tannenbaum, Group for Organizational Effectiveness, *Presenter*

Submitter: Lindsay E. Larson, lindsaylarson200@gmail.com

**141. Panel Discussion: 9:00AM-9:50AM****206 A****Executive Onboarding-From Sink or Swim to Supported Transitions**

Panelists from 4 organizations share their successes and challenges around building and implementing executive onboarding tools and programs. They will share the challenges they have faced, how they've made the case for robust onboarding support, and what tools they are currently using.

Lorry A. Olson, Bank of America, *Chair*

Jessica Osedach, Bank of America, *Panelist*

Robin R. Cohen, Johnson & Johnson, *Panelist*

Eric D. Elder, Corning, Inc., *Panelist*

Sarah Evans, Walmart, *Panelist*

Submitter: Jessica Osedach, jessica.osedach@bankofamerica.com

**142. Roundtable/Conversation Hour: 9:00AM-9:50AM 207 A****The Demise of the Performance Review: Is Rating Research Irrelevant?**

Historically researchers have focused much attention on performance appraisal practices, such as the rating form and rater training. However, there is a growing movement to eliminate not only annual performance reviews but to eliminate all formal employee ratings. This conversation hour will focus on the future of performance rating research.

Sylvia G. Roch, University at Albany, SUNY, *Host*

C. Allen Gorman, East Tennessee State University, *Host*

Submitter: Sylvia G. Roch, sroch@albany.edu

**143. Panel Discussion: 9:00AM-9:50AM 207 C****The Art and Science of Successful Consulting Engagements**

This panel will shed light on the nuances encountered during consultant/business partner relationships, discuss instances of successful partnerships, and offer suggestions for best practices to strengthen relationships.

Michael J. Hudy, SHAKER, *Chair*

Daly Vaughn, SHAKER, *Co-Chair*

Scott Boyd, Flowserve Corporation, *Panelist*

Rebecca H. Bryant, Bank of America, *Panelist*

Melanie Coleman, Walmart, *Panelist*

Rick R. Jacobs, Pennsylvania State University, *Panelist*

John C. Scott, APTMetrics, Inc., *Panelist*

Submitter: Daly Vaughn, dalyvaughn@gmail.com

**144. Panel Discussion: 9:00AM-9:50AM 207 D****Leader Analytics: Big Data Meets Small(er) Numbers**

"Big data" and "people analytics" have advanced data based insights to domains such as recruitment, retention, and performance evaluation. Less emphasized, however, is the intersection of analytics and leadership. As such, this panel discusses leader analytics, or the data-driven approach to identifying, developing, and retaining executive leaders.

Nathan E. Wiita, RHR International, *Chair*

Maren Dollwet, DIRECTV, *Panelist*

Melissa M. Harrell, Google, *Panelist*

Julie Rodda, Starbucks, *Panelist*

Jill Mowry Strange, Infor, *Panelist*

Submitter: Nathan E. Wiita, nathan.wiita@gmail.com

**145. Symposium/Forum: 9:00AM-9:50AM 303 A****Creating and Sustaining Unmanned Aerial Systems: Opportunities for I-O Psychology**

This symposium presents work in areas of training, selection, and performance assessment across military and civilian (both government and commercial) applications as a means to highlight some of I-O psychology's contribution to unmanned aerial systems (UAS) research.

Rebecca Beard, The Group for Organizational Effectiveness, Inc., *Chair*

Winston R. Bennett, Jr., Air Force Research Laboratory, *Discussant*

George M. Alliger, Group for Organizational Effectiveness, Michael J. Garrity, Aptima, Inc., Michael J. Keeney, Aptima, Inc., Jennifer Winner, Air Force Research Laboratory, *Training Needs for Civil Government and Commercial UAS Applications*

Thomas R. Carretta, Air Force Research Laboratory, Mark R. Rose, Air Force Research Laboratory, Laura G. Barron, Air Force Research Laboratory, Michael Ingerick, HumRRO, Michael J. Keeney, Aptima, Inc., *Optimizing UAS Pilot Person-Job Match Using Aptitude and Personality Measures*

Leah Rowe, Air Force Research Laboratory, *Simulators for Applied Training Research on Remotely Piloted Aircraft Teams*

Submitter: Michael J. Keeney, mkeeney@aptima.com

**146. Panel Discussion: 9:00AM-9:50AM 303 D****Assessments on the Go: Designing and Implementing Mobile-Friendly Assessments**

The influence of mobile devices in the assessment world making it important to understand the impact of these devices on test outcomes. This panel of scholars will discuss both the current state of designing and implementing mobile-friendly assessments as well as explore future implications of development, validation, and usability.

Cheryl Fernandez, University of Nebraska, Omaha, *Co-Chair*

Nate T. Dvorak, Gallup, *Co-Chair*

Ben Hawkes, Mindsight, *Panelist*

Amber L. Smittick, Hogan Assessment Systems, *Panelist*

Renae M. Slaughter, PepsiCo, Inc., *Panelist*

Submitter: Cheryl Fernandez, cfernandez@mail.unomaha.edu

**147. Poster Session: 10:30AM-11:20AM Ballroom A-E****Leadership/Leadership Development/Coaching****147-1 Author Nationality and Practitioners' Attitudes Toward Management Knowledge**

This study examined the effect of the authors' country-of-origin on the attitudes of Chinese business managers towards management knowledge. Results indicated that Chinese executives perceive higher value in American (Chinese) originated knowledge when it is matched to American (Chinese) authors than the other way around.

Sunghoon Kim, University of New South Wales,

Jian Min Sun, Renmin University of China

Lu Wang, University of New South Wales

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

**147-2 Sexual Orientation and Leadership: Are Gay Men at an Advantage?**

Previous studies found that gay targets were rated as more communal and more suitable for feminine leadership positions than a heterosexual target, with ratings of target communion serving as mediators. This study provided participants with conflicting information on the target's agency and communion; the results were unchanged.

Renzo J. Barrantes, Florida International University

Asia A. Eaton, Florida International University

Submitter: Renzo J. Barrantes, rbarr017@gmail.com

**147-3 Measuring the Effects of Contextual Constraints on Perceptions of Leadership**

This study was conducted to test the connectionist model of leadership using an implicit association task. The effects of follower behavior and affect on leadership were tested. Individuals watched affect inducing videos, were placed in a leader role, and asked to read about their followers' behaviors.

Kathleen B. Boyd, Virginia Tech

Roseanne J. Foti, Virginia Tech

Yashna Shah, Virginia Tech

Submitter: Kathleen B. Boyd, kbs87@vt.edu

**147-4 Leader Approachability: What Is It and What's It Good For?**

This study advances a new construct, leader approachability, defined as availability, warmth, and receptivity to ideas. A 30-item measure is developed and validated against multiple outcomes (e.g., OCBs, turnover intention) incrementally over established constructs (e.g., Consideration, Trustworthiness) in a sample of full-time working adults. Findings encourage further research on approachability.

Cameron G. Brown, University of Tulsa

Robert P. Tett, University of Tulsa

Submitter: Cameron G. Brown, cameron-brown@utulsa.edu

**147-5 Using Experiential Learning for Leader Development in the Military Domain**

This leadership development program was designed to be delivered to a cohort of 10 high-performing individuals from across the United States Strategic Command. This study measured leader identity, leader self efficacy, and motivation to lead before and 3 months following the program.

John D. Crowe, University of Nebraska at Omaha

Laura Jones, Booz Allen Hamilton

Donald P. Duralia, United States Strategic Command

TJ Hammond, United States Strategic Command

Ginamarie Ligon, University of Nebraska at Omaha

Douglas C. Derrick, University of Nebraska at Omaha

Submitter: John D. Crowe, john.david.crowe@gmail.com

#### 147-6 Supervisor Undermining and Performance: Mediating Roles of Self-Esteem and Creativity

Drawing upon the componential theory of creativity, this study proposes that supervisor undermining diminishes employee creativity in the workplace (through employee self-esteem). The theoretical model also proposes an indirect effect of supervisor undermining on employee overall job performance, which occurs through the mediating processes of both employee self-esteem and creativity.

Gabi Eissa, University of Wisconsin-Eau Claire

Sydney Chinchanchokchai, University of Wisconsin-Eau Claire

Submitter: Gabi Eissa, eissagm@uwec.edu

#### 147-7 The Influence of Gender Stereotypes on Perceptions of Authentic Leaders

This study reconsidered authentic leadership theory to take gender dynamics embedded in organizational structures into account. Results suggest that relational authenticity can hinder evaluations of women leaders and that the source of adverse consequences is the enhanced association with gender stereotypes that occurs when women lead with relational authenticity.

Rachel Fudman, BTS

Submitter: Rachel Fudman, ref2130@columbia.edu

#### 147-8 The Measurement of Explicit and Implicit Romance of Leadership

Research examined the dimensionality of explicit romance of leadership (ROL) and created an implicit measure of ROL. Explicit ROL was found to be best conceptualized as a 3 dimensional construct whereas implicit ROL was found to demonstrate unique relationships with the 3 dimensions of explicit ROL.

Cari L. Gardner, Nestle Purina

Mark E. Tubbs, University of Missouri-St. Louis

Submitter: Cari L. Gardner, cari.rottman@gmail.com

#### 147-9 Leaders' Identity and Reputation Interact to Explain Leader Well-Being

Analysis of data from 292 leaders and 456 followers supported an identity (Dark Triad) by reputation (charismatic leadership) variable interaction in explaining leader job satisfaction and perceived social worth. Results suggest that a reputation for charismatic leadership can buffer the otherwise inimical consequences of a disposition toward interpersonal detachment.

Robert R. Hirschfeld, University of Colorado

Jeremy B. Bernerth, Louisiana State University

H. Jack Walker, Auburn University

Submitter: Robert R. Hirschfeld, rrhirschfeld@gmail.com

#### 147-10 Perceptual Disconnects in Leadership Emergence: A Dyadic Approach

This study examines the phenomenon of perceptual disconnects in informal leadership emergence and explores their antecedents and group-level consequences. Research distinguishes among leadership emergence by the type of perceptual alignment between leaders and followers: connected, unrequited, and unrecognized leadership, using ERGMs to identify multiple factors contributing to disconnects.

Samantha Holland, DCI Consulting Group, Inc.

Stephen J. Zaccaro, George Mason University

Leslie A. DeChurch, Georgia Institute of Technology

Submitter: Samantha Holland, samahol@gmail.com

#### 147-11 Passive Leadership, Trust, and Perceptions of Justice

This 3-wave study examined the effects of passive leadership behavior on employees' cognition-based trust and perceptions of justice. Results suggest that passive leadership had a direct effect on cognition-based trust, controlling for transformational and transactional leadership. Further, passive leadership exerted indirect effects on perceptions of justice through cognition-based trust.

Brian C. Holtz, Temple University

Jalen F. Blot, Temple University

Joseph Regina, Temple University

Elaina DeHoratius, Temple University

Submitter: Brian C. Holtz, bholtz@temple.edu

#### 147-12 Back Stabbers Versus Guardian Angels: Supervisory Retaliation for Skip-Level Voice

Skip-level voice is employees' voice behavior toward higher-level leaders while skipping over their direct supervisors. It was found that direct supervisors retaliate voicers when the voiced issues infringe rather than expanding their authority territory (back stabbers); they reward the voice that expands rather than infringing their territory (guardian angels).

Xu Huang, Hong Kong Baptist University

Erica Xu, Hong Kong Baptist University

Wu Liu, Hong Kong Polytechnic University

Xinyan Wang, Jiangxi University of Finance and Economics

Jie Yang, Jiangxi University of Finance and Economics, China

Submitter: Xu Huang, mshuangx@polyu.edu.hk

#### 147-13 Managers' Attributions and Responses to Voice: A Matter of Context

Supervisors should respond favorably to employee voice if they attribute prosocial motives to the voice event. Although intuitive, support for this relationship is rather weak. This poster tests a moderation model and shows that the relationship is context-dependent in that it holds only for private voice but not for public voice.

Sofya Isaakyan, Maastricht University

Hannes Guenter, Maastricht University

Submitter: Sofya Isaakyan, s.isaakyan@maastrichtuniversity.nl

#### 147-14 Reciprocal Effects of Procedural Justice and Trustworthiness During a Merger

This study examines the causal relations between employees' perceptions of merger process procedural justice and top management's trustworthiness using 3-wave longitudinal data ( $n = 622$ ). Results show positive reciprocal relations over time and the positive effect of trustworthiness on justice being stronger than the opposite direction.

Janne Keltiainen, University of Helsinki

Jukka Lipponen, University of Helsinki

Brian C. Holtz, Temple University

Submitter: Brian C. Holtz, bholtz@temple.edu

#### 147-15 Culture and Downward Influence Tactics: A Meta-Analysis of Correlates

This poster examined the role of culture in moderating the relationship between downward influence tactics and their correlates. Meta-analysis results suggest that although members are universally sensitive to how their leaders treat them, their responses in vertical collectivist cultures may also be influenced by collective interests and role-based obligations.

Mahfooz A. Ansari, University of Lethbridge

Zhanna Lyubykh, University of Lethbridge

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

#### 147-16 Assertiveness and Leadership Perceptions: The Role of Gender and LMX

Using an experimental design ( $N = 469$ ), this poster examined the main and interacting effects of assertiveness, gender, and LMX quality on leader outcomes. As expected, the moderate assertiveness condition was better predictive of positive leader outcomes. LMX did interact significantly with assertiveness in predicting leadership outcomes, whereas gender did not.

Corie S. Lazenby, University of Lethbridge

Mahfooz A. Ansari, University of Lethbridge

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

#### 147-17 Personality, Skills, and Interpersonal Leadership: A Moderated Mediation

This poster investigated mechanisms by which personality may predict leadership performance. In a sample of 131 undergraduate management students, emotional stability was positively related to leadership behaviors via self-esteem. Self-monitoring acted as a moderator between self-esteem and interpersonal leadership, but not between self-esteem and personal leadership.

Catherine A. LeBlanc, University of Toronto

Phani Radhakrishnan, University of Toronto

Daniela Kutleva, University of Toronto

Submitter: Catherine A. LeBlanc, catherine.leblanc@mail.utoronto.ca



**147-18 Why Is Your Boss Making You Sick? A Longitudinal Investigation**

In a longitudinal investigation, cross-lagged effects of abusive supervision on subordinate health are tested, as well as pitting 4 theoretically relevant mechanisms explaining this effect against one another. Results indicate that subordinate ruminative thinking about their experiences mediates the lagged association between abusive supervision and subordinate health.

Lindie H. Liang, University of Waterloo

Samuel Hanig, University of Waterloo

Douglas J. Brown, University of Waterloo

Huiwen Lian, Hong Kong University of Science and Technology

Submitter: Lindie H. Liang, lindie.liang@gmail.com

**147-19 Advancing the CIP Model of Leadership: A Scale Development Effort**

The purpose of this effort is to expand the use of the CIP model of leadership through the development of a new measurement scale. Findings indicate support for a 2-dimensional model based on 3 leadership styles and 12 leader characteristics with excellent fit (SRMR = .06). Implications are discussed.

Jeffrey B. Lovelace, The Pennsylvania State University

Brett H. Neely, The Pennsylvania State University

Samuel T. Hunter, The Pennsylvania State University

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

**147-20 Leader Goal Orientation and Effectiveness: Mediating Effects of Transformational Leadership**

This research examined transformational leadership as a mechanism through which leader state goal orientation influences leader effectiveness. Results revealed that leader state learning orientation directly influenced perceptions of transformational leadership and indirectly influenced leader effectiveness through transformational leadership. Implications for leadership science and practice are discussed.

Tyree D. Mitchell, DePaul University

Submitter: Tyree D. Mitchell, tyree.mitchell@yahoo.com

**147-21 The Impact of Self-Construal on Nonverbal Behaviors of Charismatic Leadership**

This study examined the relationship between interdependent self-construal and perceptions of charismatic leadership. 140 managers delivered a speech while being videotaped. SEM analyses showed that this relationship is mediated by nonverbal behaviors reflecting intention to build relationship.

Malini Nagpal, Alliant International University

Nurcan Ensari, Alliant International University

Submitter: Nurcan Ensari, nensari@alliant.edu

**147-22 Who (or What) to Blame: Subordinate Attributions of Leader Errors**

When leaders commit errors, subordinates are left to determine the cause: leader, self, or situation? By integrating attribution theory with a leader error taxonomy, this poster investigates follower attributions of leaders commit errors. Evidence is found that specific error types are differentially attributed to leaders over other factors.

Brett H. Neely, The Pennsylvania State University

Dawn L. Eubanks, The University of Warwick

Samuel T. Hunter, The Pennsylvania State University

Submitter: Brett H. Neely, bhneely3@gmail.com

**147-23 Military Leadership, Members' Morale, Identification, and Intentions to Stay**

Among the Canadian Armed Forces, members' perceptions of their leaders (based on the competing values framework) predicted work stressors (i.e., role ambiguity, role conflict, and role insufficiency), which subsequently predicted morale and military identification. Morale also predicted strong identification, and these, in turn, predicted intentions to stay in uniform.

Jennifer M. Peach, Defence Scientist

Erinn C. Squires, Defence Scientist

Chantal L. Lemieux, University of Ottawa

Submitter: Ann-Renee Blais, Ann-Renee.Blais@drdc-rddc.gc.ca

**147-24 A Meta-Analysis of the Chinese Triad-Model of Paternalistic Leadership**

A 5-language meta-analysis ( $N = 84$ ,  $k = 93$ ) was conducted on the triad-model of paternalistic leadership to examine its relationship with 11 theoretically relevant correlates and outcomes. Results support the notion that paternalistic leadership is not a unitary construct, and an agenda for future research is suggested.

Ajay R. Ponnappalli, Florida International University

Sibel Ozgen Novelli, FIU Center for Leadership

Nathan J. Hiller, Florida International University

Hock-Peng Sin, Florida International University

Submitter: Ajay R. Ponnappalli, ajrama@gmail.com

**147-25 LMX, Organizational Cynicism, and Organizational Politics: A Cross-Lagged Examination**

Testing a theoretical LMX model, this paper examines longitudinal relationships between LMX, perceptions of organizational politics, and organizational cynicism. Results from 311 employed participants suggest that, over time, perceptions of politics and organizational cynicism both predict LMX quality. LMX quality only contributes to perceptions of organizational politics not organizational cynicism.

Kristyn A. Scott, Ryerson University

David Zweig, University of Toronto-Scarborough

Submitter: Kristyn A. Scott, kristyn.scott@ryerson.ca

**147-26 Impact of Role Model Similarity on Women's Leadership Outcomes**

Role models can serve as a means to counteract the prevalent "Think Leader, Think Male" stereotype. This research investigates the impact of perceived similarity to the role model on various leadership outcomes. Role model similarity was found to predict task performance, perceived performance, leadership self-efficacy and future leadership behavior.

Yashna Shah, Virginia Tech

Roseanne J. Foti, Virginia Tech

Submitter: Yashna Shah, yshah@vt.edu

**147-27 Sources of Stability and Fluidity in Workers' Implicit Leadership Theories**

Little is known about antecedents, both personal and situational, of implicit leadership theories (ILTs). Using a sample of dual job holders, it was found that workers' ILTs demonstrated both stability and fluidity; workers' trait identities led to stability in ILTs, whereas differences in organizational culture promoted change in ILTs across contexts.

Winnie Shen, University of Waterloo

Submitter: Winnie Shen, winny.shen@uwaterloo.ca

**147-28 The Effects of Perceived Ethical Leadership on Employee Emotional Exhaustion**

This poster describes a psychological process in which ethical leadership influences emotional exhaustion through procedural justice, a process moderated by conscientiousness. Results of analyses on data collected from 537 workers revealed that the indirect effect of ethical leadership on emotional exhaustion was strongest at high levels of conscientiousness.

Sonya M. Stokes, University of Houston

Lars U. Johnson, University of Houston

L. A. Witt, University of Houston

Allison M. Boyes, University of Houston

Tiffany M. Bisbey, University of Houston

Kimberly T. Silva, University of Houston

Submitter: Lars U. Johnson, larsjohnson84@gmail.com

**147-29 Humble Leadership and Engagement Interact to Predict Employee Turnover**

This study was designed to determine if leaders' humility and employees' engagement interact to predict employee turnover. Results revealed that the relationship between engagement and turnover was negative for individuals who have humble leaders, but no relationship exists between engagement and turnover for individuals who have leaders that lack humility. Allison N. Tenbrink, Select International

Justin M. Weinhardt, University of Calgary  
Don M. Moretti, Sears Holdings Corporation

Submitter: Allison N. Tenbrink, [atenbrink@selectintl.com](mailto:atenbrink@selectintl.com)

#### 147-30 Follower Preferences for Transformational Leadership: Roles of Personality and Beliefs

This study tested a model of the relationships among followers' personality characteristics, co-production of leadership beliefs, and preference for transformational leadership. Results supported 2 indirect relationships between both motivation to lead and proactive personality and preference for transformational leadership through a dimension of followers' coproduction of leadership beliefs.

Elisa M. Torres, University of California, San Diego  
Mark G. Ehrhart, San Diego State University

Submitter: Elisa M. Torres, [elisatorres1189@gmail.com](mailto:elisatorres1189@gmail.com)

#### 147-31 A Taxonomy of Virtual Team Leadership Effectiveness Behaviors

The purpose of this research was to identify and propose a taxonomy of virtual team leadership effectiveness behaviors. Thirty-four virtual team leaders were interviewed. Results were sorted into behavioral clusters and organized into 3 metathemes to create a preliminary hierarchical framework.

Christianne Varty, University of Calgary  
Thomas A. O'Neill, University of Calgary  
Laura A. Hambley, Work EvOHlution  
Megan Kendall, Work EvOHlution

Submitter: Thomas A. O'Neill, [toneill7@gmail.com](mailto:toneill7@gmail.com)

#### 147-32 Pride: Bright and Dark Consequences for Leader Emergence and Effectiveness

In a field study of leader-follower dyads, research examined mediating mechanisms linking leader and follower authentic and hubristic pride and leader emergence and effectiveness. Findings indicate a positive relationship between authentic pride and both leadership outcomes but a negative relationship between hubristic pride and these outcomes due to similar mechanisms.

Edward Yeung, University of Waterloo  
Winny Shen, University of Waterloo

Submitter: Winny Shen, [winny.shen@uwaterloo.ca](mailto:winny.shen@uwaterloo.ca)

#### 148. Master Tutorial: 10:30AM-11:50PM 201 A

##### Functional Job Architecture: Practical Solutions for Large-Scale Job Analysis

This interactive session builds participant knowledge for conducting large-scale, functionally driven job architecture and analysis. The presenters detail process steps, tools, lessons learned, and best practices for full cycle design, validation, and implementation of enterprise job family taxonomies, competency models, role profiles, and job descriptions.

David R. Coole, APTMetrics, *Presenter*  
Monica Schultz, Cox Communications, INC., *Presenter*  
Kristina K. Loignon, Lowe's Companies, Inc., *Presenter*  
Toni S. Locklear, APTMetrics, Inc., *Presenter*

Submitter: David R. Coole, [dcoole@aptmetrics.com](mailto:dcoole@aptmetrics.com)

#### 149. Panel Discussion: 10:30AM-11:50PM 201 B

##### Let's Try Again: Strategies for Increasing Senior-Level Women in Organizations

Women are underrepresented in senior-level leadership positions in organizations. Reasons for this are complex and efforts that have been launched to remedy the situation have met with some success and some drawbacks. Panelist discuss this topic and provide thoughts about how to increase the representation of women in leadership positions.

Christoph Gloger, Louisiana Tech University, *Co-Chair*  
Steven R. Toaddy, Louisiana Tech University, *Co-Chair*  
Mitzi Desselles, Louisiana Tech University, *Panelist*  
Eleni V. Lobene, Aon Hewitt, *Panelist*  
Stephanie L. Murphy, Dell, *Panelist*

Leena Pundt, Hochschule Bremen University of Applied Sciences, *Panelist*

Submitter: Christoph Gloger, [glogerch@googlemail.com](mailto:glogerch@googlemail.com)

#### 150. Panel Discussion: 10:30AM-11:50PM 201 C

#### Visible I-O: Prosocial Insights From the United Nations

SIOP visibility initiatives attempt to address the lack of external awareness of the value I-O psychology can bring to individual, organizational, and societal well-being. Prosocial activities can demonstrate concrete, measurable benefits of I-O contributions; this session focuses on United Nations initiatives and intends to inspire broader I-O prosocial endeavors.

Stephanie R. Klein, Self-employed, *Chair*  
Sean Cruse, United Nations Global Compact, *Panelist*  
Alexander E. Gloss, North Carolina State University, *Panelist*  
Mahima Saxena, Illinois Institute of Technology, *Panelist*  
John C. Scott, APTMetrics, Inc., *Panelist*

Submitter: Stephanie R. Klein, [srklein42@hotmail.com](mailto:srklein42@hotmail.com)

#### 151. Symposium/Forum: 10:30AM-11:50PM 201 D

##### Current State of Diverse Teams: Going Beyond the Diversity-Performance Link

This symposium brings together current research on diverse teams, beginning to address a critical gap in our understanding regarding why and how diversity influences team functioning. Presentations focus on different types of teams, methodologies, and relevant team outcomes, such as shared leadership, trust, creativity, and performance.

Jennifer Feitosa, City University of New York, Brooklyn College, *Chairs*  
Maritza R. Salazar, Claremont Graduate University, *Chairs*  
Katerina Bezrukova, Santa Clara University, *Discussant*  
Charles P. Scott, Florida Institute of Technology, Trevor N. Fry, Florida Institute of Technology, Alysson Pagan, Florida Institute of Technology, Jessica L. Wildman, Florida Institute of Technology, *Team Diversity and Shared Leadership: Examining Emergence in Action Teams*

Jennifer Feitosa, City University of New York, Brooklyn College, Rebecca Grossman, Hofstra University, William S. Kramer, Clemson University, Eduardo Salas, Rice University, *Can Team Trust Explain the Diversity-Performance Relationship? A Meta-Analysis*

Maritza R. Salazar, Claremont Graduate University, Kathryn Doiron, Claremont Graduate University, Jem Lugo, Claremont Graduate University, Benjamin E. Falls, Claremont Graduate University, *Facilitating Creativity: The Impact of Temporal Diversity and Task Type*

William S. Kramer, Clemson University, Marissa L. Shuffler, Clemson University, Nastassia M. Savage, Clemson University, Dana C. Verhoeven, Clemson University, *Diversity across Levels: A Qualitative Examination of Space Flight Crews*

Submitter: Jennifer Feitosa, [jennifer.feitosa81@brooklyn.cuny.edu](mailto:jennifer.feitosa81@brooklyn.cuny.edu)

#### 153. Panel Discussion: 10:30AM-11:50PM 203 B

##### The Military and I-O Psychology: A Century Long Partnership

For nearly a century, the United States military has partnered with I-O psychologists to improve the effectiveness of its members and contribute to an understanding of workplace behaviors and performance. This panel will discuss the current state and benefits of military I-O research, and identify areas for future collaboration.

Daniel J. Watola, United States Air Force Academy, *Co-Chair*  
Steven D. Raymer, United States Air Force Academy, *Co-Chair*  
Walter C. Borman, University of South Florida, *Panelist*  
Daniel R. Ilgen, Michigan State University, *Panelist*  
Douglas Lindsay, Pennsylvania State University, *Panelist*  
Eduardo Salas, Rice University, *Panelist*  
Stephen J. Zaccaro, George Mason University, *Panelist*

Submitter: Daniel J. Watola, [daniel.watola@usafa.edu](mailto:daniel.watola@usafa.edu)

#### 154. Alternative Session Type: 10:30AM-11:50PM 204 A

##### IGNITE Session: I-O Hot Topics Debate: Dual or Duel?

In this fast-paced session, 6 pairs of seasoned academics will present different points of views on hot topics ranging from big data to I-O theories. After each "debate" audience members will then be asked vote on whether each pair engaged in a "duel" or shared "dual" points of view.

Lilly Lin, PAN-Performance Assessment Network, *Chair*  
Alan D. Mead, Talent Algorithms Inc, *Presenter*  
Michael J. Zickar, Bowling Green State University, *Presenter*  
Kevin R. Murphy, Colorado State University, *Presenter*  
James C. Sharf, Employment Risk Advisors, Inc., *Presenter*

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for CE info



Alicia A. Grandey, Pennsylvania State University, *Presenter*  
 James M. Diefendorff, University of Akron, *Presenter*  
 Jeffrey M. Stanton, Syracuse University, *Presenter*  
 Fred Oswald, Rice University, *Presenter*  
 Paul R. Sackett, University of Minnesota, *Presenter*  
 Deniz S. Ones, University of Minnesota, *Presenter*  
 Winfred Arthur, Jr., Texas A&M University, *Presenter*  
 Michael A. McDaniel, Virginia Commonwealth University, *Presenter*  
 Submitter: Lilly Lin, LLin@panpowered.com

### 155. Panel Discussion: 10:30AM-11:50PM 204 B

#### Machine Learning in I-O Psychology: Introduction, Application, and Future Directions

There is growing interest in machine learning among I-O psychologists, but very few resources that describe its application to employment contexts. This panel brings together data scientists and I-O scientist-practitioners to provide an overview of machine learning and its application to talent recruitment, selection, and management.

A. James Illingworth, Geode People, Inc., *Chair*  
 Michael A. Campion, Purdue University, *Panelist*  
 Ben Hawkes, Mindsight, *Panelist*  
 Wayne C. Lee, SwipeJobs, *Panelist*  
 Neil Morelli, The Cole Group, *Panelist*  
 Ben Taylor, HireVue, *Panelist*

Submitter: A. James Illingworth, ajillingworth@geodepeople.com

### 156. Symposium/Forum: 10:30AM-11:50PM 204 C

#### Understanding and Overcoming Resistance to Teleworking

Although the majority of organizations have teleworking policies, most employees telework very infrequently or not at all. Four papers investigate reasons for this disconnect and provide practical guidance for organizations wishing to increase telework.

Seth A. Kaplan, George Mason University, *Chair*  
 Wendy J. Casper, University of Texas at Arlington, *Discussant*  
 Emily S. Medvin, George Mason University, Stephen J. Zaccaro, George Mason University, Caren Goldberg, Bowie State University, *Relational, Situational, and Individual Factors Influencing Managers' Telework Allowance Decisions*  
 Julia Engelsted, George Mason University, Seth A. Kaplan, George Mason University, *Overcoming Managers' Resistance to Telework*  
 Timothy Golden, Rensselaer Polytechnic Institute, *Examining the Explanatory Role of Teleworker Organizational Identification*  
 Ronald P. Vega, Fors Marsh Group, Xue Lei, George Mason University, Seth A. Kaplan, George Mason University, *Why Use Flexible Work Arrangements?: A Policy Capturing Study*

Submitter: Seth A. Kaplan, skaplan1@gmu.edu

### 157. Symposium/Forum: 10:30AM-11:50PM 206 A

#### Coaching Nightmares: What Would You Do?

This symposium presents case studies of less-than-ideal leadership coaching situations, and allows the audience to participate in real-time (via a mobile polling application) in determining the best solution to each coaching challenge. Experienced coaches will discuss possible solutions and share their actual response to the situation.

Dale S. Rose, 3D Group, *Chair*  
 Dale S. Rose, 3D Group, *Who Is the Client?*  
 Cynthia H. Alt, Alt Consulting, *Shooting the Messenger*  
 Stuart D. Sidle, University of New Haven, *Sabotaging Boss?*  
 Anne Whiting, 3D Group, *"WTF?!"*  
 David Sowinski, Vantage Leadership Consulting, *Of Course Expectations Are Clear!*

Submitter: Dale S. Rose, drose@3dgroup.net

### 158. Alternative Session Type with multiple papers: 10:30AM-11:50PM 207 A

#### Research Incubator: (Truly!) Novel Methods to Advance Work-Family Research

Six research briefs will be presented describing novel designs, instruments, and statistical analyses that can advance work-family research, followed by breakout groups to discuss how these methods can be leveraged for future research. Session participants will then have the

opportunity to share their insights with the overall audience.

Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, *Chair*  
 Tori L. Crain, Colorado State University, Leslie B. Hammer, Portland State University, Ellen E. Kossek, Purdue University, Ryan C. Johnson, Ohio University, *Work-Family Interventions: Lessons From the Work, Family, & Health Study*  
 Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Elizabeth M. Boyd, Kennesaw State University, Zhenyu Yuan, The University of Iowa, *Discrete Episodes of Work-Family Conflict and Associated Attributions*  
 Kimberly A. French, University of South Florida, Tammy D. Allen, University of South Florida, Zheng Chen, University of South Florida, Varol Kayhan, University of South Florida, Kristen Salomon, University of South Florida, *Understanding Couple Negotiations Using Sociometric Badges*  
 Peter P. Yu, The Graduate Center & Baruch College, CUNY, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, *Genetic Approaches in Studying Work-Family Conflict and Enrichment*  
 Marcus M. Butts, University of Texas at Arlington, Lillian T. Eby, University of Georgia, Tammy D. Allen, University of South Florida, Jessica L. Mullenburg, University of Georgia, *Latent Class Procedures: Applications for Work-Family Research*  
 Samantha C. Paustian-Underdahl, Florida International University, James E. King, University of Alabama, Jonathon R. Halbesleben, University of Alabama, *Using Multilevel Models to Examine Work-Family Boundary Management*  
 Submitter: Kristen M. Shockley, kristen.shockley@baruch.cuny.edu

### 159. Symposium/Forum: 10:30AM-11:50PM 207 B

#### Toward a More Flexible, Real Data Relative Importance Analysis

Relative importance analysis offers researchers and nonexperts information about predictor priority within statistical models. Relative importance has, to date, generally assumed idealized data analytic conditions and somewhat simple, rigid theoretical models. This symposium extends relative importance to incorporate more real-world conditions and a wider range of theoretical models.

Joseph N. Luchman, Fors Marsh Group LLC, *Co-Chair*  
 Garrett N. Howardson, Hofstra University, *Co-Chair*  
 James M. LeBreton, The Pennsylvania State University, *Discussant*  
 Jeff W. Johnson, CEB, *Using Relative Weight Analysis When Suppressor Variables are Operating*  
 Dan J. Putka, HumRRO, Justin Strickland, University of Kentucky, Scott Tonidandel, Davidson College, *Estimating Relative Weights in the Face of Model Selection Uncertainty*  
 Joseph N. Luchman, Fors Marsh Group LLC, *Relative Importance Analysis With Multiple Equation Models: Parameter Estimate Importance*  
 Garrett N. Howardson, Hofstra University, *General-Purpose Relative Importance Estimation Using Model-Implied Variances/Covariances*  
 Submitter: Garrett N. Howardson, garrett.howardson@gmail.com

### 160. Debate: 10:30AM-11:50PM 207 C

#### No Consensus on the Census: Survey Program Best Practices

Organizations rely on the expertise of industrial-organizational psychologists to deliver world-class survey programs. In this session, experienced I-O survey consultants will debate on survey program best practices including the usefulness of external norms, the competing roles of the census vs. continuous listening, top-down versus bottom-up action, and more.

Greg A. Barnett, Predictive Index, *Moderator*  
 Jeffrey A. Jolton, PwC, *Presenter*  
 Paul M. Mastrangelo, CEB, *Presenter*  
 Sara P. Weiner, IBM, *Presenter*  
 Nancy DeLay, Nancy DeLay, *Presenter*  
 Submitter: Greg A. Barnett, gbarnett@predictiveindex.com

### 161. Symposium/Forum: 10:30AM-11:50PM 207 D

#### Practical Considerations for Cross-cultural Use of Self-Report Questionnaires

This session integrates research studies from 4 global employment-assessment providers with the aims of providing an overview of the impact of sociocultural factors on the functioning of self-report questionnaires, and the practical implications of these sociocultural impacts for the international use of self-report questionnaires.



Bharati B. Belwalkar, Louisiana Tech University, *Co-Chair*  
 Marinus van Driel, Accenture Strategy, *Co-Chair*  
 Hennie J. Kriek, TTS-Top Talent Solutions/University of South Africa, *Personality Assessment and Language Proficiency*  
 Katharina Lochner, cut-e Group, *Intercultural Differences in Integrity Scores—Implications for Practice*  
 Rainer H. Kurz, Cubiks, *Hierarchical Assessment of Emotional Agility Across Cultures*  
 Bharati B. Belwalkar, Louisiana Tech University, Eleni V. Lobene, Aon Hewitt, Meng Li, Central Michigan University, Anthony S. Boyce, Aon Hewitt, *Trends Around the Globe: An Investigation of Culture and Personality*  
 Submitter: Bharati B. Belwalkar, bharati.belwalkar@gmail.com

## 162. Panel Discussion: 10:30AM-11:50PM 303 A

### Playing Nicely in the Sandbox: Forming Effective Consulting Teaming Arrangements

The purpose of this discussion is to (a) explore examples of effective and ineffective teaming arrangements, (b) discuss characteristics of effective and ineffective teaming arrangements, and (c) provide tips and guidance for practitioners on forming effective teaming arrangements. Panelists are a mix of both internal and external consultants.

Brad A. Chambers, Polaris Assessment Systems, *Chair*  
 John D. Arnold, Polaris Assessment Systems, *Panelist*  
 Ann M. Nakamura, Union Pacific Railroad, *Panelist*  
 Gonzalo Ferro, U.S. Securities and Exchange Commission, *Panelist*  
 Ben Porr, Federal Management Partners, *Panelist*  
 Marc I. Prine, Taylor Strategy Partners, *Panelist*

Submitter: Brad A. Chambers, bchambers@polaristest.com

## 163. Panel Discussion: 10:30AM-11:50PM 303 B

### A View from the Trenches: EEOC/OFCCP Practitioner Update

Recent years have brought a sea of change in federal regulations impacting areas including disability status, protected military veterans, and background checks. This presentation will update the I-O community on the impact of new regulatory changes as well as on recent US government enforcement trends and current milestone settlements.

Joanna L. Colosimo, SPHR, DCI Consulting Group, Inc., *Chair*  
 Mike G. Aamodt, DCI Consulting Group, Inc., *Panelist*  
 Michelle Duncan, Jackson Lewis, P.C., *Panelist*  
 Eyal Grauer, Starbucks, *Panelist*  
 David B. Schmidt, Development Dimensions International (DDI), *Panelist*  
 Submitter: Joanna L. Colosimo, SPHR, JColosimo@dciconsult.com

## 164. Panel Discussion: 10:30AM-11:50PM 303 C

### Implementing Deep Organizational Change in HR-Focused Consent Decree Situations

Multiple perspectives (internal, external consultant, legal, etc.) on I-O involvement in discrimination-related consent decree cases are presented in this panel, along with recommendations for bringing about systemic organizational change when consent decrees have been entered into and the challenges posed in bringing about such change.

Marcus W. Dickson, Wayne State University, *Chair*  
 Harold W. Goldstein, Baruch College & The Graduate Center, CUNY, *Panelist*  
 Adam T. Klein, Outten & Golden LLP, *Panelist*  
 Kathleen Kappy Lundquist, APTMetrics, Inc., *Panelist*  
 Lorren O. Oliver, Personnel Board Jefferson County, *Panelist*  
 Ken Yusko, Marymount University, *Panelist*

Submitter: Marcus W. Dickson, marcus.dickson@wayne.edu

## 165. Panel Discussion: 10:30AM-11:50PM 303 D

### High-Potential Programs: Pitfalls, Precautions, and Pearls of Wisdom

Organizations have long recognized the need to identify and develop their top talent, but using assessments instead of politics to do so is a more recent development. This panel brings professionals together to explore best practices, pitfalls, precautions, and guidance for using scientifically proven assessments to drive HIPO programs.

Blaine H. Gaddis, Hogan Assessment Systems, *Chair*  
 Seymour Adler, Aon Hewitt, *Panelist*  
 Michael J. Benson, Johnson & Johnson, *Panelist*  
 Tomas Chamorro-Premuzic, Hogan Assessment Systems/University of London, *Panelist*  
 Allan H. Church, PepsiCo, *Panelist*

Submitter: Blaine H. Gaddis, bgaddis@hoganassessments.com

## 166. Community of Interest: 11:00AM-11:50PM 203 A

### Allies in the Workplace and Public Sphere

Kristen P. Jones, Washington State University, *Host*  
 Kevin England, Bank of America, *Host*  
 Jamie S. Donsbach, Group for Organizational Effectiveness, *Coordinator*

## 167. Friday Seminars: 11:30AM-2:30PM 205 A

### Friday Seminar: Careless Survey Responding

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. Careless responding on surveys introduces error into datasets and can affect estimates of reliability, factor structure, as well as results of hypothesis testing. This seminar will address (a) potential causes of careless responding, (b) method of identifying careless responding, and (c) recommendations for data handling prior to analysis.

Adam W. Meade, North Carolina State University, *Presenter*  
 Paul G. Curran, APTMetrics, Inc., *Presenter*  
 Meghan A. Thornton, University of Texas at San Antonio, *Coordinator*  
 Submitter: Meghan A. Thornton, meghan.thornton@utsa.edu

See pp. 6-7  
for CE info

## 168. Friday Seminars: 11:30AM-2:30PM 205 B

### Friday Seminar: Effective Organizational Socialization and Onboarding

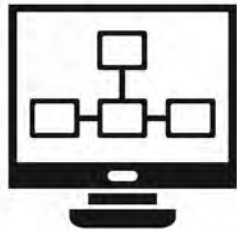
PREREGISTRATION AND ADDITIONAL FEE REQUIRED. Effective organizational socialization and onboarding of new hires can reduce employee turnover and increase employee engagement and productivity. This seminar will provide a model for analyzing an organization's onboarding and socialization processes, review academic and applied research on organizational socialization, and share best practices for effective onboarding and socialization programs.

William Shepherd, The Wendy's Company, *Presenter*  
 Allison M. Ellis, Portland State University, *Presenter*  
 David Cadiz, Portland State University, *Coordinator*  
 Submitter: David Cadiz, dave.cadiz@gmail.com

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## 2016 Presentations

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**169. Poster Session: 12:00PM-12:50PM Ballroom A-E****Occupational Health/Safety/Stress/Aging**

**169-1 Sleep, Incivility, and Physical Health Outcomes Within Nurses**  
Within a nursing sample, this study examines the role of sleep as a mediator between experiences of incivility and physical health outcomes, as well as how the individual difference variables of rumination and hostile attribution bias might affect this relationship. Results and implications are discussed.

Alison M. Bayne, Bowling Green State University

Steve M. Jex, Bowling Green State University

Submitter: Alison M. Bayne, abayne@bgsu.edu

**169-2 The Antecedents and Outcomes of Work Ability: A Meta-Analysis**  
This meta-analysis (Total  $k = 69$ ;  $N = 61,359$ ) was conducted to uncover antecedents and outcomes of perceived work ability (WA). Using a JD-R framework, several antecedents were found of WA as well as attitudinal and behavioral outcomes. Future research and the importance of WA to organizational policy and IO/OHP research are discussed.

Grant Brady, Portland State University

Donald M. Truxillo, Portland State University

Jennifer R. Rineer, RTI International

David E. Caughlin, Portland State University

Aaron Greenfield, University of Oregon

Cosimo Gonnelli, Portland State University

Submitter: Grant Brady, brady021@cougars.csusm.edu

**169-3 Daily Workload Anticipation, Approach Coping, and Employees' Stress Mindset**

This poster examined the relationships between day-specific workload anticipation, approach coping, performance and vigor, testing employees' stress mindset as a moderator. The association between workload anticipation and approach coping was moderated by stress mindset. Approach coping predicted performance and linked workload anticipation to performance for employees with a positive stress mindset.

Anne Casper, University of Mannheim

Sabine Sonnentag, University of Mannheim

Stephanie Tremmel, University of Mannheim

Submitter: Anne Casper, anne.casper@uni-mannheim.de

**169-4 Improving Utilization of Mental Health Treatment in High Stress Occupations**

This study organized recommendations to encourage and improve utilization of mental health treatment among employees in a high-stress occupation. Active-duty soldiers were interviewed and qualitative methods employed to assess soldier recommendations for the different ways to facilitate awareness and receipt of treatment for those who are experiencing mental health problems.

Janelle H. Cheung, Clemson University

Thomas W. Britt, Clemson University

Mary Anne Raymond, Clemson University

Heidi Zinzow, Clemson University

Cynthia L.S. Pury, Clemson University

Submitter: Janelle H. Cheung, janelle.h.cheung@gmail.com

**169-5 Work, Interrupted: Measuring Subjective Interruption Experience and Its Strain Outcomes**

A scale was developed based on a model of interruptions to capture the subjective experience of 4 types of workplace interruptions. The scale was then used to predict employee affective, psychological, and physical strain. Results suggests different types of interruptions differentially predict affective, psychological, and physical strain.

Keaton A. Fletcher, University of South Florida

Sean Potter, University of South Florida

Britany N. Telford, University of South Florida

Submitter: Keaton A. Fletcher, fletcherk@mail.usf.edu

**169-6 Measurement Invariance of Three Burnout Inventories Across Sex**

This poster investigated group differences of burnout across sex, hypothesizing the presence of violations of measurement invariance. Participants ( $n = 579$ ) completed the Copenhagen Burnout Inventory, the Oldenburg Burnout Inventory, and the Maslach Burnout Inventory. Data

were analyzed using CFA and IRT approaches. Results indicated no violations of measurement invariance.

Garett C. Foster, Bowling Green State University

Michael J. Zickar, Bowling Green State University

Submitter: Garett C. Foster, fosterg@bgsu.edu

**169-7 Chronic Pain Interference at Work: The Role of Negative Affectivity**

Research proposed that daily fluctuations in pain interference at work relate to negative affect, which, in turn, relates to exhaustion. Full-time workers ( $N = 59$ ) with chronic pain completed 2 surveys per day for 5 consecutive workdays. Results indicated that negative affect mediated the relationship between pain interference and end-of-day exhaustion.

Zachary L. Frago, Wayne State University

Alyssa K. McGonagle, Wayne State University

Submitter: Zachary L. Frago, Dx8068@wayne.edu

**169-8 A New Lens on Safety Leadership: Applying a Pattern-Oriented Approach**

Using latent profile analysis, this poster investigated the effect of combinations of transformational, transactional and passive leadership on workplace safety. This advances safety leadership research by going beyond linear relationships between individual leadership styles and safety. A stable leader profile (moderate transformational, transactional leadership) was linked with high safety performance.

Sara M. Guediri, The University of Manchester

Sharon Clarke, The University of Manchester

Elinor O'Connor, University of Manchester

Submitter: Sara M. Guediri, sara.guediri@mbs.ac.uk

**169-9 Role Overload and Health Behaviors: Demonstrating Behavioral Adaptation Longitudinally**

This study examines the adaptability of health behaviors (sleep quality, diet quality, and physical activity) to experiences of role overload. Results suggest that people's engagement in health behaviors do indeed adapt to experiences of role overload, and that sleep quality influences future experiences of role overload.

Alexandra Henderson, Bowling Green State University

Russell A. Matthews, Bowling Green State University

Submitter: Alexandra Henderson, smrcina@bgsu.edu

**169-10 Work Stressors, OCB, and CWB: The Role of Physical Activity**

The study examines the relationship between work stressors and extra-role performance behaviors, including counterproductive work behavior and organizational citizenship behavior. Physical activity is examined as a potential moderator in these relationships. Results indicate that physical activity moderators the stressor-CWB relationship but not the stressor-OCB relationship.

Kristin A. Horan, Bowling Green State University

Submitter: Kristin A. Horan, khoran@bgsu.edu

**169-11 Are Workplace Safety Constructs Susceptible to Impression Management?**

Two studies assessed the relationship between impression management and multiple safety-related variables (e.g., safety knowledge, safety behavior, safety climate, self-reported incidents). Impression management response style related significantly to multiple workplace safety constructs even after controlling for impression management substance (personality).

Nathanael L. Keiser, Texas A&M University

Stephanie C. Payne, Texas A&M University

Submitter: Nathanael L. Keiser, keiser.nate@gmail.com

**169-12 Effect of Customer Entitlement on Employee Coping and Emotional Exhaustion**

Building on the transactional theory of stress and conservation of resources theory, this 3-wave longitudinal study demonstrates that customer entitlement relates to multiple coping behaviors, which in turn influence employee emotional exhaustion. Also, the impact of customer entitlement is moderated by the discrepancy/consistency between employees' service belief and behavior.

Su Kyung Kim, Wilfrid Laurier University

Yujie Zhan, Wilfrid Laurier University

Submitter: Su Kyung Kim, kimx5890@mylaurier.ca

### 169-13 Integrative Job Crafting Model's Relationship With Psychological Health at Work

This study proposed an integrated job crafting framework and new scale to determine which job crafting components were most related to psychological health at work. Expansion job crafting dimensions was moderately and positively linked to well-being and negatively linked to burnout, whereas contraction job crafting dimensions showed the opposite pattern.

Jessica Londei-Shortall, University of Montreal

Véronique Dagenais-Desmarais, Université de Montréal

Submitter: Jessica Londei-Shortall, j.londei.shortall@gmail.com

### 169-14 The Role of Individual Differences in a Model of Workplace Safety

This study examines the moderating effect of 2 safety-specific individual difference variables on relationships within a model of workplace safety. It was found that consideration of future safety consequences and safety locus of control moderate several relationships between perceptions of safety climate, safety motivation, and safety performance.

Archana Manapragada, Florida International University

Renzo J. Barrantes, Florida International University

Valentina Bruk Lee, Florida International University

Submitter: Archana Manapragada, amana008@fiu.edu

### 169-15 Correlates of Instrumental and Emotional Social Support: A Meta-Analytic Examination

It is sometimes assumed that instrumental and emotional social support share common consequences because they are highly correlated. Using the framework of the specificity hypothesis, meta-analysis and meta-regression from 73 samples found that instrumental and emotional support contribute uniquely to perceptions of work stressors, affective strain, and job performance outcomes.

Michael T. Mathieu, University of California, Berkeley

Kevin J. Eschleman, San Francisco State University

Submitter: Michael T. Mathieu, michael\_mathieu@haas.berkeley.edu

### 169-16 Unifying the Climate Literature Within a Total Worker Health Framework

This study applied a total worker health framework to the climate literature. Using an online 2-wave data collection ( $N = 564$ ), a model was tested whereby the effects of eight different climate measures were mediated by an overall Total Worker Health climate that was then related to employee well-being.

Alec H. Munc, Johnson and Johnson

Adam R. Cox, Clemson University

Robert R. Sinclair, Clemson University

Janelle H. Cheung, Clemson University

Submitter: Alec H. Munc, alec123707@gmail.com

### 169-17 Illegitimate Tasks as an Impediment to Employee Satisfaction and Motivation

Illegitimate tasks are those that violate role norms about what employees can be reasonably expected to do. This study explores how illegitimate tasks relate to intrinsic motivation and job satisfaction. This work examines effort-reward imbalance as a mediating mechanism for these relationships and tests whether such links vary by gender.

Rachel Omansky, The Graduate Center & Baruch College, CUNY

Erin Eatough, Baruch College & The Graduate Center, CUNY

Marcus J. Fila, Ohio University

Submitter: Rachel Omansky, rcomansky@gmail.com

### 169-18 Safe and Sound at Work: The Role of Positive Affectivity

This poster tested a psychological process in which safe leadership practices have direct and indirect effects on safety participation. Results revealed the more positive the personnel's affectivity, the more likely they were to perceive safer work conditions.

Amanda L. Palmer, University of Houston

Candice L. Thomas, University of Houston

Sophie Romy, University of Houston

Lars U. Johnson, University of Houston

L. A. Witt, University of Houston

Submitter: Amanda L. Palmer, amandaleighpalmer@gmail.com

### 169-19 Effects of challenge stressors on thriving at work

A diary study with 124 knowledge workers (5 workdays, 3 measurement occasions per workday) shows that challenge stressors (time pressure, learning demands) differentially affect both components of thriving at work (learning, vitality). Further, cognitive appraisals of the work situation (challenge, hindrance) are used to explain these differential effects.

Roman Prem, University of Vienna

Sandra Ohly, University of Kassel

Bettina Kubicek, University of Vienna

Christian Korunka, University of Vienna

Submitter: Roman Prem, roman.prem@univie.ac.at

### 169-20 Understanding What "Feeling Supported" Means by Assessing Supportive Coworker Behaviors

A measure of social support behaviors was developed and assessed across a pilot and 2 studies. Study 1 confirmed the measure's behavioral content domains and its application as a coping response. In Study 2, employees in a nonprofit organization completed a 2-wave survey assessing received social support and key outcomes.

Clair A. Reynolds Kueny, Saint Louis University

Mindy K. Shoss, University of Central Florida

Morgan Robertson, Saint Louis University

Aaron J. Van Groningen, Saint Louis University

Submitter: Clair A. Reynolds Kueny, creyno15@slu.edu

### 169-21 Job Demands and Resources: Organizational Communication and Nontask Organizational Conflict

This poster examines the role employee perceptions of organizational communication plays in influencing nontask organizational conflict and burnout. Perceptions of organizational use of formal communication lowered employee burnout through its influence on nontask organizational conflict. Contrary to expectations, employees' reliance on informal communication seemed to produce demand rather than resource effects.

Jose F. Rodriguez, Florida International University

Valentina Bruk Lee, Florida International University

Submitter: Jose F. Rodriguez, rodrigej@fiu.edu

### 169-22 Distracted Driving on the Job: Modified Stages of Change Model

This study explored the application of the safety stages of change model to study the use of electronic communication devices among employees prohibited from using them while driving on company business. Discriminant function analyses succeeded in identifying which psychosocial factors facilitate assignment to more advanced behavioral stages among employee drivers.

Sergey Sinelnikov, National Safety Council

Brett M. Wells, Talent Plus, Inc.

Submitter: Brett M. Wells, brwells@talentplus.com

### 169-23 Increasing Employee Wellness Program Participation: Motivating Behaviors and Person-Organization Fit

Two studies examining the effect of health in the workplace were conducted. Findings provide evidence for health behaviors as a mediator between individual health factors and health outcomes and suggest the importance of organizational health climate and perceived person-organization health value fit on desired organizational outcomes.

Alexander Stermer, Central Michigan University

Terry A. Beehr, Central Michigan University

Submitter: Alexander Stermer, steme1ap@cmich.edu

### 169-24 Measuring Work Ability. Evaluating the German Work Ability Survey-R

In 3 samples ( $n^1 = 1,093$ ,  $n^2 = 359$ ,  $n^3 = 458$ ), the Work Ability Survey-R was evaluated. It improves on 3 drawbacks of the quasistandard work ability measurement, the Work Ability Index: Focus on physical health and personal capacity, limited level of detail, and an empirical ceiling effect.



Jan-Bennet Voltmer, Leuphana University of Lueneburg  
 Philipp Alexander Freund, Leuphana University of Lueneburg  
 Juergen Deller, Leuphana University of Lueneburg  
 Submitter: Jan-Bennet Voltmer, voltmer@leuphana.de

### 169-25 Measurement Equivalence of a Safety Climate Measure Within Multilevel Data

Faultline theory suggests that national culture and language may influence respondents' interpretation of safety climate items for various reasons including construct relevance of item content, response sets/bias, and frame of reference. Multilevel modeling of an archival data set of 8,790 employees indicated that measurement equivalence did not hold across these 2 faultlines.

Xiaohong Xu, Texas A&M University  
 Stephanie C. Payne, Texas A&M University  
 Mindy E. Bergman, Texas A&M University  
 Submitter: Xiaohong Xu, redlitle1983@gmail.com

### 169-26 Do Conscientiousness and Agreeableness Predict Citizenship Better for Older Workers?

This study examined whether age moderated the relationship between personality (i.e., conscientiousness, agreeableness) and OCB (i.e., civic virtue) in a sample of 257 employees. As suggested by socioemotional selectivity theory, both broad and facet levels of conscientiousness and agreeableness were differentially related to civic virtue for older and younger workers.

Lale Muazzez Yaldiz, Portland State University  
 Donald M. Truxillo, Portland State University  
 David Cadiz, Portland State University  
 Eli M. Dapollonia, Pacific University  
 Submitter: Lale Muazzez Yaldiz, lyaldiz@pdx.edu

### 170. Community of Interest: 12:00PM-12:50PM 203 A

#### Big Data Science Needs: Theory, Training, and Beyond

Fred Oswald, Rice University, *Host*  
 Richard A. Guzzo, Mercer, *Host*  
 Anthony S. Boyce, Aon Hewitt, *Coordinator*

### 171. Roundtable/Conversation Hour: 12:00PM-12:50PM 207 A

#### 21st Century Training Challenges Facing the US Military

This session will explore 21st century leadership training challenges faced by the United States military. The conversation will be structured around 2 timely challenges: diversity and inclusion and sexual assault. Time will be reserved to encourage open discussion and brainstorming regarding specific military training challenges participants may face.

Kizzy M. Dominguez, KPC, *Host*  
 Katina Sawyer, Villanova University, *Host*  
 Lindsey M. Lee, Florida Institute of Technology, *Host*  
 Submitter: Lindsey M. Lee, lmlee02@gmail.com

### 172. Symposium/Forum: 12:00PM-1:20PM 201 A

#### Exploring Pregnancy Bias in Field Settings: Emergence, Consequences, and Remediation

In light of the increasingly common experience of working during pregnancy and evidence indicating pregnancy discrimination in employment settings pervades in today's workforce, this symposium aims to highlight pregnancy bias in employment settings and generate practical solutions to improve pregnant workers' experiences in hopes of retaining them post childbirth.

Kristen P. Jones, Washington State University, *Chair*  
 Jacquelyn M. Brady, Washington State University, Vancouver, Kristen P. Jones, Washington State University, Lilia M. Cortina, University of Michigan, *Workplace Support During Pregnancy as a Predictor of Postpartum Outcomes*  
 Devalina Nag, University of Houston-Downtown, Whitney Botsford Morgan, University of Houston-Downtown, Isaac E. Sabat, George Mason University, Sarah Singletary Walker, University of Houston Downtown, *Effects of Pregnancy Disclosure and Timing on Evaluations of Competence*  
 Christopher T. Austin, Washington State University, Kristen P. Jones, Washington State University, Jill C. Bradley-Geist, University of Colorado at Colorado Springs, *Expectant Mothers and Fathers in Academia: Student Ratings of Teaching*  
 Rachel Trump, Rice University, Christine L. Nitttrouer, Rice University, Michelle

(Mikki) Hebl, Rice University, Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, *The Inevitable Stigma for Childbearing-Aged Women in the Workplace*

Ho Kwan Cheung, George Mason University, Eden B. King, George Mason University, *Does It Pay for Parents to Take Short Parental Leaves?*

Submitter: Kristen P. Jones, kristen.jones@wsu.edu

### 173. Symposium/Forum: 12:00PM-1:20PM 201 B

**Leader Development: Developing Self and Developing Others**  
 Developing leaders is of continual interest within organizations. This symposium takes a holistic view of leader development, including motivation to develop as a leader, ways in which leaders change over time, the impact of reflection on development, and how mentors develop leadership competencies in mentees.

Stefanie A. Plemmons, U.S. Army Research Institute, *Chair*  
 Gregory A. Ruark, U.S. Army Research Institute, *Discussant*  
 David Wallace, George Mason University, Stephen J. Zaccaro, George Mason University, *Motivation in Leader Development*  
 Stefanie A. Plemmons, U.S. Army Research Institute, Ruhi Srinivasan, Consortium Research Fellows Program, Samantha Plourde Karalus, Consortium Research Fellows Program, *Becoming Less Reactive and More Mature as a Leader*  
 Todd J. Maurer, Georgia State University, *Research in Reflection on Challenging Experiences During Leader Development*  
 Lisa Finkelstein, Northern Illinois University, Kurt Kraiger, Colorado State University, Lebona S. Varghese, Northern Illinois University, *Effective Mentoring Behaviors for Leadership Competency Development and Adaptability*  
 Submitter: Stefanie A. Plemmons, stefanie.a.plemmons.civ@mail.mil

### 174. Panel Discussion: 12:00PM-1:20PM 201 C

#### Amplifying Employee Voice: New Directions in Employee Listening

Employee voice is important, but how should organizations listen? This session will build on research currently underway about what organizations are doing at the forefront of employee listening, and how employees feel about it. Listen to three forward thinking practitioners share real-world guidance for organizations designing a modern listening program.

Rena L. Rasch, Medtronic, *Chair*  
 Cameron Klein, IBM, *Panelist*  
 Jonathan Levine, ngageworks, *Panelist*  
 Michael M. Woodward, Human Capital Integrated, *Panelist*  
 Submitter: Rena L. Rasch, renarasch@gmail.com

### 175. Panel Discussion: 12:00PM-1:20PM 201 D

#### Inclusive Leadership: Fulfilling the Promise of Diversity from the Top

Experienced scholars and practitioners will engage participants in dialogue about inclusive leadership, and its relationship to diversity, inclusion, and results. Participants will consider whether there is a universal construct of inclusive leadership, developing inclusive leadership, and methods of developing inclusive leaders. Organizations encouraging inclusive leaders will report processes and results.

Charley C. Morrow, Linkage, *Co-Chair*  
 Bernardo M. Ferdman, Alliant International University, *Co-Chair*  
 Binna Kandola, Pearn Kandola, *Panelist*  
 Steven H. Larson, TIAA-CREF Financial Services, *Panelist*  
 Jeanine Prime, Catalyst, *Panelist*  
 Ann Schulte, Procter & Gamble, *Panelist*  
 Submitter: Charley C. Morrow, charleycmorrow@gmail.com

### 177. Symposium/Forum: 12:00PM-1:20PM 203 B

#### New and Emerging Research on the Dark Triad of Personality

The dark triad of personality has received increasingly more attention over the past 10 years. Previous research finds that the dark triad is associated with various detrimental personal and organizational outcomes. This symposium highlights directions for future research that extend our understanding of the dark triad.

Szu-Han Lin, Michigan State University, *Chair*  
 Russell E. Johnson, Michigan State University, *Co-Chair*  
 Rachel Amrhein, University of Illinois at Urbana-Champaign, Daniel A. Newman,

University of Illinois at Urbana-Champaign, Emily J. Grijalva, University of Buffalo, *Narcissism, Gender, and Counterproductive Work Behavior*  
 Edgar E. Kausel, Pontificia Universidad Católica de Chile, Satoris S. Culbertson, Kansas State University, Alexander T. Jackson, Kansas State University, Pedro I. Leiva, Universidad de Chile, Jerel E. Slaughter, University of Arizona, *Why Narcissists Dismiss Advice? A Test of Two Mechanisms*  
 Mickey B. Smith, University of Southern Mississippi, J. Craig Wallace, Oklahoma State University, *Dark Triad, Intention to Terminate, and Abusive Supervision*  
 Szu-Han Lin, Michigan State University, Lingling Pan, Michigan State University, Zhiya Guo, Michigan State University, Russell E. Johnson, Michigan State University, *The Potential Bright Side of Narcissism*  
 Jason Dahling, The College of New Jersey, Linda Szijjártó, University of Pécs, Zlatko Šram, Institute for Migration and Ethnic Studies, *A Latent Profile Analysis of the Dark Triad*

Submitter: Szu-Han Lin, linszu@broad.msu.edu

#### 178. Panel Discussion: 12:00PM-1:20PM 204 A

##### I-O Versus the Media: Who Are Millennials, Anyway?

In this unconventional session, panelists "debate" popular media reports on Millennials in the workplace, with the goal to identify the right sources of information, and the right messages, to deliver to key stakeholders. Panelists also dispel myths that surround all generational groups and how they interact at work.

Jerry Seibert, Metrus Group, Inc., *Chair*  
 Leslie A. Bethencourt, ESPN, *Panelist*  
 Molly L. Delaney, Hay Group, *Panelist*  
 Scott T. Gebhardt, Sirota Consulting, LLC, *Panelist*  
 Carolyn Hill-Fotouhi, Merck & Co., Inc., *Panelist*  
 Prema Ratnasingam, Dell Inc., *Panelist*  
 Jolene L. Skinner, Sitel, *Panelist*

Submitter: Molly L. Delaney, Molly.Delaney@haygroup.com

#### 179. Panel Discussion: 12:00PM-1:20PM 204 B

##### The Future of the Publication Process in I-O Psychology

The purpose of this panel is to address some of the most frequently raised concerns regarding the publication process in I-O psychology. Five influential scholars will offer their perspective and advice regarding several issues faced by many researchers, with the goal of providing clarity and direction for the future.

Jessica M. Nicklin, University of Hartford, *Co-Chair*  
 Scientific Affairs Committee, SIOP, *Co-Chair*  
 John Antonakis, University of Lausanne, *Panelist*  
 Gilad Chen, University of Maryland, *Panelist*  
 James M. LeBreton, The Pennsylvania State University, *Panelist*  
 Steven G. Rogelberg, University of North Carolina Charlotte, *Panelist*  
 Janet L. Barnes-Farrell, University of Connecticut, *Panelist*

Submitter: Jessica M. Nicklin, nicklin@hartford.edu

#### 180. Alternative Session Type: 12:00PM-1:20PM 204 C

##### Rise of HR: Wisdom from 73 HR Thought Leaders

The editors of the multi-essay book "The Rise of HR" will discuss key issues that global HR leaders will address in the next decade. They will engage the audience in discussing how I-O can meet these challenges, provide innovative research to close knowledge gaps, and drive evidence based decisions.

William A. Schiemann, Metrus Group, Inc./CLEAR Institute, *Chair*  
 Dave Ulrich, University of Michigan/the RBL Group, *Presenter*  
 Libby Sartain, Libby Sartain LLC, *Presenter*

Submitter: William A. Schiemann, wschiemann@metrus.com

#### 181. Panel Discussion: 12:00PM-1:20PM 206 A

##### So Happy Together: Improving Client and Consultant Relationships

I-O consultant-client interactions provide opportunities for mutual success but also misunderstanding. The panel brings together seasoned I-O consultants and clients to role play and share experiences and strategies for successful client-consultant relationships. The session is targeted to early career professionals but could benefit any practitioner.

Kathy MacKay, Aon Hewitt, *Chair*

Catherine Clause, Wells Fargo, *Panelist*  
 Jessica Osedach, Bank of America, *Panelist*  
 Heather D. Rooney, CEB, *Panelist*  
 Charles N. Thompson, Taylor Strategy Partners, *Panelist*  
 KD Zaldivar, Shell Oil, *Panelist*

Submitter: Kathy MacKay, kdmackay223@att.net

#### 182. Symposium/Forum: 12:00PM-1:20PM 207 B

##### Simulating Space Missions: Findings From High-Fidelity Research Analogs

High-fidelity research allow researchers an opportunity to marry rigorous experimental design with generalizable conditions. NASA funds many behavioral studies to explore teams living and working in space mission-like scenarios. This symposium presents information on the latest NASA-funded research and the importance of high-fidelity analog environments for space team research.

Lauren Blackwell Landon, Wyle-NASA, *Chair*  
 Bryan J. Caldwell, Institute for Translational Sciences, Peter Roma, Institutes for Behavior Resources/Johns Hopkins University, Kim Binsted, University of Hawai'i, *Team Cohesion, Performance, and Biopsychosocial Adaptation Research at HI-SEAS*

C. Shawn Burke, University of Central Florida, Marissa L. Shuffler, Clemson University, Christopher Wiese, Purdue University, Ryan Howell, University of Central Florida, *Investigating Shared Leadership in Isolated, Confined Environments: An Analog Perspective*

Kathleen L. Mosier, San Francisco State University, Ute Fischer, Georgia Institute of Technology, *Supporting Communication and Space-Ground Collaboration During Long Duration Exploration Missions*

Tripp Driskell, Florida Maxima Corporation, C. Shawn Burke, University of Central Florida, Megan E. Gregory, University of Central Florida/Institute for Sim, James Driskell, Florida Maxima Corporation, Eduardo Salas, Rice University, *Using Analog Environments to Examine Team Roles in Exploration Missions*  
 Suzanne T. Bell, DePaul University, Shanique G. Brown, DePaul University, Tyree D. Mitchell, DePaul University, *A Quantitative Review of Team Research in LDSEM-Analogue Environments*

Submitter: Lauren Blackwell Landon, lauren.landon@nasa.gov

#### 183. Symposium/Forum: 12:00PM-1:20PM 207 C

##### High Potential Assessment: Comparing Methods in the Wild

High potential programs are an increasingly popular method for identifying and developing future leaders. Leadership potential is still a novel construct, leading to a somewhat rudderless assessment approaches by organizations. This symposium will provide direction for researchers and practitioners by presenting four different approaches used by organizations to assess potential.

Thomas S. Skiba, Developmental Dimensions International (DDI), *Co-Chair*

Rachel T. King, Developmental Dimensions International (DDI), *Co-Chair*

Douglas H. Reynolds, Development Dimensions International (DDI), *Co-Chair*

Christopher T. Rotolo, PepsiCo, *The Power of the Dark Side in Predicting Leadership Potential*

Douglas H. Reynolds, Development Dimensions International (DDI), Rachel T. King, Developmental Dimensions International (DDI), Thomas S. Skiba, Developmental Dimensions International (DDI), *Error in High Potential Prediction: A Generalizability Theory Study*

Paul E. Glatzhofer, Select International, Kristin M. Delgado, Select International/Wright State University, Jessica R. Petor, Select International, Don M. Moretti, Sears Holdings Corporation, John F. Skinner, Sears Holdings Corporation, Ted B. Kinney, Select International, *Exploring Relationships between Executive Assessment, Performance and High Potential*

Rachel T. King, Developmental Dimensions International (DDI), Thomas S. Skiba, Developmental Dimensions International (DDI), Douglas H. Reynolds, Development Dimensions International (DDI), *Multitrait Multimethod Approach to Predicting High Potential Status*

Submitter: Thomas S. Skiba, tomsskiba@gmail.com





**184. Panel Discussion: 12:00PM-1:20PM 207 D****School's Out for Summer, School's Out Forever: Gaining Applied Experience**

This panel will share practical advice to help current graduate students prepare for an applied career. Topics include how to gain valuable applied experiences early in graduate school, successfully find high-quality internships during the middle portion of one's academic career, and eventually transition to full-time employment.

Adam J. Ducey, IBM, *Co-Chair*

Michael C. Tocci, Procter & Gamble, *Co-Chair*

Maria Chushak, Express Scripts, *Panelist*

Mark Grichanik, Rush University Medical Center, *Panelist*

Julia W. Howell, Johnson & Johnson, *Panelist*

Mengqiao Liu, Development Dimensions International (DDI), *Panelist*

Kyle D. McNeal, University of Minnesota, *Panelist*

Catherine Savage, Vantage Leadership Consulting, *Panelist*

Submitter: Adam J. Ducey, aducey@mail.usf.edu

**185. Symposium/Forum: 12:00PM-1:20PM 303 A****Work Interruptions: Expanding Research on Types, Sources, and Moderators**

This symposium examines the types (e.g., cognition based vs. emotion based) and sources (e.g., work vs. family) of work interruptions and their relationships with outcomes both at work and as they relate to work–nowork relationships. Moderators of these relationships are also explored, including emotions and resiliency.

Satoris S. Culbertson, Kansas State University, *Co-Chair*

Ann H. Huffman, Northern Arizona University, *Co-Chair*

Nicole Boyko, University of Connecticut, Janet L. Barnes-Farrell, University of Connecticut, *Cognition-Based and Emotion-Based Distraction Processes: Examination Within a Work–Family Framework*

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

Minnesota, *To Do Nothing by Halves: Interruptions, Affect, and Memory*

Angela R. Grotto, Manhattan College, Karen S. Lyness, Baruch College & Graduate Center, CUNY, *Antecedents and Consequences of Work-to-Nonwork Interruptions: An Event Reconstruction Approach*

Julie S. Zide, Goldman Sachs, Maura J. Mills, Hofstra University, Comila

Shahani-Denning, Hofstra University, Carolyn A. Sweetapple, North Shore-LIJ Health System, *Employee Resilience Against Interruptions: Implications for Work and the Worker*

Submitter: Satoris S. Culbertson, satoris@ksu.edu

**186. Symposium/Forum: 12:00PM-1:20PM 303 B****The Art and Science of Executive Assessment: Research and Practice**

Executive assessment has been broadly used in organizations. Although research of assessment targeted at other types of employees is abundant in the literature, the research base on executive assessment lags behind. This session presents a conceptual discussion, an empirical study, and 2 cases of the application of executive assessment.

Guangrong Dai, Korn Ferry, *Chair*

Sandra O. Davis, MDA Leadership Consulting, *Discussant*

Rob F. Silzer, HR Assessment & Development/Baruch, Graduate Center CUNY, *Executive Assessments: Applications, Challenges and Organizational Context*

Susanne Blazek, Korn Ferry, Jeff A. Jones, Korn Ferry, *A Year on the Job:*

*Simulations-Based Assessments' Versatile Utility*

Stephanie Butler, Assess Systems, Adam H. Kabins, Assess-Systems, *Leadership Development Assessment at Scotiabank*

Arnold Dhanesar, MetLife, Jurgen Bank, BTS, Rich Dapra, BTS, Howard Epstein, BTS, *A Multimetric Approach to GM Readiness Assessment*

Submitter: Guangrong Dai, grdai@hotmail.com

**187. Symposium/Forum: 12:00PM-1:20PM 303 C****Ex-Offenders Navigating the Hiring Process: Insights From Research and Practice**

Ex-offenders experience challenges reentering the workforce. This symposium will highlight those challenges, present empirical research aimed at addressing those challenges, and integrate these findings with practice as to develop pathways for the successful reemployment of ex-offenders.

Abdifatah A. Ali, Michigan State University, *Co-Chair*

Ann Marie Ryan, Michigan State University, *Co-Chair*

James L. Outtz, Outtz and Associates, *Discussant*

Nicole Jones Young, University of Connecticut, Jakari N. Griffith, Bridgewater State

University, *Banning the Box and the Stigma: Receptivity to Hiring Ex-Offenders*

Abdifatah A. Ali, Michigan State University, Brent J. Lyons, Simon Fraser Univer-

sity, Ann Marie Ryan, Michigan State University, Jessica Keeney, APTMetrics,

Inc., Toni S. Locklear, APTMetrics, Inc., *Ex-Offenders Use of Impression*

*Management Tactics to Mitigate Threat Perceptions*

Kemi Salawu Anazodo, York University, *Ex-Offenders in Employment: The*

*Psychological Implications of Disclosure and Concealment*

Jessica Keeney, APTMetrics, Inc., Toni S. Locklear, APTMetrics, Inc., *Criminal*

*Background Checks: Practical Issues for Employers and EEOC Concerns*

Submitter: Abdifatah A. Ali, abdiali04@gmail.com

**188. Symposium/Forum: 12:00PM-1:20PM 303 D****21st Century Skills: Why Do They Matter to I-O?**

21st century skills are the focus of much discussion and several policy initiatives. The presentations in this session highlight research that clarifies what these skills are and how they are relevant to the world of work, spanning topics of job analysis, training, and recruitment.

Tara S. Behrend, The George Washington University, *Co-Chair*

Jon C. Willford, The George Washington University, *Co-Chair*

Lori L. Foster, North Carolina State University, *Discussant*

Adam M. Kanar, Brock University, *Job Search Knowledge and Skills: A Complement to Employee Recruitment*

Alexander E. Gloss, North Carolina State University, Michael J. Cox, The George Washington University, Natalie A. Wright, Valdosta State University, *Skills for Data, People, and Things in the 21st Century*

Tara S. Behrend, The George Washington University, Michael J. Cox, The

George Washington University, Samuel E. Kaminsky, JetBlue Airways, David

L. Tomczak, The George Washington University, Erin Peters-Burton, George

Mason University, *How Do Schools Support the Acquisition of 21st Century Skills?*

Garett N. Howardson, Hofstra University, Michael N. Karim, George Washington

University, Ryan G. Horn, The George Washington University, *Methodological Framework for Studying 21st Century Skill Processes*

Submitter: Jon C. Willford, email@jonwillford.com

**189. Poster Session: 1:00PM-1:50PM Ballroom A-E****Careers/Mentoring/Socialization****189-1 Social Interest Complexity Scale: A Novel Approach to Interest Assessment**

Research developed a new scale for assessment of interest in social fields that does not only evaluate the presence of an interest but also takes into account the level of complexity at which one is interested. The scale explains incremental variance over traditional measures in predicting academic domain satisfaction.

Yalcin Acikgoz, Middle East Technical University

Yonca Toker, Middle East Technical University

Submitter: Yonca Toker, ytoker@metu.edu.tr

**189-2 The Desire and Capability to Job Craft**

This study examined how both situational and individual characteristics (worker autonomy and proactive personality) can influence job crafting. It was found that both autonomy and proactive personality were positively related to job crafting, with proactive personality being more strongly related to job crafting than was autonomy.

Lynn Beer, Kansas State University

Patrick A. Knight, Kansas State University

Aaron Entringer, Kansas State University

Submitter: Lynn Beer, lbeer@ksu.edu

**189-3 Self-Stereotyping and Vocational Choice Among Asian Americans**

Asian Americans are often labeled as the "model minority." Although positive stereotypes are believed to be beneficial, the false social depiction has a strong influence on their behavior and self-perceptions. This study examined how social identity moderates the impact of career preferences for Asian Americans.



Tina Chang, California State University-San Bernardino  
 Mark D. Agars, California State University-San Bernardino  
 Eric J. Cazares, California State University-San Bernardino  
 Jung-Jung Lee, California State University-San Bernardino  
 Daniella Lockhart, California State University-San Bernardino  
 Submitter: Mark D. Agars, magars@csusb.edu

#### 189-4 A Bottom-Up Model of Servant Leadership

This theoretical paper introduces a bottom-up model of servant leadership. Using social exchange theories, the paper explains how followers' outstanding performance, OCB, unique skills, prosocial orientation, and strategic career management increase leaders' dependence on them, and in turn bring out greater servant leadership in their leaders.

SinHui Chong, Michigan State University

Submitter: SinHui Chong, chongsin@msu.edu

#### 189-5 Latent Profiles of Domain-Specific Self-Efficacy for the Holland RIASEC Themes

Latent profile analysis was used to investigate within-group heterogeneity in domain-specific self-efficacy among Korean college students ( $N = 550$ ). Results reveal 6 quantitatively and qualitatively distinct subgroups of individuals. The role of gender and differences in vocational interests and career decision making self-efficacy across the profiles were discussed.

Seokjoon Chun, University of South Florida

Ju Ri Joeng, Chonnam National University

Submitter: Seokjoon Chun, seokjoon@mail.usf.edu

#### 189-6 Psychosocial Employability as Predictors of Staff Satisfaction With Retention Factors

This poster explored individuals' psychosocial employability attributes as predictors of their satisfaction with organisational retention factors. Finding indicated that proactivity positively predicted satisfaction with job characteristics: career self-management positively predicted satisfaction with training and development opportunities, career opportunities and work-life balance.

Melinde Coetzee, University of South Africa

Rudolf M. Oosthuizen, University of South Africa

Eileen Stoltz, University of South Africa

Submitter: Rudolf M. Oosthuizen, oosthrm@unisa.ac.za

#### 189-7 Work Pressure From Part-Time Work: Dynamic Conservation of Resources Perspective

A diary study investigated how part-time work pressure affected university students' ability to cope with acute unforeseen events. Hypotheses were developed using a dynamic conservation of resources (COR) perspective. Following COR, unforeseen events impaired well-being and tempered positive work-study facilitation only when students' resources were already depleted (high work pressure).

Eva Derous, Ghent University

Jonas W. B. Lang, Ghent University

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

#### 189-8 Organizational Socialization and STEM Career Persistence

This poster examined organizational socialization and career persistence among recent STEM graduates. SEM analyses indicated that Chao and colleagues' (1994) socialization dimensions constituted 2 factors. The fit-based dimensions predicted greater persistence than did the task-based dimensions. Further, the relationship between fit-based socialization and persistence was stronger for women than for men.

Taylor Gehringer, University of Nebraska-Omaha

Carey S. Ryan, University of Nebraska-Omaha

Submitter: Taylor Gehringer, tgehringer@unomaha.edu

#### 189-9 Jobs, Careers, and Callings: An Exploratory Field Study

New research shows that people relate to work in different ways. Some see their work as a job, while others view it as their career or calling. This study explored how these different orientations toward work impact employee experiences, attitudes, and needs at work.

Patrick K. Hyland, Sirota Survey Intelligence

Anthony W. Caputo, Sirota Survey Intelligence

David W. Reeves, II, Sirota Survey Intelligence

Submitter: Patrick K. Hyland, phyland@sirota.com

#### 189-10 A Meta-Analysis of Protean and Boundaryless Careers

##### Predicting Employee Withdrawal

A meta-analysis of protean and boundaryless career attitudes in relation to outcomes associated with withdrawal processes was conducted. Drawing from the turnover literature, a conceptual model was developed and tested where career attitudes are hypothesized to induce withdrawal via two mediating mechanisms: organizational commitment and perceived employment opportunities.

Anoop Javalagi, Purdue University

Caitlin M. Porter, Purdue University

Sang Eun Woo, Purdue University

Submitter: Caitlin M. Porter, caitlinmporter@gmail.com

#### 189-11 A Longitudinal Analysis of Formal Orientation Variables on Job Attitudes

This study examined how the manner in which factors related to a federal agency's formal orientation influences organizational attitudes. Results showed that satisfaction with orientation components and orientation learning but not orientation effectiveness and overall orientation satisfaction were significantly related to a variety of job attitudes over a 12-month period.

Benjamin E. Liberman, U.S. Office of Personnel Management

Andrew DeCesare, University at Albany, SUNY

Renee Vincent, Missouri State University

Steven R. Burnkrant, U.S. Office of Personnel Management

Sarah Johnson, Alliant International University

Submitter: Benjamin E. Liberman, bel2104@columbia.edu

#### 189-12 Effects of Personality and Personality Match in Formal Mentoring Relationships

This study examined the effects of personality traits and personality match on the satisfaction of 86 mentor-mentee pairs over time in a formal mentoring program. Findings indicate some support for a relationship between satisfaction and some personality trait and trait matches for both mentors and mentees.

Alyssa Marshall, Colorado State University

Kurt Kraiger, Colorado State University

Submitter: Alyssa D. Marshall, amarsha@rams.colostate.edu

#### 189-13 Global Job Rotation Programs: Talent Development or Free Vacation?

This study evaluated a global job rotation program at a *Fortune* 50 company. Rotation program participants were matched with nonparticipants using 2 different sets of criteria to evaluate 3 outcomes. Program participants and nonparticipants did not differ by performance but did significantly differ by innovation and total job roles.

Kelly B. McPhaul, PepsiCo

Christina Fleck, PepsiCo

Richard J. Chambers, II, PepsiCo

Andrew Martins, PepsiCo

Kristen Van Breen, Columbia

Submitter: Kelly B. McPhaul, kbmcphaul@yahoo.com

#### 189-14 Distal Effects of Adolescent Restless Sleep on Career Success Outcomes

Although immediate effects of poor sleep are studied extensively, few studies have investigated the long term impact of restlessness on career success. This study examined indirect effects of restlessness on career outcomes through self-control, depression, mastery, and education. Several indirect effects suggest that poor sleep may have long term implications.

Lisa S. Moore, Florida Institute of Technology

Trevor N. Fry, Florida Institute of Technology

Sara K. Trane, Florida Institute of Technology

Michael S. Beverage, Florida Institute of Technology

Patrick D. Converse, Florida Institute of Technology

Submitter: Lisa S. Moore, MS, ABD, lmoore2009@my.fit.edu

#### 189-15 Mentorship-based Training: Not a One-Size-Fits-All Aging Workforce Solution

This study investigates mentorship-based development programs to train and retain workers as a means to mitigate aging workforce labor shortages

among petrotechnical companies. This study finds that mentorship-based training is most needed by small firms but is most beneficial to large firms.

Tracey E. Rizzuto, Louisiana State University

Joseph Harris, Louisiana State University

Jared A. LeDoux, General Health System

Submitter: Tracey E. Rizzuto, trizzut@lsu.edu

#### 189-16 A Dynamic Perspective on Socialization: The Role of Self-Esteem

This poster examined the dynamic relation between self-esteem and ingratiation (i.e. a form of other-focused impression management) among newcomers. Using behavioral plasticity theory, it was hypothesized that low self-esteem individuals are more susceptible to environmental cues across time compared to their counterparts, leading to steeper trajectories in ingratiation behaviors during "onboarding."

Katharina Schmitz, Maastricht University

Mien Segers, Maastricht University

Bert Schreurs, Maastricht University

Submitter: Katharina Schmitz, k.schmitz@maastrichtuniversity.nl

#### 189-17 Social identity, a Missing Link Between Employment and Performance

Employment and identity are commonly believed to be closely related, but how do they affect each other? This paper takes the case of job insecurity to chart the relationship between employment and identity. Results of a longitudinal survey indicate that threatened employment affects identity and thereby performance, commitment and well-being.

Eva Selenko, University of Sheffield

Submitter: Eva Selenko, e.selenko@sheffield.ac.uk

#### 189-18 Making It Fit: Proactive Personality Predicts Overqualified Newcomers' Adjustment

This poster examines proactive personality as a moderator of the effects of newcomer perceived overqualification on adjustment outcomes via initial levels and growth in enthusiasm and autonomy. Findings indicate that proactivity buffers the less favorable initial perceptions (i.e., enthusiasm and autonomy) of overqualified newcomers, ultimately leading to more positive adjustment outcomes.

Lauren Simon, Portland State University

Talya N. Bauer, Portland State University

Berrin Erdogan, Portland State University

William Shepherd, The Wendy's Company

Submitter: Lauren Simon, lausimon@pdx.edu

#### 189-19 An Investigation of the Queen-Bee Phenomenon in Mentoring Relationships

This study examined the underlying mechanisms that account for protégés' negative evaluations of women in managerial roles. Survey results from 246 participants provide preliminary evidence for the absence of in-group distancing. Results indicate that these negative evaluations stem from violating stereotypical expectations held by both male and female protégés.

Lebena S. Varghese, Northern Illinois University

Meghan Huntoon Lindeman, Northern Illinois University

Alecia M. Santuzzi, Northern Illinois University

Submitter: Lebena S. Varghese, lebeeee@gmail.com

#### 189-20 Behind Closed Doors: A Closer Look at Mentor Behaviors

Researchers often examine mentoring functions, but don't often look closely at specific behaviors. This poster explored mentors' perspectives on the most helpful mentoring behaviors they used and topics they addressed following mentoring meetings, and looked for differences in responses between pairs that remained in the program and those who abandoned it.

Elora Voyles, Northern Illinois University

Sarah F. Bailey, Northern Illinois University

Lisa Finkelstein, Northern Illinois University

Submitter: Elora Voyles, eloracv@gmail.com

#### 189-21 Paying It Forward? Organizational Inducements' Mixed Effects on Executive Mentoring

Do organizational inducements influence senior executives' mentoring behavior? In a multisource study of senior executives ( $N = 242$ ) and their

direct reports ( $N = 1506$ ), the researchers found mixed results; relational inducements were positive associated with mentoring while transactional inducements were negative associated. The findings challenge assumptions about the trickle-down benefits of organizational rewards.

Dayna Walker, Claremont Graduate University

Jeffrey Yip, Claremont Graduate University

Submitter: Dayna Walker, dayna.walker@cgu.edu

#### 189-22 Networking Depletes Self-Regulatory Resources, but not for Everyone

Despite the consistently proven long-term macro benefits of networking, there may be negative short-term micro consequences. Combining predictions from job demands-resources model and ego depletion theory, research shows in a randomized-controlled experiment that networking depletes individuals' self-regulatory resources. Moreover, it is found that extraversion and social skills buffer the depleting effect.

Laura Marie Wingender, University of Cologne

Hans-Georg Wolff, University of Cologne

Submitter: Hans-Georg Wolff, hans-georg.wolff@uni-koeln.de

#### 189-23 Gossips Fiercer Than Tigers: Effect of Gossips on Innovative Behavior

Based on self-evaluation perspective, by introducing OBSE and creative self-efficacy as mediator and moderator respectively, this study attempts to investigate the effect and influencing mechanism of workplace negative gossip on employee innovative behavior. Multiwave data from 296 employees in 9 IT companies provided support for the hypotheses.

Haoying Xu, Central University of Finance and Economics

Ming Kong, Tsinghua University

Submitter: Haoying Xu, wangzhen.568@126.com

#### 190. Community of Interest: 1:00PM-1:50PM 203 A

##### Early I-O Education: Enhancing Visibility in High School and Undergraduate School

Nicholas P. Salter, Ramapo College of New Jersey, *Host*

Peter D. Bachiochi, Eastern Connecticut State University, *Host*

Dev K. Dalal, University of Connecticut, *Coordinator*

#### 191. Roundtable/Conversation Hour: 1:00PM-2:00PM 207 A

##### Hospital(ity): The Intersection of the Healthcare and Hospitality Industries

This discussion is intended to bridge practitioners from 2 seemingly disparate industries—healthcare and hospitality—by discussing common best practices related to recruitment, selection, and development of talent, as well as the measurement of service/care quality and guest/patient satisfaction and loyalty. The hosts will facilitate a networking opportunity for attendees.

Holly Olson, Talent Plus, Inc., *Host*

Scott C. Whiteford, Talent Plus, Inc., *Host*

Submitter: Brett M. Wells, brwells@talentplus.com

#### 192. Symposium/Forum: 1:30PM-2:50PM 201 A

##### Tweet, Post, and Link: Creating a Presence and Brand Online

As the digital world has moved more content online, social media has become a leading method for raising visibility around one's brand and our field. This session will offer practical guidance for using LinkedIn and Twitter to grow one's brand and raise awareness of I-O Psychology.

Tiffany R. Poeppelman, LinkedIn, *Chair*

Steven G. Rogelberg, University of North Carolina Charlotte, *Discussant*

Tiffany R. Poeppelman, LinkedIn, *SIOP Visibility: Reframing Perceptions around Personal and Professional Boundaries*

Tilman Sheets, Louisiana Tech, *Using Social Media to Increase Awareness of I-O Psychology*

Evan F. Sinar, Development Dimensions International (DDI), *From Connections to Curation: Unlocking LinkedIn's Full Power and Potential*

Paul Thoresen, MPPAW, *Twitter 2.0 for I-O Psychology Branding & Beyond*

Submitter: Tiffany R. Poeppelman, tiffanyripley@gmail.com

**193. Symposium/Forum: 1:30PM-2:50PM 201 B****AC, Quo Vadis? Novel Assessment Center Design and Validation Strategies**

In knowledge economy, ACs face pressing challenges due to changes arising from technology use and efficiency demands. In face of these challenges, presenters discuss novel AC designs and validation approaches. Topics include speed assessments and snap judgments, day-in-a-life-assessments, micro-behavior in computer-based assessments, and a company-level validation approach.

Pia Ingold, University of Zurich, Switzerland, *Chair*

Brian J. Hoffman, The University of Georgia, *Co-Chair*

Christoph Herde, Ghent University, Filip Lievens, Ghent University, *The Added Value of Speed Assessment for Assessing Leadership*

Pia Ingold, University of Zurich, Mirjam Dönni, University of Zurich, Martin Kleinmann, University of Zurich, Filip Lievens, Ghent University, *Snap or Trap? The Role of Snap Judgments for ACs*

Christopher Wiese, Purdue University, Kimberly A. Smith-Jentsch, University of Central Florida, *Assessment Center Structure and Construct Validity: A New Hope*

Brett W. Guidry, Purdue University, *Interpreting Microbehaviors in Virtual Assessments*

Mengqiao Liu, Development Dimensions International (DDI), Thomas S. Skiba, Florida Institute of Technology, James N. Thomas, Development Dimensions International (DDI), *Executive Assessment Centers: New Insights Into a Company's Bottom Line*

Submitter: Pia Ingold, p.ingold@psychologie.uzh.ch

**194. Symposium/Forum: 1:30PM-2:50PM 201 C****Exploring Strategies to Buffer the Detrimental Impacts of Customer Mistreatment**

Although the detrimental impacts of customer mistreatment have been well demonstrated, little is known about what factors can effectively attenuate such detrimental impacts. The symposium highlights strategies and characteristics that can help employees to better handle customer mistreatment, including positive reflection, prosocial recollection, perspective taking, conflict handling, and perceived control.

Yujie Zhan, Wilfrid Laurier University, *Chair*

Yihao Liu, University of Florida, *Co-Chair*

Mo Wang, University of Florida, *Discussant*

Yujie Zhan, Wilfrid Laurier University, Xiaoxiao Hu, Old Dominion University, Su Kyung Kim, Wilfrid Laurier University, Xiang Yao, Peking University, *Customer Mistreatment and Daily Work Outcomes: Effect of Positive Reflection*

Yifan Song, University of Florida, Yihao Liu, University of Florida, Klodiana Lanaj, University of Florida, Valeria Alterman, University of Florida, Junqi Shi, Sun Yat-Sen University, *Daily Intervention to Mitigate Perceived Customer Mistreatment's Negative Effects*

Young Ho Song, McGill University, Ruodan Shao, University of Manitoba, Daniel Skarlicki, University of British Columbia, Jungkyu Park, McGill University, *Effects of Conflict-Handling Strategy on Daily Customer Mistreatment/Employee Performance Relationship*

Katharine Penix, University of Hartford, Olga L. Clark, University of Hartford, *Service Encounters of an Uncivil Kind*

Submitter: Yihao Liu, danielhao323@gmail.com

**195. Panel Discussion: 1:30PM-2:50PM 201 D****Walking the Fine Line: Managing Sticky Coaching Situations**

This session will focus on difficult situations in coaching engagements that require a coach to navigate questions of ethics, managing boundaries in the coach/client relationship and conflicting obligations. The panelists will discuss steps they would take to address various vignettes reflecting challenging coaching situations.

Veronica S. Harvey, Schmidt Harvey Consulting, *Co-Chair*

Christopher Selenta, Aon Hewitt, *Co-Chair*

Casey C. Smith, The Graduate Center & Baruch College, CUNY, *Co-Chair*

Richmond S. Fourmy, Aon Hewitt, *Panelist*

Laura Heaton, Penske, *Panelist*

Tim Jackson, Jackson Leadership Inc., *Panelist*

David B. Peterson, Google, *Panelist*

Submitter: Christopher Selenta, cselenta@hotmail.com

**197. Panel Discussion: 1:30PM-2:50PM 203 B****Teaching Diversity During Times of Turbulence: A SIOP Teach-In**

This session will present advice from psychology and business faculty on teaching about difference, diversity, and discrimination during socially turbulent times. Current social issues (e.g., police brutality, immigration, marriage equality) can impact the process of teaching these topics. Topics include interracial settings, identity, emotional labor, and resistance to diversity.

Kecia M. Thomas, University of Georgia, *Chair*

Lindsay Brown, University of Georgia, *Co-Chair*

Leslie Ashburn-Nardo, Indiana University-Purdue University Indianapolis, *Panelist*

Derek R. Avery, Wake Forest University, *Panelist*

Lindsay Johnson, University of Cincinnati, *Panelist*

Ny Mia Tran, Muhlenberg College, *Panelist*

Sabrina D. Volpone, University of New Mexico, *Panelist*

Submitter: Lindsay Brown, blbrown0@uga.edu

**198. Alternative Session Type: 1:30PM-2:50PM 204 A****Ignite: Now Sell Me This!**

How can we better sell the value of I-O solutions to fellow I-Os, clients, and stakeholders? In this fast-paced Ignite session, 9 experienced practitioners will share how they sell the value of various I-O solutions to specific audiences. Insights will inform aspiring and current practitioners alike.

Donald E. Lustenberger, Development Dimensions International (DDI), *Co-Chair*

Irina F. Cozma, Development Dimensions International (DDI), *Co-Chair*

Jeffrey R. Labrador, Kenexa, an IBM Company, *Presenter*

Alissa D. Parr, Select International, *Presenter*

Erica N. Drew, DaVita Healthcare Partners, *Presenter*

Janis M. Ward, J. M. Ward Consulting, *Presenter*

Trevor J. Shylock, Caliper, *Presenter*

Krista Hoffmeister, JBS, *Presenter*

Lizzette Lima, Right Management, *Presenter*

Katherine L. Bittner, Bittner and Associates, LLC, *Presenter*

Debbie Logan, Halliburton, *Presenter*

Submitter: Donald E. Lustenberger, don.lustenberger@ddiworld.com

**199. Symposium/Forum: 1:30PM-2:50PM 204 B****Women at the Top: Perspectives on Getting There and Staying**

This collection of papers represents a highly cohesive theme of emerging literature examining opt out and leaky pipeline issues for high-powered women. This research examines challenges in obtaining and remaining in top positions for women.

Erin Eatough, Baruch College & The Graduate Center, CUNY, *Chair*

Karen S. Lyness, Baruch College & Graduate Center, CUNY, *Discussant*

Ruoxi Xia, University of Ottawa, Laurent M. Lapierre, University of Ottawa, *Work-Family Issues and Growth Intentions of Female Entrepreneurs*

Elizabeth M. Boyd, Kennesaw State University, Erin Wolf, Kennesaw State University, Tanya Brinkley, Kennesaw State University, *Qualitative Explorations of the Leaky Pipeline for Women in Law*

Erin Eatough, Baruch College & The Graduate Center, CUNY, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, Elizabeth Minei, Baruch College, CUNY, *When Female Breadwinners Intend to Leave Their Profession*

Yael Oelbaum, The Graduate Center & Baruch College, CUNY, Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, *Understanding Why Female Leaders Are on the Glass Cliff*

Submitter: Erin Eatough, erin.eatough@baruch.cuny.edu

**200. Panel Discussion: 1:30PM-2:50PM 204 C****Closing the Digital Gap: Barriers and Inertia in Talent**

Organizations face challenges at different steps in the talent lifecycle. From sourcing and screening, to hiring and onboarding, developing and retaining, the battle for talent has intensified as technology has evolved. The goal of this panel is to identify barriers and discuss innovative methods for developing advanced talent strategy.

Chad C. Parson, Aon Hewitt, *Chair*

Christopher T. Huynh, Aon Hewitt, *Co-Chair*

Melinda Scheuer, Sears Holdings Corporation, *Panelist*

John F. Skinner, Sears Holdings Corporation, *Panelist*

Paul Rubenstein, Aon Hewitt, *Panelist*

Megan Chandler, Marriott International, *Panelist*





Lori LePla, General Motors, *Panelist*

Mark Newman, HireVue, *Panelist*

Submitter: Christopher T. Huynh, huynhct@gmail.com

## 201. Symposium/Forum: 1:30PM-2:50PM 206 A

### Modern Tools and Samples for the Ubiquitous Workplace Survey

Although advances in technology and sampling strategy have facilitated focused investigations into relevant workplace topics, research investigating negative consequences of modern survey techniques has lagged behind innovation. This symposium features research examining the impact of modern survey design, methodology, sampling, and data use on research conclusions and applied practices.

Amy DuVernet, Training Industry, Inc, *Chair*

Tara S. Behrend, The George Washington University, *Discussant*

Thomas J. Whelan, Training Industry Inc., Lori L. Foster, North Carolina State University, S. Bart Craig, North Carolina State University, Adam W. Meade, North Carolina State University, Mark A. Wilson, NC State University, *Response Rates in 21st Century Organizational Survey Research*

Amy DuVernet, Training Industry, Inc, *Network and Online Panels: Comparing Convenience Samples*

Jack W. Stoughton, III, CEB, Lori L. Foster, North Carolina State University, S. Bart Craig, North Carolina State University, Adam W. Meade, North Carolina State University, Mark A. Wilson, North Carolina State University, *Organizational Opinions Untethered: Mobile Technologies in Survey Deployment*

Jennifer T. Lindberg McGinnis, North Carolina Office of State Human Resources, *Ethical Considerations in Modern Workplace Surveying: A Case Study*

Submitter: Amy DuVernet, amyduv@gmail.com

## 202. Symposium/Forum: 1:30PM-2:50PM 207 B

### Making Big Data Smart: Challenges in Measurement, Analysis, and Validity

I-O psychologists have shown tremendous interest in big data, yet have faced critical challenges in measurement, analysis, and validity issues. Moving from "bigness" to "smartness," this symposium presents 4 studies showcasing big data techniques that provide new insights and predict meaningful outcomes with greater precision for pivotal I-O questions.

Wei Wang, University of Central Florida, *Chair*

Ryan Boyd, University of Texas at Austin, *Co-Chair*

Jing Jin, Facebook, *Discussant*

Wei Wang, University of Central Florida, Ivan Hernandez, University of Illinois at Urbana-Champaign, Daniel A. Newman, University of Illinois at Urbana-Champaign, Jibo He, Wichita State University, Jiang Bian, University of Florida,

*Twitter Analysis: U.S. Weekly Trends in Work Stress and Emotion*

Ryan Boyd, University of Texas at Austin, Kate Neiderhoffer, Soothspace, James Pennebaker, University of Texas at Austin, *Word of Advice: Language and Psychological Features of Work-Related Advice*

Amy Wax, California State University, Long Beach, *Understanding Team Self-Assembly: A Mixed Methods Approach*

Tanner A. Kluth, University of Central Florida, Wei Wang, University of Central Florida, Eric J. Sydel, SHAKER, Derek L. Mracek, SHAKER, *Predicting Job Performance From Text Responses: A Big Data Approach*

Submitter: Wei Wang, wei.wang@ucf.edu

## 203. Panel Discussion: 1:30PM-2:50PM 207 C

### Consulting Without Insulting: Managing Difficult Client Conversations and Interactions

This session will present a panel of consultants who each bring real-world examples of difficult client interactions. Panelists will share situations they have encountered and how they handled them, including business challenges, ethical dilemmas, communication difficulties, poor research findings, or simply having to tell a client "no."

Dawn Lambert, PSI Services LLC, *Chair*

Mitchell W. Gold, Right Management, *Panelist*

James H. Killian, IBM, *Panelist*

Penelope C. Palmer, PSI Services LLC, *Panelist*

Scott M. Reithel, APT, Inc., *Panelist*

Submitter: Dawn Lambert, dawn.burnett@gmail.com

## 204. Symposium/Forum: 1:30PM-2:50PM 207 D

### Workplace (In)Civility: New Insights Into Contexts, Consequences, and Boundary Conditions

This symposium presents 5 studies of incivility (and civility) in organizations. Presenters address the contexts that give rise to workplace (in)civility, the consequences that follow it, and the conditions that attenuate or exacerbate it. Translating science into solutions, each talk will include practical recommendations for cultivating civil environments in organizations.

Lilia M. Cortina, University of Michigan, *Chair*

Emily A. Vargas, University of Michigan, *Co-Chair*

Verónica Caridad Rabelo, University of Michigan, *Disrespect in Dirty Work: Incidence and Impact Among University Janitors*

Samantha January, Texas A&M University, Kathi N. Miner, Texas A&M University, *Does the Source Matter? Gendered Faculty Experiences of Academic Incivility*

David D. Walker, University of British Columbia, Danielle van Jaarsveld, University of British Columbia, Dennis Ma, University of British Columbia, Mo Wang, University of Florida, *Effects of Employee Exhaustion and Hardiness on Responses to Incivility*

Kerri C. Nelson, University of Connecticut, Vicki J. Magley, University of Connecticut, *Examining Mechanisms Linking Incivility to Engagement*

Christine Porath, Georgetown University, Sebastian L. Schorch, Grenoble Ecole de Management, Alexandra Gerbasi, Grenoble Ecole de Management, Kristin L. Cullen-Lester, Center for Creative Leadership, *Civility: How It Spreads and What Limits Its Potential*

Submitter: Emily A. Vargas, emvargas@umich.edu

## 205. Panel Discussion: 1:30PM-2:50PM 303 A

### Understanding the Professional and Research Needs of Employee Selection Practitioners

The purpose of this panel is to define the most critical needs of I-O psychologists who practice in the field of employment testing and selection and to identify specific actions in response that will assist practitioners who work in the field.

Nancy T. Tippins, CEB, *Chair*

Maria Arboleda, Google, *Panelist*

Anthony S. Boyce, Aon Hewitt, *Panelist*

Erica L. Hauck, PepsiCo/Frito-Lay, *Panelist*

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

Robert P. Michel, Edison Electric Institute, *Panelist*

Brendan G. Neuman, United Airlines, *Panelist*

Ren Nygren, Walmart Stores Inc., *Panelist*

Rachel D. Plugge, Baylor Scott & White Health, *Panelist*

Seth Zimmer, AT&T, *Panelist*

Submitter: Nancy T. Tippins, ntippins@cebglobal.com

## 206. Panel Discussion: 1:30PM-2:50PM 303 B

### Feedback at Work: Bridging Science and Practice

Workplace feedback, the act of providing employees with information about their job-related potential or performance, is a common psychological intervention in talent management. The panel will discuss the gap between the science and practice of feedback, and provide evidence-based recommendations for improving feedback interventions at work.

Tomas Chamorro-Premuzic, Hogan Assessment Systems/University of London, *Chair*

Robert Hogan, Hogan Assessment Systems, *Panelist*

Todd Carlisle, Google, *Panelist*

Erica M. Rivera, RHR International, LLP, *Panelist*

Marc Efron, Talent Strategy Group, *Panelist*

Julie Merges, Edmunds.com, *Panelist*

Submitter: Tomas Chamorro-Premuzic, tomaschamorroremuzic@gmail.com

## 207. Panel Discussion: 1:30PM-2:50PM 303 C

### Why Survey Data Fail—and What to Do About It

The difference between best practices of survey methodology and pragmatism can often be a challenge for new survey creators and put them at risk of presenting inaccurate findings. The purpose of this panel is to discuss common pitfalls, knowing limitations, and the "dark side" of conducting surveys within large organizations.

Terri Shapiro, Hofstra University, *Chair*

Randy Lim, Hofstra University/McKinsey & Co., *Co-Chair*  
 David B. Mendelsohn, Columbia University, *Co-Chair*  
 Dinora R. Fitzgerald, McKinsey & Company, *Panelist*  
 Anthony Auriemma, Sleepy's: The Mattress Professionals, *Panelist*  
 Marc Vicino, JetBlue Airways, *Panelist*  
 Vivian A. Woo, Sirota, *Panelist*  
 Submitter: Randy Lim, Limrandy88@gmail.com

## 208. Panel Discussion: 1:30PM-2:50PM 303 D

### No Longer an Afterthought? Reasonable Alternatives and Title VII Litigation

Traditionally, disparate impact has focused on arguments of adverse impact and business necessity/job relatedness. Recent litigation, however, may force reasonable alternatives to the forefront. This panel will discuss the professional guidance related to reasonable alternatives, review the implications of recent court cases, and discuss best practices when evaluating reasonable alternatives.

Emilee B. Tison, DCI Consulting Group, Inc., *Chair*  
 Winfred Arthur, Jr., Texas A&M University, *Panelist*  
 Theodore L. Hayes, George Washington University, *Panelist*  
 James E. Kuthy, Biddle Consulting Group, Inc., *Panelist*  
 Ryan S. O'Leary, CEB, *Panelist*

Submitter: Emilee B. Tison, etison@dciconsult.com

## 209. Poster Session: 2:00PM-2:50PM Ballroom A-E

### Motivation/Rewards/Compensation/Withdrawal

#### 209-1 Mindfulness Serves as Self-Regulatory Buffer in Presence of Negative Feedback

This study assessed the impact of trait mindfulness on reactions to negative feedback, proposing mindfulness buffers the impact negative feedback can have on the self-concept, decreasing rumination. Mindfulness moderated the relationship between negative feedback and rumination such that at high levels of negative feedback, individuals high in mindfulness ruminated less.

Che L. Albowicz, Florida Institute of Technology  
 Lisa A. Steelman, Florida Institute of Technology

Submitter: Che L. Albowicz, calbowicz2013@my.fit.edu

#### 209-2 Response Volume and Rating Confidence Levels Effects on Rating Quality

This study reports an investigation into optimizing supervisor rating quality. Research reports on discoveries related to optimal rating volume, item set length, and minimal rating confidence based on a random sample of archived supervisor ratings representing 19,107 employed individuals matched with 2,920 supervisor raters from multiple industries and organizations.

Derek A. Brown, Infor  
 Phillip L. Gilmore, Infor

Submitter: Derek A. Brown, dabrown@knights.ucf.edu

#### 209-3 Cognitive and Noncognitive Predictors of Career Intentions Within Cyber Jobs

Information technology specialists and nodal network operator maintainer soldiers participated in research that examines how cognitive ability, cyber knowledge, job fit, and normative commitment predict Army career intentions. Findings include an interaction between cyber knowledge test scores and job fit in predicting Army career intentions. Implications are discussed.

Kristophor G. Canali, U.S. Army Research Institute  
 James C. Meaden, George Mason University  
 Alexander P. Wind, U.S. Army Research Institute

Submitter: Kristophor G. Canali, kgc99001@yahoo.com

#### 209-4 Predicting Organizational Reentry: Work, Leader and Organizational Factors

This study examined how constructs measured in exit interviews, like culture, leadership, and workload, relate to intentions to remain in the same career, willingness to return to the same location, and willingness to return to the same department. Organizational level variables, like culture and communication, were most influential.

Lauren E. Cotter, Colorado State University  
 Jaclyn M. Menendez, Colorado State University

Madison E. Hanscom, Colorado State University  
 Alison Elsaesser, Strategic Programs, Inc.  
 Jeanette N. Cleveland, Colorado State University  
 Submitter: Lauren E. Cotter, lcotter@rams.colostate.edu

#### 209-5 Motivating Learning in High-Need Students: A Measurement and Feedback Approach

This poster presents a theoretical model for enhancing noncognitive factors of high-need K-12 students. It is proposed that ProMES, an empirically supported measurement and feedback intervention, can be used with students and educators to achieve lasting improvements in motivation and the learning environment, thereby narrowing performance disparities. Future research needs are discussed.

Natalie W. Dixon, CIC Planning Group  
 Charles Buresch, CIC Planning Group

Submitter: Natalie W. Dixon, dixon.n@cicplanning.com

#### 209-6 The Importance of Rater's Personality in Weighting Job Performance Dimensions

The role of rater personality in weighting OCB, CWB, and task performance when rating job performance was examined. Results supported that Big 5 aspects have relationships with performance ratings. This study highlights the importance of an aspect level approach to personality, advance our understanding of ratings, and stimulate future research.

Mary Gao, University of Minnesota  
 Aaron M. Schmidt, University of Minnesota  
 Laura Wallace, University of Minnesota

Submitter: Mary Gao, gaoxx385@umn.edu

#### 209-7 Extraversion, Emotional Stability, and Their Nonlinear Relationships With Employee Turnover

Big 5 personality traits as predictors of employee turnover are considered. Research further considers the nonlinear nature of these relationships. Results support predictions that Extraversion and Emotional Stability have nonlinear relationships with turnover, such that these relationships are stronger on the lower end of the predictor continuum.

Angelica Garza, George Mason University  
 Alex P. Lindsey, George Mason University  
 James C. Meaden, George Mason University

Submitter: Alex P. Lindsey, aplindse@gmail.com

#### 209-8 SK BARS System: Ongoing Performance Management for Municipal Police

This paper draws from nearly 20 years of experience with a municipal police division to make a timely contribution. The poster clarifies and extends Smith and Kendall's classic Behaviorally Anchored Rating Scale process to encompass a rigorous performance management system that provides ongoing, multilevel, developmental, and evaluative feedback.

Michael A. Gillespie, University of South Florida Sarasota-Manatee  
 Jennifer Z. Gillespie, University of South Florida Sarasota-Manatee  
 Katherine A. Sliter, FurstPerson  
 May C. Colatat, Edward Jones  
 Kevin Nolan, Hofstra University  
 Robert M. Guion, Bowling Green State University

Submitter: Michael A. Gillespie, magillespie@sar.usf.edu

#### 209-9 The Impact of Thwarted Competence-Presentation on Turnover Intentions

Thwarted competence-presentation can generate uncertainty regarding people's own competence (self-focused competence uncertainty) as well as regarding how competent they are in others' eyes (other-focused competence uncertainty). Focusing on self-focused competence uncertainty, it is further proposed that self-focused competence uncertainty mediates the relationship between thwarted competence-presentation and turnover intentions.

Jungwoo Ha, London Business School  
 Submitter: Jungwoo Ha, jha@london.edu

### 209-10 Self-Efficacy, Achievement- Versus Learning-Oriented Effort, and Complex Task Learning

This study examined moderators of the self-efficacy-to-effort relationship in complex task learning. The results revealed within-person self-efficacy's effects on achievement-oriented effort were moderated by both between-person self-efficacy and the practice-performance distinction. However, within-person self-efficacy was negatively related to learning-oriented effort in both practice and performance contexts.

Jay H. Hardy, Oregon State University

Eric A. Day, University of Oklahoma

Logan M. Steele, University of Oklahoma

Joseph A. Westlin, University of Oklahoma

Christopher Nguyen, University of Oklahoma

Submitter: Jay H. Hardy, III, jay.hardy@oregonstate.edu

### 209-11 Measuring Rating Accuracy and Overestimating Accuracy Effects

Cronbach's components of accuracy are the primary criteria in accuracy research. However, there are meaningful concerns about their psychometric qualities. Thirty-six rating accuracy studies were meta-analyzed to evaluate the extent of the validity of these concerns. Results provide further support that differential accuracy findings should not be trusted.

Neil M. A. Hauenstein, Virginia Tech

Eugene J. Kutcher, III, Rider University

Micah Roediger, Virginia Tech

Submitter: Neil M. A. Hauenstein, nhauen@vt.edu

### 209-12 Examining Incremental Velocity Effects on Affective Reactions During Goal Pursuit

Two studies were conducted to advance research on self-regulation via predictions derived from control theory. Evidence is presented for the incremental effect of objective velocity over and above objective discrepancy on affective outcomes. In addition, the mediating role of perceived performance judgments linking objective velocity to affect is explored.

Dustin K. Jundt, Saint Louis University

Cort W. Rudolph, Saint Louis University

Paul Werth, Saint Louis University

Victoria L. Whitaker, Saint Louis University

Submitter: Dustin K. Jundt, djundt@slu.edu

### 209-13 Resilience: Uncovering Key Factors and Mechanisms for Reducing Employee Turnover

This work is an investigation of the organizational factors and individual mechanisms that reduce employee turnover. This work uses a sample of current organizational members to demonstrate that interpersonal relations and role clarity can foster resilience and reduce subsequent turnover.

Danielle D. King, Michigan State University

Joana C. Kuntz, University of Canterbury

Katharina Naswall, University of Canterbury

Submitter: Danielle D. King, kingda11@msu.edu

### 209-14 Do Raters Always Disagree? A Meta-Analysis That Considers Time

This meta-analysis investigated the influence of time on self-ratings and observer-ratings of performance. It was found that stability was similar, self-observer agreement remained the same, and temporal consistency was higher in self- than observer ratings. Type of performance and type of observer rater moderated these relationships.

Angela Lee, University of Illinois at Urbana-Champaign

Mengyang Cao, University of Illinois at Urbana-Champaign

Nichelle C. Carpenter, University of Illinois at Urbana-Champaign

Submitter: Angela Lee, alee99@illinois.edu

### 209-15 Rethinking the Effect of Learning Goal Orientation on Job Performance

This study examined a curvilinear relationship between learning goal orientation and job performance and a moderating effect of task variety. The results indicated that learning goal orientation had a positive relationship with job performance when task variety was low but had an inverted-U shaped relationship when task variety was high.

Hyoun Sook Lim, University of Connecticut

Sooyoung Shin, Yeungnam University

Submitter: Sooyoung Shin, swim1@ynu.ac.kr

### 209-16 Addressing Deficiencies in Turnover Frameworks: Employee-Employer's Voluntariness Turnover Typology

Addressing deficiencies in the voluntary-involuntary paradigm of turnover, the new typology suggests 4 types of turnover situation based on the configuration of voluntariness of the individual and the organization in turnover decisions. This classification system should aid future turnover research by providing a consistent and elaborated structure.

Li Lin, University of Oklahoma

Submitter: Li Lin, li.lin-1@ou.edu

### 209-17 Predicting Voluntary Turnover With Job Performance Within Dynamic Labor Markets

Using historical data for over 500 employees, it was found that current performance predicts voluntary turnover but the effects of dynamic performance were nonsignificant. Results also suggest that labor market trends, rather than current conditions, predict turnover beyond the effects of job performance. Implications for research and practice are discussed.

Andrew C. Loignon, University of North Carolina-Charlotte

William Tewalt, UNUM

Timothy Clayton, UNUM

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

### 209-18 Multirater Feedback and Rater Gender: 360 Bias Protection

This research calls for a reexamination of the traditional notion that 360-degree feedback is best suited for development and not for making employment-related decisions. Despite past research finding some evidence of gender bias in multirater feedback, this study shows that gender-based rating differences are likely not a substantial concern.

Meghan R. Lowery, Eli Lilly and Company

Joel T. Nadler, Southern Illinois University Edwardsville

Submitter: Joel T. Nadler, jnadler@siue.edu

### 209-19 The Impact of Self-Efficacy and Incentives on Multiple-Goal Resource Allocation

This theoretical article discusses how the relationship between self-efficacy and resource allocation might be influenced by the presence of multiple, competing goals with differing incentive structures. Previous research on the relationship between self-efficacy and resource allocation in multiple goal contexts is integrated with established research on incentive structures.

Win T. Matsuda, University of Minnesota

Aaron M. Schmidt, University of Minnesota

Submitter: Win T. Matsuda, matsuo98@umn.edu

### 209-20 How Job Attitudes Differentially Predict Different Types of Turnover

This poster explores organizational commitment as a mediator of the relationship between person-job fit and turnover. Turnover is categorized into 2 categories, internally driven and externally driven, and relationships with previously established predictors are assessed. Results partially support our predictions that attitudinal factors have stronger relationships with internally driven turnover as compared to externally driven turnover.

James C. Meaden, George Mason University

Alex P. Lindsey, George Mason University

Angelica Garza, George Mason University

Submitter: James C. Meaden, james.meaden@gmail.com

### 209-21 Relationship of Pay Increases to Satisfaction, Commitment, and Turnover Intentions

Affective events theory (AET) was used to examine how pay increase size was related to the perceived magnitude of the increase, affective reactions, job satisfaction, organizational commitment, and turnover intentions. Mixed support for AET was found. Perceived magnitude mediated relationships between pay increase size, affective reactions, and outcome variables.

Gina J. Medsker, HumRRO

Kenneth Pritchard, Metropolitan Washington Airports Authority

Sarah Cogswell, HumRRO

Submitter: Gina J. Medsker, gmedsker@humro.org



### 209-22 Regulatory Fit Theory in Organizational Sciences: Clarifying Issues and Methods

The effect of regulatory fit on behaviors and individual differences was examined by analyzing 92 studies. Findings indicate fit effects are robust and no moderators eliminate the regulatory fit effect. Further, in creating fit, message-framing strategies have a stronger effect than goal pursuit strategies. Implications for I-O psychology are discussed.

Andrew M. Miller, Virginia Tech University

Nikita Arun, Virginia Tech University

Samantha L. Garrett, University of South Florida

Maureen E. McCusker, Virginia Tech University

Neil M. A. Hauenstein, Virginia Tech University

Submitter: Andrew M. Miller, amiller6@vt.edu

### 209-23 Managers Can Reduce Intentions to Quit With Good Meetings

The association between employee-supervisor relationship quality and intentions to quit the organization as moderated by negative affectivity (NA) was examined. Employees thought less about quitting when managers communicated the support of the organization and fostered quality relationships with their subordinates in meetings, and the effect depended on employee NA.

Joseph E. Mroz, University of Nebraska at Omaha

Joseph A. Allen, University of Nebraska at Omaha

Submitter: Joseph E. Mroz, Jmroz@unomaha.edu

### 209-24 When and How Consistently Employees Arrive and Depart from Work

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

Cory S. Adis, CEB Company

Phillip L. Gilmore, Infor

Submitter: Vias C. Nicolaides, vnicolai@gmu.edu

### 209-25 Self-Schema Characteristics, Motivational Orientation, and Work Performance: A Within-Person Approach

Self-concept has been an important topic of research, but little work has examined self-concept contents and structure in a performance context. This study examined this issue, investigating relationships between self-concept components, motivational orientation, and performance-related outcomes within individuals over time. Results indicated self-concept influences motivational orientation which then affects performance.

Marne H. Pomerance, Human Resources Technologies, Inc., DEOMI

Patrick D. Converse, Florida Institute of Technology

Submitter: Marne H. Pomerance, mpomerance2009@my.fit.edu

### 209-26 Do Job Hoppers Fit Into the Unfolding Model of Turnover?

The job hopping motives (advancement and escape) of 707 people were examined and compared to components of the unfolding model of turnover. Job hoppers used some but not all unfolding model components, suggesting possible model improvements. Prediction of withdrawal was improved by adding job hopping motives to unfolding model components.

Alison G. Shrift, University of Minnesota-Duluth

Christopher J. Lake, University of Minnesota, Duluth

Submitter: Alison G. Shrift, shrif003@d.umn.edu

### 209-27 When Hurrying Offsets the Benefits of Time-Based Goal Setting

Goal setting theory finds that specific, difficult goals result in higher performance. This specific idea did not generalize to our time-based (task completion time) task. However, difficult goals caused increased sensitivity to key variables and increased impulsivity suggesting that time-based goals might promote behaviors that impair goal achievement.

Andrew P. Tenbrink, Kansas State University

Michael E. Young, Kansas State University

Submitter: Satoris S. Culbertson, satoris@ksu.edu

### 209-28 Considering Conditional Effects Within the Performance Trend, Attribution, Rating Linkage

This poster investigated conditional effects of rater performance and mode of information integration on the linkage between performance trend, observer attributions, and performance ratings. Results indicate that raters who more explicitly process dynamic performance information and perform poorly on the task being rated make stronger effort attributions, which subsequently impact ratings.

Eileen C. Toomey, Saint Louis University

Paul Werth, Saint Louis University

Cort W. Rudolph, Saint Louis University

Submitter: Cort W. Rudolph, rudolphc@slu.edu

### 209-30 Secondary Traumatic Stress: Implications for Volunteer Engagement and Turnover Intentions

Utilizing a conservation of resources theoretical framework, this study examined secondary traumatic stress as a resource-depleting state, resulting in increased disengagement and increased turnover intentions among volunteers operating within highly stressful roles. Further, it explored compassion satisfaction as a resource-enhancing buffer of the deleterious effects of secondary traumatic stress.

Stephanie A. Weddington, University of Nebraska-Omaha

Lisa Leahy Scherer, University of Nebraska-Omaha

Joseph A. Allen, University of Nebraska-Omaha

Submitter: Stephanie A. Weddington, sweddington@unomaha.edu

### 209-31 Using Quality and Quantity as Cues to Disengage From Tasks

This poster introduces a quality-quantity categorization of stop rules—criteria people use to identify stopping points of tasks—to complement the conventional sufficiency-enjoyment distinction. Through construction of a questionnaire measuring preferences for these stop rules, the factor structure and the relationships with other individual differences variables are examined.

Tetsuhiro Yamada, University of Minnesota

Aaron M. Schmidt, University of Minnesota

Submitter: Tetsuhiro Yamada, yamad017@umn.edu

### 209-32 Feedback Intervention Perceptions: Development and Validation of a Measure

This study presents and tests a multidimensional measure of perceptions toward feedback intervention. Confirmatory factor analysis supported a 5-factor structure. Correlational analyses demonstrated strong, differential relationships with feedback reaction measures and job satisfaction. Regression analyses demonstrated direct effects on motivation and intent to use feedback. Organizational justice mediated the relationship.

Brandon L. Young, Mountain States Employers Council, Inc.

Barbara A. Fritzsche, University of Central Florida

Submitter: Brandon L. Young, byoung@msec.org

### 210. Community of Interest: 2:00PM-2:50PM 203 A SIOP's Response to the APA Collusion Report: Making Ethics Matter

Joel M. Lefkowitz, Baruch College, and the Graduate Center, CUNY, *Host*

Deirdre J. Knapp, HumRRO, *Host*

Dev K. Dalal, University of Connecticut, *Coordinator*

### 211. Roundtable/Conversation Hour: 2:00PM-2:50PM 207 A Meditation, Mindfulness and Flourishing in Organizations

The construct of mindfulness and its contribution to the workplace are examined. Presenters will discuss methods for studying it, meditation practices used to cultivate it, and its importance for I-O psychology research and practice. The intention is to create a learning community of I-O psychologists interested in these practices.

Donald D. Davis, Old Dominion University, *Host*

Marc B. Sokol, Sage Consulting Resources, *Host*

Submitter: Donald D. Davis, dddavis@odu.edu

**212. Friday Seminars: 3:00PM-6:00PM****205 A****Friday Seminar: Big Data Predictive Analytics: A Hands-On Workshop Using R**

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. Attendees will learn how to apply several modern prediction models and algorithms that have helped characterize the Big Data revolution in organizations (e.g., random forests, gradient boosted trees). Workshop attendees will apply these methods using RStudio and the R programming language. Sample code and data sets will be provided.

Fred Oswald, Rice University, *Presenter*Dan J. Putka, HumRRO, *Presenter*John W. Fleenor, Center for Creative Leadership, *Coordinator*Submitter: John W. Fleenor, [fleenorj@ccl.org](mailto:fleenorj@ccl.org)See pp. 6-7  
for CE info**213. Friday Seminars: 3:00PM-6:00PM****205 B****Friday Seminar: Integrating the Science of Employee Health, Well-Being, and Safety Into I-O Psychology Practice**

PREREGISTRATION AND ADDITIONAL FEE REQUIRED. This seminar aims to enhance I-O psychology practice through the incorporation of principles from research on employee work-life balance, well-being, safety, and physical and psychological health promotion. Experts will guide participants through a series of case study examples, best practices, and facilitated job crafting and change implementation exercises.

David W. Ballard, APA, *Presenter*Autumn D. Krauss, Sentis, *Presenter*Robert R. Sinclair, Clemson University, *Presenter*Lindsay E. Sears, Healthways, *Coordinator*Submitter: Lindsay E. Sears, [sears4545@yahoo.com](mailto:sears4545@yahoo.com)See pp. 6-7  
for CE info**214. Poster Session: 3:30PM-4:20PM****Ballroom A-E****Performance Appraisal/Perf Management/Prosocial Behavior**

**214-1 A Cross-Cultural Comparison of a Job Performance Rating Survey**  
Measurement invariance properties of a job performance survey were examined across 4 countries. Partial scalar invariance was achieved, allowing for comparisons of latent scores. Regression weights of performance dimensions on overall ratings were also examined. Weights cannot be considered equal across countries, but the significant predictors were mostly consistent.

Cristina Anguiano-Carrasco, Educational Testing Service

Juliya Golubovich, Educational Testing Service

Submitter: Juliya Golubovich, [jgolubovich@gmail.com](mailto:jgolubovich@gmail.com)**214-2 Do Haptic Cues Increase Performance on Spatial Tasks?**

This study was conducted to examine whether haptic cues can increase performance for spatial tasks. We summarized the available literature using meta-analytic techniques to provide a quantitative status report of available research. A positive effect of using haptic cues over a control condition ( $g = .40$ ) was found.

Kevin L. Askew, Montclair State University

Jeremy A. Bauer, Valdosta State University

Michael D. Covert, University of South Florida

Submitter: Kevin L. Askew, [askewk@mail.montclair.edu](mailto:askewk@mail.montclair.edu)**214-3 Examining the Structure and Measurement Invariance of Student Citizenship Behavior**

This study examined the factor structure of the student organizational citizenship behavior (OCB) scale (Schmitt et al., 2008). Results showed that individual initiative, loyalty, and interpersonal helping were empirically distinct dimensions of student OCBs. In addition, the scale displayed measurement invariance across samples, as well as student and employment status.

Timothy J. Bartkoski, University of Missouri-St. Louis

Andie J. Preuss, University of Missouri-St. Louis

John P. Meriac, University of Missouri-St. Louis

Stephanie M. Merritt, University of Missouri-St. Louis

John S. Slifka, Jr., Anheuser-Busch

Lauren LaBat, University of Missouri-St. Louis

Submitter: Timothy J. Bartkoski, [tjb39@mail.umsl.edu](mailto:tjb39@mail.umsl.edu)**214-4 An Integration of Instrumental and Relational Approaches to Employee Help-Seeking**

Integrating theory of cooperation and competition and the social projection perspective, this study explores how goal interdependence influences employee help seeking. Results supported the mediating role of knowledge sharing in the cooperative goal interdependence-help-seeking linkage. Employees' behaviors may be sometimes influenced by their own former behaviors and assumptions.

Yuenlam Bavik, Hong Kong Polytechnic University

Dean W. Tjosvold, Lingnan University

Yifeng Chen, Lingnan University

Mankei Wan, Lingnan University

Submitter: Yuenlam Bavik, [wuyuenlam@gmail.com](mailto:wuyuenlam@gmail.com)**214-5 More Than Error: Meaningful Variability in Job Analysis Skill Ratings**

Skill ratings in job analysis may be more error-prone than task ratings. This study examined the utilization of a common set of work skills in 1,352 job analyses and identified 3 meaningful patterns in skill rating variation that differed across skills, tasks, and jobs. Theoretical and practical implications are discussed.

Alice M. Brawley, Clemson University

Kama D. Dodge, University of Akron

Mary LeFebvre, ACT, Inc.

Submitter: Alice M. Brawley, M.S., [abrawle@clemson.edu](mailto:abrawle@clemson.edu)**214-6 Taking a Metaperspective: Korean Self-Supervisor Agreement on Work Performance Ratings**

In a matched sample of 143 Korean employees and their supervisors' ratings of task performance, OCB, and voice behavior, having employees take their supervisor's (meta) perspective improved the agreement between the ratings, suggesting that the meta-perspective effect can make self-ratings more similar to supervisor ratings even in an Asian sample.

Inchul Cho, Texas A&amp;M University

Christopher M. Berry, Indiana University

Stephanie C. Payne, Texas A&amp;M University

Submitter: Inchul Cho, [iccho83@gmail.com](mailto:iccho83@gmail.com)**214-7 Person-Group Fit and Job Performance: A Moderated Mediation Model**

This study tested a moderated mediation model linking person-group (PG) fit to job performance, as mediated by team identification and moderated by task interdependence. Overall, data from 297 employees supported this model. Thus, team identification and task interdependence represent key mechanisms in determining how PG fit influences job performance.

Jae Young Choi, Drexel University

Submitter: Jae Young Choi, [jaeyoung79@gmail.com](mailto:jaeyoung79@gmail.com)**214-8 Within-Person Variability in Job Performance: Within-Person and Between-Person Effects**

Within-person variability in job performance is a relatively neglected issue. This study examined performance variability and predictors for over 30,000 employees across 7 years. Findings demonstrated there was substantial within-person variability (47%–71%), this was partially accounted for by goal-related factors, and job complexity moderated the goal quality–performance relationship.

Patrick D. Converse, Florida Institute of Technology

Michael C. Tocci, Procter &amp; Gamble

Submitter: Michael C. Tocci, [Tocci.mc@pg.com](mailto:Tocci.mc@pg.com)**214-9 Peer-Rated Contextual/Citizenship Performance: Matching Construct to Rating Source**

Organizations may be mismatching peer-raters with the dimensions they are asked to rate. Using multilevel modeling, it was found that peer raters of military recruits were better at rating contextual/citizenship performance directed towards individuals than contextual/citizenship performance directed towards the organization.

Kevin M. Doyle, University of Western Ontario

Richard D. Goffin, University of Western Ontario  
David E. Woycheshin, Department of National Defence  
Submitter: Kevin M. Doyle, kdoyle32@uwo.ca

#### 214-10 Popularity Procurement and Pay Off: Workplace Popularity and Its Influences

This study examines dynamics of workplace popularity, which is relatively unexplored but has tremendous potential for application in organizations. It is predicted that CSE and popularity are significantly moderated by political skill and work engagement; popularity's effect on task performance ratings, promotability, and leader trust was simultaneously examined.

Rebecca C. Garden, Old Dominion University  
Xiaoxiao Hu, Old Dominion University  
Yujie Zhan, Wilfrid Laurier University

Submitter: Rebecca C. Garden, gardenrc@gmail.com

#### 214-11 Development of the Philanthropy and Community Involvement Psychological Climate Measure

Organizations are now including philanthropy and community involvement (PCI) in their corporate social responsibility (CSR) practices (Ferns & Sethi, 2012). This study sought to forward the construct of PCI climate and develop a measure of PCI. PCI Climate opens the door for exciting new directions in CSR research.

David R. Glerum, Jr., University of Central Florida  
Jeremy M. Beus, Louisiana State University

Submitter: David R. Glerum, Jr., M. S., glerumd@knights.ucf.edu

#### 214-12 Multilevel Effects of Constraints and Control on Organizational Citizenship Behaviors

This study investigated multilevel influences of organizational constraints and job control on organizational citizenship behaviors (OCBs). Unit-level effects of both organizational constraints and job control were obtained on OCBs, with organizational constraints demonstrating a contextual influence on OCBs when controlling for constraints at the individual employee level.

Kandice N. Goguen, Clemson University  
Thomas W. Britt, Clemson Univ

Submitter: Kandice N. Goguen, kandice.goguen@gmail.com

#### 214-13 Employee Environmentally Friendly Behaviors In and Out of Organizations

The study employed the values beliefs norms theory (Stern et al., 1999, 2000) to gain a comprehensive understanding of individuals' environmentally friendly behaviors in an organization and at home. Results confirmed the applicability of VBN theory to different spheres of life and provided support for extending the theory.

Lilia Hayrapetyan, XL Catlin  
Charles A. Scherbaum, Baruch College & the Graduate Center, CUNY

Submitter: Lilia Hayrapetyan, liliayah@yahoo.com

#### 214-14 Inside-Out: Social Intelligence, LMX and Work Outcomes

This poster examined social intelligence and LMX in relation to stress and supervisor-rated OCB. Path analysis revealed that LMX related positively to OCB and negatively to stress, and that LMX fully mediated the relationship between social intelligence and OCB.

Sarah E. Hill, University of Missouri-St. Louis  
Kelli E. Huber, University of Missouri-St. Louis  
Robert J. Synovec, University of Missouri-St. Louis  
John P. Meriac, University of Missouri-St. Louis  
Christina M. Banister, IBM

Submitter: Sarah E. Hill, seh4@umsl.edu

#### 214-15 Volunteers: Do Personality and Motives Alter Perceptions of Well-Being?

Volunteers are often used in the disbursement of humanitarian aid. However, little attention has been paid to the individual characteristics of people who choose to engage in this type of service. This study seeks to explore the way personality and motives impact well-being of volunteers.

Ashley J. Hoffman, North Carolina State University  
Drew B. Mallory, Purdue University

Eleni V. Lobene, Aon Hewitt  
Anthony S. Boyce, Aon Hewitt  
Sarah A. Meeks, Wayne State University  
Submitter: Ashley J. Hoffman, ashleyjhoffman@gmail.com

#### 214-16 Dynamic Goal-Setting and Task Performance:

##### A Computational Model

Most studies treat goal-setting as a static behavior. This research, however, takes a dynamic view of goal setting and examines a typical goal-pursuing process. Using a computational model with simulated data, the authors found that overall performance of a goal-pursuing process was significantly affected by the goal-seeker's ability.

Sooyeol Kim, University of Illinois at Urbana-Champaign  
Qikun Niu, George Mason University

Submitter: Sooyeol Kim, sooyeolkim@gmail.com

#### 214-17 Going the Extra Mile and Feeling Energized: Enrichment Perspective

Drawing from research on the meaningfulness of work, this study examines the bright side of OCB: that OCB enhances energy, thereby contributing to an enrichment of personal resources and resulting in better well-being. Results based on 224 day-level ratings from 67 employees and 30 managers support the hypotheses.

Chak Fu Lam, Suffolk University  
Wylie Wan, Oregon Health and Science University  
Christopher Roussin, Boston Children Hospital

Submitter: ChakFu Lam, cflam@suffolk.edu

#### 214-18 The Authenticity Ideal: Examining Relational Authenticity, Voice, and OCBs

Across 2 studies ( $n = 852$ ), this poster examined the relationship between relational authenticity and OCBs. Results indicate overall support for relational authenticity's positive relationship with OCBs, with voice behavior moderating this relationship. A scale was adapted for relational authenticity and relationships between voice behavior dimensions and OCBs examined.

Michele N. Medina, University of North Texas  
Kathryn K. Ostermeier, University of North Texas

Submitter: Michele N. Medina, michele.medina@unt.edu

#### 214-19 Workload and Cognitive Overload: An Examination of Potential Moderators

A sample of 278 working adults were given a series of web-based self-report measures assessing perceived workload, cognitive overload, self-efficacy, perfectionism, and resilience. Workload was found to be positively correlated with cognitive overload, but self-efficacy, perfectionism, and resilience did not moderate the relationship between workload and cognitive overload.

Karla Medrano, California State University, San Bernardino  
Kenneth S. Shultz, California State University, San Bernardino

Submitter: Kenneth S. Shultz, kshultz@csusb.edu

#### 214-20 An Experimental Evaluation of Gratitude Journaling in the Workplace

In order to determine how gratitude impacts the workplace this research conducted a 7-day gratitude journaling exercise among 59 workers. The gratitude condition (gratitude directed journaling) demonstrated significant increases in organizational citizenship behavior and in job satisfaction compared to the control condition (daily-event journaling).

Eric B. Nestingen, San Francisco State University  
Ryan Howell, San Francisco State University  
Kevin J. Eschleman, San Francisco State University

Submitter: Kevin J. Eschleman, kesch@sfsu.edu

#### 214-21 Linking Core Self-Evaluations to Organizational Citizenship: A Risk Orientation Perspective

This poster provides empirical evidence for a moderated mediation model in which regulatory focus mediates a positive relationship between core self-evaluations and organizational citizenship behaviors under conditions of low perceived role breadth. Findings suggest that organizations may jointly consider role expectations and employee dispositions to encourage multiple forms of citizenship behavior.



Sonia L. Oakley, North Carolina State University  
 Andrew Weedfall, North Carolina State University  
 Samuel B. Pond, III, North Carolina State University  
 Submitter: Sonia L. Oakley, sloakley@ncsu.edu

#### 214-22 Meta-Analysis of Self-Ratings and Objective Measures of Performance

The purpose of this meta-analysis was to investigate the convergence between self-ratings and objective measures of performance. Results demonstrate a corrected correlation of .18 between self-ratings and objective measures of performance. Moreover, self-ratings account for significant variance in objective measures of CWB and performance, over and above supervisor-ratings.

Bertha Rangel, University of Illinois at Urbana-Champaign  
 Kallie Yearick, University of Illinois at Urbana-Champaign  
 Nichelle C. Carpenter, University of Illinois at Urbana-Champaign  
 Submitter: Bertha Rangel, rangelbertha@gmail.com

#### 214-23 Trait Psychopathy and Job Performance in Leadership Jobs

This poster examined the relations of trait self-centered impulsivity (SCI) and fearless dominance (FD) with job performance in a study with 160 leader-superior dyads. Results show a negative effect of SCI on job performance; FD positively associates with job performance if enterprising job demands are high.

Nora Schuette, University of Bonn  
 Gerhard Blickle, University of Bonn  
 Andreas Wihler, University of Bonn  
 Rachel E. Frieder, Old Dominion University  
 Submitter: Nora Schuette, nora.schuette@uni-bonn.de

#### 214-24 KSAs and Helping Behavior: A Social Network Model

This paper proposed a theoretical model of knowledge, skills, and abilities and helping behavior from a social network perspective. Social network analysis serves as a potential useful tool in studying the effectiveness as well as the recipients' perspective of helping.

Zitong Sheng, George Mason University  
 Jose M. Cortina, George Mason University  
 Submitter: Zitong Sheng, zsheng@gmu.edu

#### 214-25 Organizational Citizenship and Counterproductive Work Behaviors: Ulterior Motives in Play?

Using a within-person perspective, this poster empirically tested the role of motives in the OCB CWB link. An OCB typology, distinguishing between discretionary and elicited OCB proved to relate differently with CWB, as elicited OCB was positively linked with CWB whereas discretionary OCB was not related to CWB.

Andromachi Spanouli, Vrije Universiteit Brussel  
 Joeri Hofmans, Vrije Universiteit Brussel  
 Submitter: Joeri Hofmans, joeri.hofmans@vub.ac.be

#### 214-26 Evaluation of OCBs and CWBs: Behavior or Task Framing?

Personnel decisions are largely based on evaluations of employee performance, including contextual performance (i.e., OCBs and CWBs). This research examined whether the frame under which such decisions were made impact the outcomes of those decisions. Results revealed the impact of task framing in personnel decision making.

Valerie N. Streets, Old Dominion University  
 Blake J. Bent, Old Dominion University  
 Submitter: Valerie N. Streets, vstreets@odu.edu

#### 214-27 CEO Machiavellianism and Corporate Social Performance

An exploratory study was conducted of CEO Machiavellianism and corporate social performance using a computerized content analysis of CEO documents. CEO Machiavellianism may be a negative interaction of conscientiousness and need for power, and firm capacity mediates the relationship between CEO Machiavellianism and corporate social performance.

Alex Tawse, University of Houston  
 William D. Spangler, Binghamton University  
 Leanne E. Atwater, University of Houston  
 Submitter: William D. Spangler, spangler@binghamton.edu

#### 214-28 Empirically Investigating the Positive Humor and Organizational Citizenship Behavior Relationship

Little research has investigated the relationship between workplace humor and organizational citizenship behaviors (OCB). This study empirically tests a model that explains the relationship between positive humor and 2 OCB dimensions. Results suggest that perceived work environmental factors mediate both positive humor-OCB relationships.

Phillip S. Thompson, Case Western Reserve University  
 Amanda Varley, Case Western Reserve University  
 Submitter: Phillip S. Thompson, phil.thompson@case.edu

#### 214-29 Measuring Proactive and Reactive Helping: Development of a Scale

This poster elaborates on the theoretical framework of proactive and reactive helping behavior by positing 4 dimensions. To construct a scale, items were generated and tested using an online sample. Construct and discriminant validity were established with established constructs. Item characteristics were replicated in a subsequent study.

Manuel J. Vaulont, Philipps-University Marburg  
 Matthias Spitzmuller, Queen's University  
 Steffen P. Raub, Ecole hôtelière de Lausanne, HES-SO/University of Applied Sciences Western Switzerland

Submitter: Manuel J. Vaulont, manuel.vaulont@gmail.com

#### 214-30 Longitudinal Effects of Perceived Prosocial Impact on Employee Attitudes

Research tested competing hypotheses regarding the longitudinal relationship between perceived prosocial impact and employees' attitudinal outcomes (i.e., growth-need satisfaction and organizational commitment). Results suggest that people adapt to the positive effects of perceived prosocial impact on growth-need satisfaction based on a 6-week lag.

Yi Wang, Bowling Green State University  
 Kelsey-Jo Ritter, Bowling Green State University  
 Russell A. Matthews, Bowling Green State University  
 Submitter: Yi Wang, wanglala19990@hotmail.com

#### 214-31 Item Factor Analysis of Employee Green Behaviors

Employee green behavior research lacks consensus on the structure of this construct. This paper presents an item factor analysis of a comprehensive green behavior item pool. Green behaviors consist of 4 positive and 2 negative factors. Green and ungreen behaviors are weakly related, supporting the distinctiveness of the 2 domains.

Brenton M. Wiernik, University of Minnesota  
 Stephan Dilchert, Baruch College  
 Deniz S. Ones, University of Minnesota  
 Rachael Klein, University of Minnesota/Korn Ferry  
 Submitter: Brenton M. Wiernik, wiernik@workpsy.ch

#### 215. Special Events: 3:30PM-4:50PM

201 A

#### Master Collaboration: Organizational Citizenship Behaviors: Recent Developments in Research and Practice

Organizational citizenship behaviors (OCBs) have been studied for decades, yet questions remain about how these behaviors are seen, measured, and rewarded in organizations. In this interactive session with audience polling and participation, leading researchers and practitioners will discuss OCB's future and how scholarship can match the organizational reality of OCB.

Nichelle C. Carpenter, University of Illinois at Urbana-Champaign, *Chair*  
 Amy E. Crook, Belmont University, *Co-Chair*  
 Alok Bhupatkar, C2 Technologies, Inc., *Presenter*  
 Ashley Rittmayer Hanks, Infor, *Presenter*  
 Nathan P. Podsakoff, University of Arizona, *Presenter*  
 Philip M. Podsakoff, Indiana University, *Presenter*  
 Submitter: Nichelle C. Carpenter, ncc7@illinois.edu

See pp. 6-7  
 for CE info

#### 216. Symposium/Forum: 3:30PM-4:50PM

201 B

**From Inputs to Outputs: Understanding the Dynamics of Teams**  
 Team processes and emergent states drive team effectiveness. Despite their inherent dynamic nature, most research utilizes static designs. This

symposium presents exemplars of the insights gained through examining team dynamics such as the development of team cohesion, the role of training/feedback for impacting decision-making, and disentangling the reciprocal process-performance relationship.

Michael T. Braun, University of South Florida, *Chair*

Bryan P. Acton, Virginia Tech University, Michael T. Braun, University of South Florida, *Team Composition and the Short and Long-Run Dynamics of Cohesion*

Wendy L. Bedwell, University of South Florida, Peter Roma, Institutes for Behavior Resources/Johns Hopkins University, Scott Ramsay, University of South Florida, Kim Binsted, University of Hawai'i, *Long-Duration Space Exploration Missions: Cohesion Development/Demise Over Time*

Stanton Mak, Michigan State University, Daniel Pickhardt, Michigan State University, Steve W. J. Kozlowski, Michigan State University, Georgia T. Chao, Michigan State University, James A. Grand, University of Maryland, Michael T. Braun, University of South Florida, Goran Kuljanin, DePaul University, *Building Team Knowledge: Shaping Macrocognitive Processes*

Matthias Spitzmuller, Queen's University, Michael M. Gielnik, University of Lüneburg, *"Good for Me, But Not for the Team"*

James A. Grand, University of Maryland, Marina Pearce, Ford Motor Company, Rosemarie Fernandez, University of Washington, Steve W. J. Kozlowski, Michigan State University, Georgia T. Chao, Michigan State University, *Disentangling Teamwork and Taskwork Over Time: A Complex Affair*

Submitter: Michael T. Braun, michael.braun33@gmail.com

## 217. Panel Discussion: 3:30PM-4:50PM 201 C

### Developing a Conceptual Model of Technology Applied to I-O Psychology

To help create a priori hypotheses and grounded predictions, this panel discussion will bring together a broad range of I-O leaders to discuss the need for and creation of a comprehensive conceptual framework of how technology affects I-O practice.

Neil Morelli, The Cole Group, *Chair*

Seymour Adler, Aon Hewitt, *Panelist*

Winfred Arthur, Jr., Texas A&M University, *Panelist*

Denise Potosky, Pennsylvania State University, *Panelist*

Nancy T. Tippins, CEB, *Panelist*

Submitter: Neil Morelli, neil.morelli@gmail.com

## 218. Panel Discussion: 3:30PM-4:50PM 201 D

### Off the Map Career Paths: Succession, Global Careers and Beyond

Effective career path tools provide robust career-related information while remaining adaptive to a changing, increasingly global business environment. This panel will address I-O practitioners' experiences developing sustainable career paths and will tackle advanced topics such as global careers, tie into succession and talent planning, and use of technology.

Samantha A. Taylor, Amgen, *Co-Chair*

Gary W. Carter, CEB, *Co-Chair*

Cara Bauer, Amgen, *Panelist*

Erika D'Egidio, BioMarin, *Panelist*

Cara Lundquist, Lockheed Martin, *Panelist*

Joshua S. Quist, C<sup>2</sup> Technologies, Inc., *Panelist*

Submitter: Samantha A. Taylor, samantha.ritchie@verizon.net

## 220. Panel Discussion: 3:30PM-4:50PM 203 A

### Leadership Learning: Strategies for Acceleration

An insufficient leadership pipeline is a problem for many organizations. In addition, the rate of change creates a pressing demand for agile leaders. This session will focus on learning strategies that individuals can develop and how organizations can support these strategies to increase the velocity of leadership development.

Veronica S. Harvey, Schmidt Harvey Consulting, *Chair*

Raphael Y. Prager, Aon Hewitt/Baruch College & The Graduate Center, CUNY, *Panelist*

Neta Moye, Robert H. Smith School of Business, University of Maryland, *Panelist*

Vicki Swisher, Swisher Talent Consulting, *Panelist*

Paul R. Yost, Seattle Pacific University, *Panelist*

Scott DeRue, University of Michigan, *Panelist*

Submitter: Veronica S. Harvey, veronicas.harvey@gmail.com

## 221. Symposium/Forum: 3:30PM-4:50PM 203 B

### Working Longer: Factors Related to Continued Work for Older Workers

Given global workforce aging, it is critical to understand workers' perceptions that they can work longer. Papers presented in this session will advance our understanding of antecedents and outcomes of workers' health and job-related functional capacity and provide guidance for the design of age-friendly workplaces.

Gwenith G. Fisher, Colorado State University, *Co-Chair*

Donald M. Truxillo, Portland State University, *Co-Chair*

Janet L. Barnes-Farrell, University of Connecticut, *Discussant*

Eileen C. Toomey, Saint Louis University, Cort W. Rudolph, Saint Louis University,

*Work Ability: A Mediator in the Personal Resource-Engagement Linkage*

Gwenith G. Fisher, Colorado State University, Alyssa K. McGonagle, Wayne State University, *Depressive Symptoms, Cognitive Functioning, Work Ability, and Retirement Expectations*

David Cadiz, Portland State University, Donald M. Truxillo, Portland State University,

Robert R. Sinclair, Clemson University, Janelle H. Cheung, Clemson University,

*A Longitudinal Investigation of Subjective Age, Health, and Well-Being*

Jennifer R. Rineer, RTI International, Donald M. Truxillo, Portland State University,

Leslie B. Hammer, Oregon Health & Science University, Todd Bodner,

Portland State University, *Psychosocial Characteristics That Support Work Ability of an Aging Workforce*

Submitter: Gwenith G. Fisher, gwen.fisher@colostate.edu

## 222. Alternative Session Type: 3:30PM-4:50PM 204 A

### IGNITE + Panel Session: Opportunities and Challenges of Network Analysis

This alternative session brings together scholars and practitioners who regularly utilize network analysis methods in applied research. It consists of IGNITE presentations and an in-depth discussion addressing the multiple opportunities to be realized from social network analysis and strategies to overcome barriers associated with conducting network research in organizational settings.

Julia W. Howell, Johnson & Johnson, *Co-Chair*

Caitlin M. Porter, Purdue University, *Co-Chair*

Kristin L. Cullen-Lester, Center for Creative Leadership, *Presenter*

Cynthia K. Maupin, University of Georgia, *Presenter*

Meredith L. Woehler, University of Kentucky, *Presenter*

Submitter: Caitlin M. Porter, caitlinporter@gmail.com

## 223. Symposium/Forum: 3:30PM-4:50PM 204 B

### From Insights to Action: Making Survey Comments Work for You

Many employee surveys include open-ended questions. The question and challenge becomes what to do with the comments after they have been collected? The goal of this symposium is to look beyond techniques and focus on how insights are integrated into planning and discussion and are used to inform action.

Alice Wastag, Denison Consulting, *Chair*

Victoria Hendrickson, OrgVitality, Scott M. Brooks, OrgVitality, Emily L. Hause, Saint

Mary's College of California, *Sources of the Most Useful Survey Comments*

Alice Wastag, Denison Consulting, Jay Richards, Denison Consulting, *Reading*

*Between the Lines: What Employees are Really Telling You*

Lindsay M. Ciancetta, jetBlue Airways, *Giving Crewmembers a Voice With*

*Qualitative Analytics*

Hannah Murphy, PepsiCo Frito Lay, Cynthia L.S. Pury, Clemson University,

*"(Can't Get No) ... Satisfaction": Negation and Emotion in Survey Comments*

John M. Ford, U.S. Merit Systems Protection Board, *Managing the Many Lan-*

*guages of Participants and Stakeholders:*

Submitter: Alice Wastag, alicewastag@yahoo.com

## 224. Symposium/Forum: 3:30PM-4:50PM 204 C

### Helping People Execute Business Strategies

Developing talent management strategies that drive business strategy is the key to execution as people are the fulcrum on which the success of strategy rests. This session will feature case studies that use talent interventions to translate strategy into concrete and meaningful action that enable the realization of full strategy value.





Lynn Collins, BTS, *Chair*Jurgen Bank, BTS, *Making Strategy Personal for First-Level Sales Managers*  
David M. Pollack, APTMetrics, *Aligning HR Tools, Policies, and Practices With the Business Strategy*Yvette Vargas, Citizens Financial Group, Lynn Collins, BTS, Rich Dapra, BTS,  
Joe DiFilippo, BTS, Roy Amin, BTS, *Experience Great-Using Simulations to Drive Business Strategy*LaToya Ingram Jordan, JetBlue, *Culture Goal Scorecard*

Submitter: Lynn Collins, lynn.collins@bts.com

**225. Symposium/Forum: 3:30PM-4:50PM 206 A****Emerging Research on Employee Sleep and Bad Behavior**

This symposium focuses on emerging research focused on how employee sleep can affect bad behavior in the areas of work-to-home aggression spillover, workplace retaliation, cyberincivility, and deception. Using a variety of methodologies and measurement strategies, 4 papers highlight the importance of employee sleep for behavior in organizations and beyond.

Larissa K. Barber, Northern Illinois University, *Chair*Sabine Sonnentag, University of Mannheim, *Discussant*Larissa K. Barber, Northern Illinois University, Shannon G. Taylor, University of  
Central Florida, James Burton, Northern Illinois University, *The Influence of Sleep and Exercise on Work-Home Aggression Spillover*Hanna Kalmanovich-Cohen, University of North Carolina, Erin Cooke Long, University  
of North Carolina, Michael S. Christian, University of North Carolina, David T. Welsh,  
Arizona State University, *Sleep Deprivation and Retaliatory Responses to Injustice*Christopher M. Barnes, University of Washington, Satish Krishnan, Indian Insti-  
tute of Management Kozhikode, Trevor S. Watkins, University of Washington,  
*Electronic Warfare: A Sleep and Self-Control Model of Cyberincivility*Aleksander P. J. Ellis, University of Arizona, Ke Michael Mai, Sungkyunkwan  
University, David T. Welsh, Arizona State University, Michael S. Christian,  
University of North Carolina, *Self-Regulatory Model Contingencies of Sleep Deprivation Influencing Unethical Behavior*

Submitter: Larissa K. Barber, lbarber@niu.edu

**226. Roundtable/Conversation Hour: 3:30PM-4:50PM 207 A****Assessment Snafus: Anything Can Happen and It Usually Does**

Assessment programs that are designed to evaluate the strengths and development opportunities of individuals who are being assessed can bring to light numerous challenges and surprises, despite extensive preparations. Participants will form groups to discuss different challenging assessment situations and share insights on how they might be handled.

Neha Singla, CEB, *Host*Anna R. Erickson, CEB, *Host*Shannon Bonner, 3M, *Host*Katherine L. Bittner, Bittner and Associates, LLC, *Host*

Submitter: Neha Singla, nehasingla3@gmail.com

**227. Symposium/Forum: 3:30PM-4:50PM 207 B****A Systems Approach to Work, Family, and Well-Being**

This session aims to advance a multi-individual systems view of work, family, and well-being. Five studies will be presented that examine how workers are indirectly influenced by the experiences of others who share their work and home environment. The perspectives of supervisors, spouses, and caregiving grandparents will be considered.

Michael T. Ford, University at Albany, SUNY, *Chair*Youngah Park, University of Illinois at Urbana-Champaign, Verena C. Haun,  
University of Mainz, *A Dyadic Model of Work Stress Transmission Among Dual-Earner Couples*Tae Seok Yang, Western Illinois University, Wendy J. Casper, University of Texas  
at Arlington, Amy Nicole Salvaggio, University of New Haven, *Perceived Orga-  
nizational Support and the Crossover of Spousal Attitudes*Melissa E. Mitchell, University of Georgia, Lillian T. Eby, University of Georgia,  
*Family Matters: The Effects of Grandchild Care on Family-to-Work Conflict*  
Michael T. Ford, University at Albany, SUNY, *Aggregate Supervisor Workload  
and Employee Well-Being Across Child Welfare Agencies*Tori L. Crain, Colorado State University, Leslie B. Hammer, Portland State  
University, Todd Bodner, Portland State University, Ryan Olson, Oregon Health  
& Science University, Ellen E. Kossek, Purdue University, Phyllis Moen, Univer-  
sity of Minnesota, Orfeu M. Buxton, Pennsylvania State University, *Organiza-  
tional Intervention Effects on Employee Sleep: A Multilevel Examination*

Submitter: Michael T. Ford, mford@albany.edu

**228. Symposium/Forum: 3:30PM-4:50PM 207 C****Somebody to Lean On: Context-Specific Support at Work**

Support plays an important role in most workplace processes and contexts. This session moves beyond the conventional understanding of social support, with a specific focus on cross-cultural and special-populations, including rigorous methodology, and novel relationships between different sources of support and diverse well-being outcomes.

Ryan C. Johnson, Ohio University, *Chair*Shujaat F. Ahmed, Illinois Institute of Technology, *Co-Chair*Shujaat F. Ahmed, Illinois Institute of Technology, Erin Eatough, Baruch College  
& The Graduate Center, CUNY, *Can Supportive Supervisors Prevent De-  
pressive Mood? Three-Way Interactive Effects*Pedro I. Leiva, Universidad de Chile, Hector Madrid, Ponticia Universidad Catol-  
ica de Chile, Ann H. Huffman, Northern Arizona University, Eduardo Barros,  
Universidad Adolfo Ibáñez, *Shared POS and Work Engagement on the WIF-  
Job Satisfaction Relationship*Ivica Pavisic, University of Baltimore, Sharon Glazer, University of Baltimore,  
Rita Berger, University of Barcelona, *Linking Transformational Leadership  
to Nurses' Work Stress in Three Countries*Maria João S. de Carvalho, San Jose State University, Sharon Glazer, University  
of Baltimore, *Cultural Cognition Affects When Social Support Moderates  
Stressor-Strain Relationships*MacKenna L. Perry, Portland State University, Leslie B. Hammer, Oregon Health  
& Science University, Todd Bodner, Portland State University, Krista Brock-  
wood, Portland State University, W. Kent Anger, Oregon Health & Science  
University, *Development and Validation of a Veteran-Supportive Supervi-  
sor Behavior Measure*

Submitter: Ryan C. Johnson, johnsor4@ohio.edu

**229. Symposium/Forum: 3:30PM-4:50PM 207 D****Cross-Fertilizing JDM and IOOB: Advances in Applied Judgment and Decision Making**

Cross-fertilizing judgment and decision-making with organizational psychology continues to provide new insights into applied judgment and decision-making. The studies presented in this symposium contribute new findings to the field of applied judgment and decision-making by using JDM theories to understand core organizational psychology topics.

Xiaoyuan (Susan) Zhu, University of Connecticut, *Co-Chair*Dev K. Dalal, University of Connecticut, *Co-Chair*Susan Mohammed, Pennsylvania State University, *Discussant*Nikki Blacksmith, George Washington University, Tara S. Behrend, George  
Washington University, Reeshad S. Dalal, George Mason University, Theodore  
L. Hayes, George Washington University, *g Explains Individual Differences  
in Decision-Making Competence*Don C. Zhang, Bowling Green State University, Yuyan Zhang, Bowling Green  
State University, Scott Highhouse, Bowling Green State University, Margaret  
E. Brooks, Bowling Green State University, *Communicating the Validity of  
Structured Interviews With Icon Arrays*Xiaoyuan (Susan) Zhu, University of Connecticut, Mikhail A. Wolfson, University  
of Connecticut, Dev K. Dalal, University of Connecticut, John E. Mathieu,  
University of Connecticut, *Effects of Team Decision Style Composition on  
Strategy and Performance*Edgar E. Kausel, Pontificia Universidad Católica de Chile, Satoris S. Culbertson,  
Kansas State University, Jordan A. Spratt, Middle Tennessee State University,  
Alexander T. Jackson, Kansas State University, *Emotions and the Apprais-  
al-Tendency Framework: Anger, Sadness, and Fairness Judgments*

Submitter: Xiaoyuan (Susan) Zhu, xiaoyuan.zhu@uconn.edu

**230. Symposium/Forum: 3:30PM-4:50PM 303 A****Going Beyond the Label: The Impact of HiPo Identification Programs**

The emphasis on competition for top talent has resulted in enhanced efforts to identify, develop, and retain top talent with assessment-based programs. Four presenters will share their unique approaches to high potential identification and development, and discuss the primary challenges and learnings that have resulted from their respective journeys.

Nicole M. Ginther, NuVasive, *Chair*Rob F. Silzer, HR Assessment & Development/Baruch, Graduate Center CUNY,  
*Discussant*



Charlotte L. Powers, Johnson & Johnson, *Everyone's a Talent Assessor:*

**Potential Identification Processes That Build Capability**

Alan L. Colquitt, Eli Lilly & Company, *Impact of HiPo Identification/Development Programs on Attitudes and Retention*

Nicole M. Ginther, NuVasive, Allan H. Church, PepsiCo, Natasha N. Scott, Saint Louis University, Amber S. Cotton, *Participant Reactions to High Potential Identification and Development Programs*

Thomas S. Skiba, Developmental Dimensions International (DDI), *Committing High Potentials: Expectations are Everything*

Submitter: Nicole M. Ginther, nicoleginther@gmail.com

**232. Symposium/Forum: 3:30PM-4:50PM 303 C**

**Beyond Frequentist Paradigms in Legal Scenarios: Consideration of Bayesian Approaches**

Research in high-stakes testing and employment legal issues commonly utilizes frequentist statistical techniques with limited ability to answer pertinent questions regarding importance. As an alternative, applications of Bayesian Analysis in high-stakes situations are presented and results to other statistical techniques with regards to accuracy, efficiency, and relevance are compared.

Kayo Sady, DCI Consulting, *Chair*

Rick R. Jacobs, Pennsylvania State University, *Discussant*

David F. Dubin, Psychological ARTS, Anthony S. Boyce, Aon Hewitt, *Application of Bayesian Statistics for Verification Testing*

Chester Harvey, Berkeley Research Group, LLC, *Application of Bayesian Statistics to Wage and Hour Litigation*

Kayo Sady, DCI Consulting, Samantha Holland, DCI Consulting Group, Inc., *Estimation of True Compensation Disparities: A Test of Two Methods*

Submitter: Kayo Sady, ksady@dciconsult.com

**233. Symposium/Forum: 3:30PM-4:50PM 303 D**

**Novel Approaches for Enhancing Diversity Training Effectiveness in the Workplace**

Diversity training is frequently utilized in the workplace, but results concerning its effectiveness are scarce and mixed. Accordingly, this symposium explores novel approaches for enhancing diversity training effectiveness. These new approaches include meta-analyzing training effectiveness, focusing on unconscious biases, enlightening participants about bias blindspots, and recruiting male allies.

Alex P. Lindsey, George Mason University, *Co-Chair*

Veronica L. Gilrane, Google, *Co-Chair*

Derek R. Avery, Wake Forest University, *Discussant*

Christine L. Nittrouer, Rice University, Michelle (Mikki) Hebl, Rice University,

Fred Oswald, Rice University, *What Actually Works? A Meta-Analysis of Diversity Training Outcomes*

Veronica L. Gilrane, Google, Inc., Geoffrey C. Ho, Google, Inc., Brian Welle, Google, Inc., Bailey O'Donnell, Google, Inc., Josh Muxen, Google, Inc., *Making the Unconscious Conscious: An Evaluation of Unconscious Bias Training*

Isaac E. Sabat, George Mason University, Balca Bolunmez, George Mason University, Eden B. King, George Mason University, Alex P. Lindsey, George Mason University, Lisa Gulick, Deloitte, Laura Choos, George Mason University, *Recognizing Bias about Bias Can Improve Diversity Training Effectiveness*

Rachel Trump, Rice University, Michelle (Mikki) Hebl, Rice University, *Male Allies: Men Convince other Men that Gender Equity Matters*

Submitter: Alex P. Lindsey, aplindse@gmail.com

**234. Poster Session: 4:30PM-5:20PM Ballroom A-E**  
**Personality**

**234-1 Agility: The Personality-Related Foundations of Adaptive Performance**

The world of work increasingly demands adaptability and nimbleness. Yet little research exists identifying the personality characteristics likely to predict such performance. Data from 3 surveys across 429 respondents suggest 5 "agile personality" factors relating to adaptive performance potential while providing insight on other relevant individual differences and personality traits.

Benjamin E. Baran, Northern Kentucky University

Submitter: Benjamin E. Baran, ben@benbaran.com

**234-2 Preliminary Development of Hierarchical Unfolding Cybernetic Big Five Trait Measures**

This poster sets out to develop unfolding measurement models for the Cybernetic Big 5 traits. Preliminary results suggest that the measurement models reliably capture individual differences in personality traits across hierarchical levels, from narrow aspects, to the Big 5, to 2 meta-traits (stability and plasticity).

Christopher M. Castille, Villanova University

Evan R. Theys, Google

Hallie Thompson, Villanova University

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

**234-3 Too Much of a Good Thing? Nonlinear Personality-Performance Relations**

Extending the "too-much-of-a-good-thing" hypothesis to the "bright" personality traits, research tests the possibility that the Big 5 and Big 10 aspects (or bright) personality traits relate nonlinearly to job performance criteria (task performance, OCB, and CWB). Nonlinearities were observed at both the broad and aspect levels.

Christopher M. Castille, Villanova University

Evan R. Theys, Google

Samantha Khan, Villanova University

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

**234-4 Self-Control Over Time: Implications for Work, Relationship, and Well-Being Outcomes**

Self-control is an important predictor across domains but little research has examined implications of self-control over time. This study examined self-control levels and trajectories from adolescence to adulthood as predictors of work, relationship, and well-being outcomes. Results suggest high levels of self-control across this period are important to these outcomes.

Patrick D. Converse, Florida Institute of Technology

Michael S. Beverage, Florida Institute of Technology

Lisa S. Moore, Florida Institute of Technology

Keemia Vaghef, Florida Institute of Technology

Submitter: Michael S. Beverage, mbeverage2011@my.fit.edu

**234-5 Stereotype Activation as an Explanatory Mechanism for Generational Differences**

This study proposes that generational differences are likely due to a self-fulfilling prophecy rather than shared life events during developmental stages. Differences in entitlement between Millennials and Generation X were examined using no activation, implicit activation, or explicit activation of the stereotype: "Millennials are the most entitled generation."

Darryl Hunter, San Francisco State University

Michael King, San Francisco State University

Rebecca Ornellas, San Francisco State University

David Mast, San Francisco State University

Kevin J. Eschleman, San Francisco State University

Submitter: Kevin J. Eschleman, kesch@sfsu.edu

**234-6 How Well Does the Dark Triad Capture Dark Side Personality?**

To understand relationships between Machiavellianism, narcissism, psychopathy, and other dark side personality dimensions, data from Dark Triad measures and the Hogan Development Survey were analyzed. Results suggest some overlap between scales across measures but indicate that Dark Triad measures only assess part of the dark side personality construct space.

Brandon Ferrell, Hogan Assessment Systems

Blaine H. Gaddis, Hogan Assessment Systems

Submitter: Brandon Ferrell, bferrell@hoganassessments.com

**234-7 A Way to Decrease Applicant Faking**

This study examined the use of contextual frame of references to reduce applicant faking on a personality test. The different frames of references were successful in having significantly lower amounts of applicant faking and lower percentages of fakers as compared to the noncontextual condition.

Amy Gammon, Select International, Inc.

Richard L. Griffith, Florida Institute of Technology

Submitter: Amy Gammon, gammona@gmail.com

### 234-8 Subjective Well-being and Retirement: How Personality Moderates Retirement Satisfaction

This poster examined how Big 5 personality traits moderate retirement's effect on and subjective well-being (SWB). Both retirement and extroversion positively predicted SWB. Conscientiousness interacted with retirement such that low conscientiousness predicted higher SWB postretirement, and high conscientiousness showed no change.

Jacqueline Gilberto, Rice University  
Margaret E. Beier, Rice University

Submitter: Jacqueline Gilberto, jgilb10@gmail.com

### 234-9 Meta-Analytic Moderators of the Negatively Worded Personality Item Effect

By meta-analyzing IRT item discrimination parameter estimates and CFA item loadings, 3 important moderators were identified that impact the existence of negatively worded item effect on personality measures: how the personality scale was defined, the personality factors themselves, and the motivation of the sample.

Jialin Huang, Illinois Institute of Technology  
Alan D. Mead, Talent Algorithms Inc

Submitter: Jialin Huang, huangpsych@gmail.com

### 234-10 HEXACO Traits and Perceptions of Politics as Predictors of Revenge

This poster examined the relations between HEXACO personality traits and perceptions of organizational politics (POP) and workplace revenge. Findings indicate Honesty–Humility ( $\beta = -.19, p < .05$ ) and Conscientiousness ( $\beta = -.25, p = .001$ ) significantly predicted revenge, whereas POP did not offer predictive ability above personality traits.

Amanda M. Julian, University of Calgary  
Julie Y. Choi, University of Calgary  
Kibeom Lee, University of Calgary

Submitter: Amanda M. Julian, ajulian@ucalgary.ca

### 234-11 Validating Measures of Acquisitive and Protective Self-Monitoring

The convergent and divergent validity of 2 new measures of the bivariate model of self-monitoring are tested by examining relationships with personality traits and cognitive ability. Results indicate that the new acquisitive and protective self-monitoring scales demonstrate divergent and theoretically consistent relations. Recommendations for archival analysis are discussed.

Jack W. Kostal, University of Minnesota  
Michael P. Wilmot, University of Minnesota  
David Stillwell, Cambridge University  
Michal Kosinski, Stanford University

Submitter: Jack W. Kostal, kosta021@umn.edu

### 234-12 Testing Measures of Acquisitive and Protective Self-Monitoring for DIF

This study tests the presence of differential item functioning within 2 new, IRT-based measures of the bivariate model of self-monitoring. Results indicate that the new acquisitive and protective self-monitoring scales are unbiased in terms of gender and age, although there was evidence of small group differences not attributable to biased measurement.

Jack W. Kostal, University of Minnesota  
Michael P. Wilmot, University of Minnesota  
David Stillwell, Cambridge University  
Michal Kosinski, Stanford University

Submitter: Jack W. Kostal, kosta021@umn.edu

### 234-13 Impression Management: A Model of Target Characteristics

This study proposes a theoretical model to understand how target characteristics may influence impression management (IM) behavior. Target characteristics can influence IM behavior through three dimensions: (a) capacity, (b) willingness and (c) opportunity. Several propositions for future research are advanced.

Stephanie J. Law, University of Calgary  
Joshua S. Bourdage, University of Calgary

Submitter: Stephanie J. Law, sjlaw@ucalgary.ca

### 234-14 Personality and Job Satisfaction in Older Adults:

#### A Relative-Weights Analysis

The relationship between personality and job satisfaction is analyzed in an older adult population. Relative-weights analysis is utilized to determine relative importance of different personality traits and multiple measurements. Implications for this specific population, personality theory, and measurement of personality are discussed.

Jeremiah T. McMillan, The Graduate Center & Baruch College, CUNY  
Peter P. Yu, The Graduate Center & Baruch College, CUNY

Submitter: Jeremiah T. McMillan, jeremiahmcm@gmail.com

### 234-15 Convergent and Discriminant Validity of Dark Tetrad Measures

The convergent and discriminant validity of the Dark Tetrad (Machiavellianism, narcissism, psychopathy, and sadism) was examined using multiple measures of each trait. Measures of sadism and psychopathy related most to counterproductive work behaviors and unethical pro-organizational behaviors.

Mariah Moore, University of Minnesota  
Deniz S. Ones, University of Minnesota

Submitter: Mariah Moore, moor1291@umn.edu

### 234-16 Meta-Analysis of Reliability and Gender in Machiavellianism and Psychopathy

This study meta-analyzes the reliability of Machiavellianism, psychopathy, and narcissism as constructs and measures, and examines the magnitude of gender differences in Machiavellianism and psychopathy. Both had moderate to large gender differences and reliabilities in the .80 and .70 ranges.

Mariah Moore, University of Minnesota  
Deniz S. Ones, University of Minnesota

Submitter: Mariah Moore, moor1291@umn.edu

### 234-17 Job Analytic Comparisons of Managerial and Leadership Competencies

Using archival job analytic data, the competencies required for effective managerial and leadership success were compared. Results suggest that there is extensive overlap in the behaviors critical to both. However, leaders must be more strategic while managers handle the tactical operations to execute that strategy.

Kimberly S. Nei, Hogan Assessment Systems  
Karen M. Fuhrmeister, Hogan Assessment Systems  
Rose Fonseca, The University of Tulsa  
Leah S. Tecle, The University of Tulsa

Submitter: Kimberly S. Nei, khester0603@gmail.com

### 234-18 Faking-Related DIF Found for Almost Half of Leadership Training Items

Faking-based differential item functioning (DIF) was found ( $N = 7,781$ ) for students undergoing leadership training 8 out of 18 items. Findings suggest faking is an issue of concern at least in this sample. This study further promotes DIF analyses as a better approach to study faking than traditional paradigms.

Long H. Nguyen, Roosevelt University  
Richard E. Beyer, Roosevelt University  
Travis J. Hensersky, Roosevelt University  
Adrian Thomas, Roosevelt University

Submitter: Long H. Nguyen, lnguyen02@mail.roosevelt.edu

### 234-19 Authenticity in Leaders: Instrument Development and Validation Study

This study develops a new instrument measuring leader authenticity, the Role-specific Evaluation of Authenticity in Leaders. Analyzing data from over 3,300 employees, a 43-item instrument with 8 components was created. Substantial evidence was found in support of the instrument's construct validity and criterion-related validity at both the construct and concept level.

Taylor Peyton Roberts, Valencore Consulting  
Drea Zigarmi, The Ken Blanchard Companies/University of San Diego  
Fred Galloway, University of San Diego  
Zachary Green, University of San Diego  
Crystal Dujowich, Valencore Consulting

Submitter: Taylor Peyton Roberts, taylor.peyton.roberts@gmail.com

**234-20 Impact of Social Desirability and Difficulty on Item****Response Latency**

This study examined the role of item social desirability in the assessment of personality and how it relates to response latency and reported difficulty. Results indicate response latencies had nonlinear relationships with both reported difficulty and item social desirability. The effects of faking and honest instructions were also explored.

Mark A. Roebke, Wright State University

John Kulas, St. Cloud State University

Gary N. Burns, Wright State University

Submitter: Mark A. Roebke, mark.roebke@gmail.com

**234-21 Gender Differences in Leadership Interests Across Generations: A Meta-Analysis**

This meta-analysis examined whether gender differences in leadership interests varied across occupational fields and decades. Results from 53 samples with responses from 794,192 participants showed how gender differences in interests across 4 enterprising areas changed over the past 50 years. Implications for women's representation in leadership roles are discussed.

Nicole Schulz, Purdue University

Rong Su, Purdue University

Submitter: Nicole Schulz, nmschulz36@gmail.com

**234-22 Personality and Negotiation Performance: A Field Study Across Seven Occupations**

This study uses supervisor ratings within intact organizations to examine personality traits as predictors of negotiation performance. Results show that ambition and likability predicted greater negotiation performance. Likability moderated the relationship between ambition and effectiveness. Findings emphasize the importance of negotiation effectiveness within the overall model of job performance.

Sudeep Sharma, University of Illinois, Springfield

Hillary A. Elfenbein, Washington University in St. Louis

Jeff Foster, Hogan Assessment Systems

William P. Bottom, Washington University in St. Louis

Submitter: Sudeep Sharma, sshar5@uis.edu

**234-23 Confirmatory Factor Analysis in Personality Assessment: Revision of Current Standards**

This study presents CFA results from over 10,000 cases and 7 widely used personality instruments. Contrary to those calling for abandoning CFA in personality, the authors find that a few instruments meet criteria of acceptable fit. New CFA criteria for determining acceptable fit for Big 5 personality factors is recommended.

Oren R. Shewach, University of Minnesota

Ronald C. Page, Assessment Associates International

Nathan D. Page, Assessment Associates International

Submitter: Oren R. Shewach, ors10@albion.edu

**234-24 Epigenetic Set-Point Adjustment Model of Personality Change**

Most descriptions of personality agree that it is trait like, derived from biological systems (including genetic), and changeable. This study integrates the allostatic stress framework with emerging epigenetic research to develop an "epigenetic set-point adjustment model of personality change" to explain how job stress interacts with genetics to influence personality change.

Jarvis Smallfield, University of Illinois at Chicago

Donald H. Kluemper, University of Illinois at Chicago

Submitter: Donald H. Kluemper, don.kluemper@gmail.com

**234-25 Can Cognitive Ability Affect the Measurement of Personality for Applicants?**

Previous research has considered the relationship between personality scores and cognitive ability but not between ability and personality response styles. Results based on over 400 job applicants showed that cognitive ability had little/no relationship with personality scores. However, applicants with lower ability showed asymmetrical response patterns to positive/negative worded items.

Mark Alan Smith, CEB

William D. Presson, University of Houston

Submitter: William D. Presson, dannypresson@yahoo.com

**234-26 Type A Behavior and Undergraduate GPA: A Meta-Analysis**  
Meta-analysis was used to summarize relations between Type A behavior, its component subscales, and undergraduate GPA. Results show the achievement striving component had a moderate positive correlation with GPA, whereas the impatience we compared irritability component had a negligible negative correlation. Overall TAB had a small positive correlation. Implications are discussed.

Jing Yuan Tian, University of Minnesota

Michael P. Wilmot, University of Minnesota

Submitter: Michael P. Wilmot, wilmo040@umn.edu

**234-27 An O\*NET-Based Framework of Personality-Related Job Characteristics**

This paper attempted to develop a framework for job characteristics by utilizing O\*NET data that should allow us to identify jobs in which personality should be most predictive of behavior. More specifically, it investigated work styles, generalized work activities, and work context variables using both rational and empirical approaches.

Jason D. Way, ACT, Inc.

Jeremy T. Burrus, ProExam

Submitter: Jason D. Way, jason.way@act.org

**234-28 Developing Measures of Acquisitive and Protective Self-Monitoring Using IRT**

This study uses IRT to develop measures of the alternative bivariate model of self-monitoring using original Self-Monitoring Scale items (Snyder, 1974) and data from 2 large, nonstudent samples. Results indicate that the new acquisitive (6-item) and protective (7-item) self-monitoring scales are reliable, informative, and appear promising for future research.

Michael P. Wilmot, University of Minnesota

Jack W. Kostal, University of Minnesota

David Stillwell, Cambridge University

Michal Kosinski, Stanford University

Submitter: Michael P. Wilmot, wilmo040@umn.edu

**234-29 The Effect of Hypercompetitiveness on Knowledge Sharing: An Interactional Perspective**

The study examines the role of individual's hypercompetitive personality in predicting individual knowledge sharing and its boundary conditions on the basis of trait activation theory. Findings indicate that organizational environment (perception of organizational politics) and task environment (job control) moderate the negative effect of hypercompetitiveness on knowledge sharing.

Seo In Yoon, Seoul National University

Woohee Choi, Seoul National University

Jung Hyun Lee, Seoul National University

Seckyoung L. Kim, Seoul National University

Seokhwa Yun, Seoul National University

Chang Won Go, Seoul National University

Submitter: Seo In Yoon, siyoon331@gmail.com

**234-30 A Look in the Mirror: The Mastery-Oriented I-O Psychologist**

Two studies were conducted to examine the personality of I-O psychologists as compared to individuals in other occupations. Both studies found I-O psychologists were higher in mastery than individuals in other occupations. This is a first step in better understanding the personality profile of I-O psychologists.

Jonathan M. Cottrell, University of Illinois at Urbana-Champaign

Eleni V. Lobene, Aon Hewitt

Nicholas R. Martin, Aon Hewitt

Anthony S. Boyce, Aon Hewitt

Lori LePla, General Motors

Submitter: Jonathan M. Cottrell, cottrell601@gmail.com

**235. Panel Discussion: 5:00PM-5:50PM 201 A Mindfulness in the Workplace: Current Research, Practice, and Future Directions**

Mindfulness is the capacity to be fully present to one's current experience. Mindfulness training programs have been linked to many positive outcomes, both in clinical and work settings. This panel will explore the



current state of research and practice, and future directions for leveraging mindfulness to impact satisfaction and performance.

Patrick K. Hyland, Sirota Survey Intelligence, *Chair*

Richard Fernandez, eBay, *Panelist*

Darren Good, Pepperdine University, *Panelist*

Ute R. Hulsheger, Maastricht University, *Panelist*

Andy Lee, The Mindful Executive, *Panelist*

Submitter: Patrick K. Hyland, phyland@sirota.com

### 237. Panel Discussion: 5:00PM-5:50PM 201 C

#### **The Talent War: Hiring Practices in Silicon Valley**

Organizations in Silicon Valley are often associated with innovation and disruption. Accordingly, their hiring processes and models may look different than organizations that are not charged with "inventing the future." This panel shares insights on hiring in this space, as well as implications for non-Silicon Valley organizations.

Nathan E. Wiita, RHR International, *Chair*

Subhadra Dutta, Twitter Inc., *Panelist*

Eric M. O'Rourke, Facebook, *Panelist*

Renee C. Payne, Google, Inc., *Panelist*

Rebecca White, LinkedIn, *Panelist*

Submitter: Nathan E. Wiita, nathan.wiita@gmail.com

### 238. Panel Discussion: 5:00PM-5:50PM 201 D

#### **Transforming Big and Small Data to Big Insight**

Human resources (HR) analytics is a rapidly growing function within HR, and teams are grappling to deliver high impact, rigorous, and meaningful analyses in timely and practical terms. This panel will address challenges faced by HR analytics teams utilizing big and small data to drive business decisions and change.

Stephanie L. Murphy, Dell, *Co-Chair*

Rebecca Masson, Hay Group, *Co-Chair*

Juran Hulin, Merck, *Panelist*

Tom Rauzi, Dell, Inc., *Panelist*

Charles A. Scherbaum, Baruch College & the Graduate Center, CUNY, *Panelist*

Jolene L. Skinner, Sitel, *Panelist*

Submitter: Rebecca Masson, Rebecca.Masson@haygroup.com

### 240. Special Events: 5:00PM-5:50PM 203 A

#### **Executive Board Special 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 questions about SIOP activities.

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

Jose M. Cortina, George Mason University, *Host*

James L. Outtz, Outtz and Associates, *Host*

Submitter: Steve W. J. Kozlowski, stevekoz@msu.edu

### 241. Special Events: 5:00PM-5:50PM 203 B

#### **Distinguished Early Career Contributions-Practice Award:**

#### **The Scientific Method and the Myth of the "Theoretical Contribution"**

The author proposes that (a) I-O now uses an unscientific definition of theory, (b) the concept of a "theoretical contribution" is nearly absent from other sciences, (c) "theory"-based conclusions are often more inaccurate than "empirically" based conclusions, and (d) reembracing the scientific method will solve these issues and increase I-O's scientific/practical influence.

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

Jeffrey M. Cucina, U.S. Customs and Border Protection, *Presenter*

Submitter: Enrica N. Ruggs, eruggs@uncc.edu



### 242. Alternative Session Type: 5:00PM-5:50PM 204 A

#### **IGNITE + Panel Discussion Combination: Technology**

#### **Training in I-O Psychology**

This IGNITE + panel discussion attempts to discuss technological changes in the workplace and the resulting need for modifications to training in technology for I-O professionals. The presentations will be

highly visual with mostly graphics to give attendees a feel for the influence of technology on I-O psychology.

Tilman Sheets, Louisiana Tech, *Chair*

Milt Hakel, SIOP Foundation, *Presenter*

Zachary N.J. Horn, Stitch Fix, *Presenter*

Meisha-ann Martin, Flex, *Presenter*

Luke A. Simmering, Assess Systems, *Presenter*

Submitter: Bharati B. Belwalkar, bharati.belwalkar@gmail.com

### 243. Symposium/Forum: 5:00PM-5:50PM 204 B

#### **Leadership Demands for 21st Century Healthcare:**

#### **A Multilevel Approach**

Although healthcare providers are expertly trained on their knowledge and skills regarding medical care, leadership effectiveness can be problematic from the boardroom to the bedside. The purpose of this symposium is to highlight scientist-practitioner research across multiple levels targeting how to develop and maintain effective leadership in healthcare settings.

Marissa L. Shuffler, Clemson University, *Chair*

Dana C. Verhoeven, Clemson University, *Co-Chair*

Michael A. Rosen, Johns Hopkins University School of Medicine, Christine

Goeschel, Johns Hopkins University School of Medicine, Xinxuan Che, Johns

Hopkins University School of Medicine/University of South Florida, Keith C.

Kosel, VHA Inc., Peter J. Pronovost, Johns Hopkins University School of Medi-

cine?, Sallie J. Weaver, Johns Hopkins University School of Medicine, *Shared*

*Leadership Accountability for Patient Safety/Quality: Misalignments and*

*Repair Mechanisms*

Dana C. Verhoeven, Clemson University, Marissa L. Shuffler, Clemson Universi-

ty, Sharon Wilson, Greenville Health System, *Political Skill and Media Use as*

*Antecedents to Healthcare Leadership*

Deborah DiazGranados, Virginia Commonwealth University, Tamara L. Friedrich,

University of Warwick, Nancy New, VCU Health System, Varun Vishnubhatla,

Virginia Commonwealth University, *Leadership Dyads in Healthcare: Collab-*

*oration Between Nurse and Medical Directors*

Submitter: Dana C. Verhoeven, verhoevendana@gmail.com

### 244. Panel Discussion: 5:00PM-5:50PM 204 C

#### **Analytics With Assessment Data: Discovering Insights to Shape HR Strategy**

Linking preemployment assessment data to other HR programs can help ensure alignment of strategic objectives within the HR system and also discover new insights. This panel brings together internal and external consultants to discuss their experiences, insights gained, challenges, and advice on linking assessments to other HR practices.

Carollaine Garcia, IBM, *Co-Chair*

James R. Longabaugh, IBM, *Co-Chair*

Lauren H. Beechly, IBM, *Panelist*

Erica L. Hauck, PepsiCo/Frito-Lay, *Panelist*

Darin S. Nei, Hogan Assessment Systems, *Panelist*

Jill Mowry Strange, Infor, *Panelist*

Submitter: Amanda Klabzuba, shipman.amanda@gmail.com



### 245. Symposium/Forum: 5:00PM-5:50PM 206 A

#### **Examining Team Process and Performance Requirements in Mission Critical Teams**

Long duration space exploration missions represent an environment where there are a great many stressors on teams. This symposium presents a set of research projects, funded by NASA, to understand the challenges that this environment presents and the processes required for teams to successfully operate in such environments.

C. Shawn Burke, University of Central Florida, *Co-Chair*

Christopher Wiese, Purdue University, *Co-Chair*

C. Shawn Burke, University of Central Florida, Marissa L. Shuffler, Clemson Uni-

versity, Christopher Wiese, Purdue University, Ryan Howell, University of Central

Florida, *Examining Team Leadership in Isolated, Confined Environments*

Jessica L. Wildman, Florida Institute of Technology, Deborah DiazGranados, Vir-

ginia Commonwealth University, Michael Curtis, Bonsai Institute LLC, *Ground*

*Can't Hear You Scream: Self-Maintenance in Spaceflight Teams*

Christina N. Lacerenza, Rice University, Chelsea Iwig, Rice University, Megan

E. Gregory, University of Central Florida & Institute for Sim, Amanda L. Thayer,

University of Central Florida, C. Shawn Burke, University of Central Florida, Tripp Driskell, Florida Maxima Corporation, James Driskell, Florida Maxima Corporation, Eduardo Salas, Rice University, *Team Role Composition and Vulnerability in Long Duration Space Flight*

Tripp Driskell, Florida Maxima Corporation, James Driskell, Florida Maxima Corporation, Eduardo Salas, Rice University, *A Methodology for Examining Roles in Mission-Critical Environments*

Submitter: C. Shawn Burke, sburke@jst.ucf.edu

#### 246. Roundtable/Conversation Hour: 5:00PM-5:50PM 207 A

##### **I-O Master's Programs: Issues, Challenges, and Opportunities**

Master's programs in I-O face many issues ranging from department and faculty size, curricular issues related to changing guidelines for education and training, and the issue of accreditation for master's programs in psychology. This session will raise these and other topics of interest to educators in I-O master's programs.

Carol F. Shoptaugh, Missouri State University, *Host*  
Jaime B. Henning, Eastern Kentucky University, *Host*  
Andrea Lassiter, Minnesota State University, *Host*  
Patrick M. McCarthy, Middle Tennessee State University, *Host*

Submitter: Carol F. Shoptaugh, carolshoptaugh@missouristate.edu

#### 247. Panel Discussion: 5:00PM-5:50PM 207 B

##### **Becoming a Sole Practitioner: Live the Dream; Embrace the Nightmare**

This panel will present the experiences of 4 seasoned I-O psychologists who have developed, managed and maintained sole practices as I-O psychology consultants. The topics covered will include: the practical business issues and realities associated with, and the requisite personal characteristics needed for a successful sole I-O consulting practice.

Janis M. Ward, J. M. Ward Consulting, *Chair*  
Katherine L. Bittner, Bittner and Associates, LLC, *Panelist*  
Jodi Himelright, J. Himelright Consulting, *Panelist*  
Marc B. Sokol, Sage Consulting Resources, *Panelist*

Submitter: Janis M. Ward, janis.ward@jmwardconsulting.com

#### 248. Symposium/Forum: 5:00PM-5:50PM 207 C

##### **Next Generation Methods of Assessing Organizational Culture**

This symposium explores practical considerations around assessing organizational culture including access to an employee population, new source of data (such as social media) and the objective of the research study. Leading culture practitioners will present case studies offering alternatives to employee surveys and other novel approaches to assessing organizational culture.

Alice Wastag, Denison Consulting, *Chair*  
Daniel R. Denison, International Institute for Management Development, *Discussant*  
la Ko, Denison Consulting, Matthew S. Christensen, Denison Consulting, *Can We Use Social Media Data to Assess Organizational Culture?*

Christopher Cancialosi, gothamCulture, *New Qualitative Approach to Organizational Culture Research Methods in Practice*  
Nate T. Dvorak, Gallup, *Novel Culture Assessment Methods: Ethnographic Observations and Critical Incident Technique*

Submitter: Alice Wastag, alicewastag@yahoo.com

#### 249. Symposium/Forum: 5:00PM-5:50PM 207 D

##### **Leadership in a New Light: Rethinking our Understanding of Leadership**

This symposium challenges a foundation of traditional leadership research and offers new perspectives on how leadership is perceived between leaders and followers and how leadership can enable innovation and emergence in complex adaptive systems.

Ryan K. Gottfredson, California State University-Fullerton, *Chair*  
Lisa Schurer Lambert, Georgia State University, *Co-Chair*  
Ryan K. Gottfredson, California State University-Fullerton, Lisa Schurer Lambert, Georgia State University, *Content Validity and Conceptual Discrimination: Review of Leadership Behavior Constructs*  
Stephen H. Courtright, Texas A&M University, Jiexin Wang, Texas A&M University, Timothy Morgan, Texas A&M University, *Leadership and the Beauty Bias: A Theoretical Integration and Meta-Analysis*  
Stefanie K. Johnson, University of Colorado Boulder, Elsa Chan, University of

Colorado-Boulder, Robert G. Lord, Durham University, Ronald E. Riggio, Claremont McKenna College, *Embodied Cognitions Shape Power and Rapport in Leader-Follower Dynamics*

Mary Uhl-Bien, Texas Christian University, Michael Arena, General Motors, *Complexity Leadership Theory: Empirical Findings and New Discoveries*

Submitter: Ryan K. Gottfredson, rgottfredson@fullerton.edu

#### 250. Symposium/Forum: 5:00PM-5:50PM 303 A

##### **Going Mobile: Empirical Evidence From Higher-Fidelity Mobile Simulations**

Organizations are increasingly adapting prehire assessments to mobile devices. Empirical research on simulations adapted to mobile platforms, however, is relatively scarce. Presenters share findings pertaining to higher-fidelity simulations adapted to mobile platforms, including equivalency results, criterion-related validity, and applicant reactions.

Jared Z. Ferrell, SHAKER, *Co-Chair*  
Michael J. Hudy, SHAKER, *Co-Chair*  
Richard N. Landers, Old Dominion University, *Discussant*  
Matthew S. O'Connell, Select International, Inc., Luye Chang, Select International, Inc., Amie D. Lawrence, Select International, Inc., Ted B. Kinney, Select International, Inc., *PC-Mobile Equivalence of Four Interactive Simulations: A Within-Subject Design*

Nikki M. Dudley, SHAKER, Jacqueline E. Carpenter, SHAKER, Jared Z. Ferrell, SHAKER, Anna Boyer, Starbucks Coffee Company, Michael D. Reeves, SHAKER, *Examining Equivalence, Validity, and Reactions in Three Mobile-Optimized Simulations*

Kevin Tomczak, Applied Psychological Techniques, *Vertical Analysis of Mobile-Optimized Simulations in Fortune 100 Organization*

Submitter: Jared Z. Ferrell, jzf2@zips.uakron.edu

#### 251. Symposium/Forum: 5:00PM-5:50PM 303 B

##### **Considering Conflicts Between Team and Individual Benefits**

The use of teams in organizations and classrooms continues to grow. However, an underlying assumption of much team research is that processes which benefit the team also benefit the individuals. This symposium draws attention to the complex nature of the relationship between individual and team benefits.

Leslie DeChurch, Georgia Tech University, *Discussant*  
Elizabeth Peyton, VHA National Center for Organization Development, Katherine Osatuke, Miami University, *Team Structure, Relationship Behaviors, and Learning in Primary Care Teams*

Ryan L. Derickson, Xavier University, Katherine Osatuke, Miami University, *Organizational Health and Change Outcomes in Healthcare*  
Truman J. Gore, Wright State University, Debra Steele-Johnson, Wright State University, Elizabeth Peyton, VHA National Center for Organization Development, *Leadership Behaviors and Individual and Team Performance in Classroom Teams*

Julie A. Steinke, The MITRE Corporation, Amber Hargrove, George Mason University, Laura Fletcher, George Mason University, Kristin M. Repchick, George Mason University, Tiffani R. Chen, George Mason University, Zitong Sheng, George Mason University, Stephen J. Zaccaro, George Mason University, *The Impact of Culture on MTS Effectiveness*

Submitter: Elizabeth Peyton, bethpeyton1025@gmail.com

#### 252. Symposium/Forum: 5:00PM-5:50PM 303 C

##### **Advances in SJT and Personality Scoring Methods**

Recent research of SJT scoring methods suggests that validity may be improved and group differences reduced by using alternatives to traditional point or distance-based scoring. The papers in this symposium extend prior SJT scoring research and describe how alternative scoring methods might also be applied to personality measurement.

Victor Jockin, PSI Services LLC, *Chair*  
Michael A. McDaniel, Virginia Commonwealth University, *Discussant*  
Nigel R. Guenole, IBM, Jeff A. Weekley, IBM/University of Texas, Dallas, Shungwon Ro, IBM, *SJT Predictions of Job Performance by Recursive Partitioning*  
Joseph D. Abraham, PSI Services LLC, Dawn Lambert, PSI Services LLC, Victor Jockin, PSI Services LLC, Gregory M. Hurtz, California State University-Sacramento, John A. Weiner, PSI, *SJT Scoring Methods Can Impact What We Are Measuring*  
Peter Legree, U.S. Army Research Institute, Robert Kilcullen, U.S. Army Research Institute for the Behavioral and Social Sciences, Kristin M. Repchick,

George Mason University, *Profile Similarity Metrics Increase Personality Scale Validity*

Submitter: Victor Jockin, tjockin@hotmail.com

253. Panel Discussion: 5:00PM-5:50PM 303 D  
**Imposter Syndrome: Graduate School and Early Career Experiences on Self-Confidence**

I-O psychology graduate programs are successful at preparing practitioners on the technical aspects of running human capital projects. Unfortunately, however, graduate school and early professional experiences do not always build self-confidence, and sometimes diminish it. This session will present observations and practical advice by a panel of managers and coaches.

Amy L. Stellmack, CEB, *Chair*

Jay Janovics, American Family Insurance, *Panelist*

Joanna Rock, JRock Consulting, *Panelist*

Christine R. Scheu, CEB, *Panelist*

Submitter: Amy L. Stellmack, amy.stellmack@shl.com



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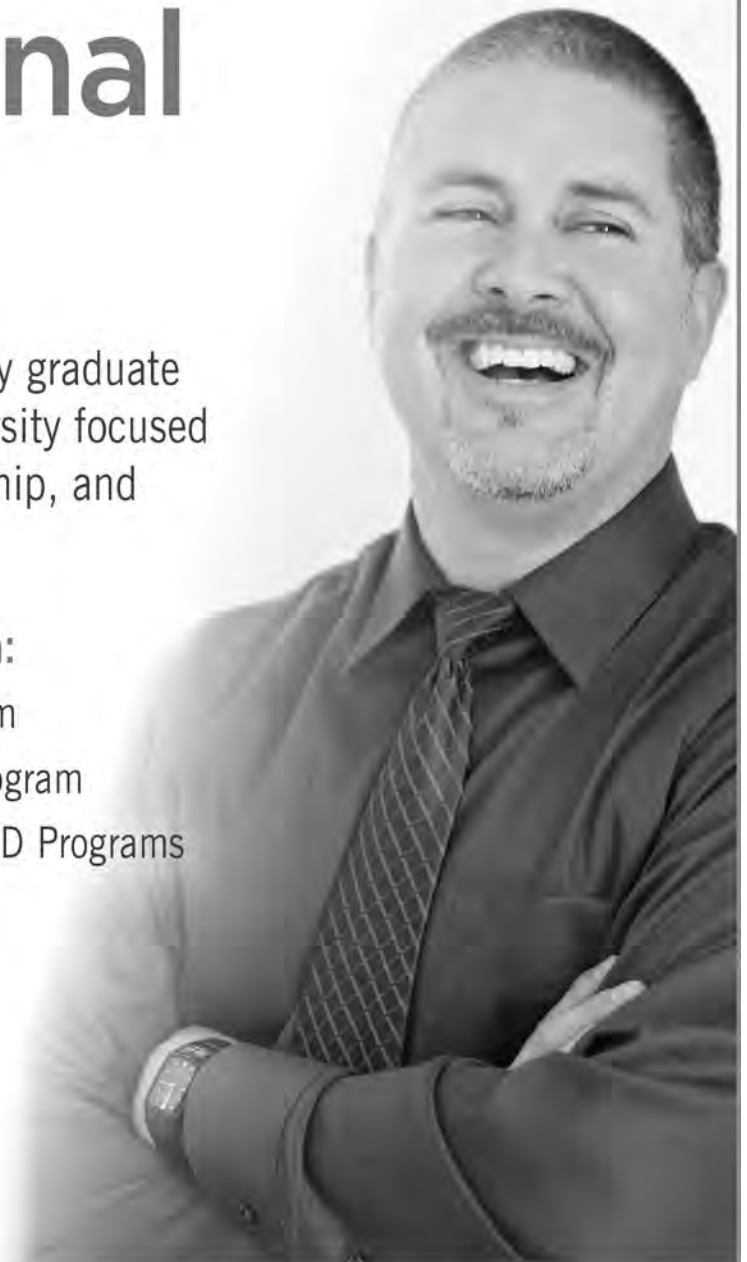
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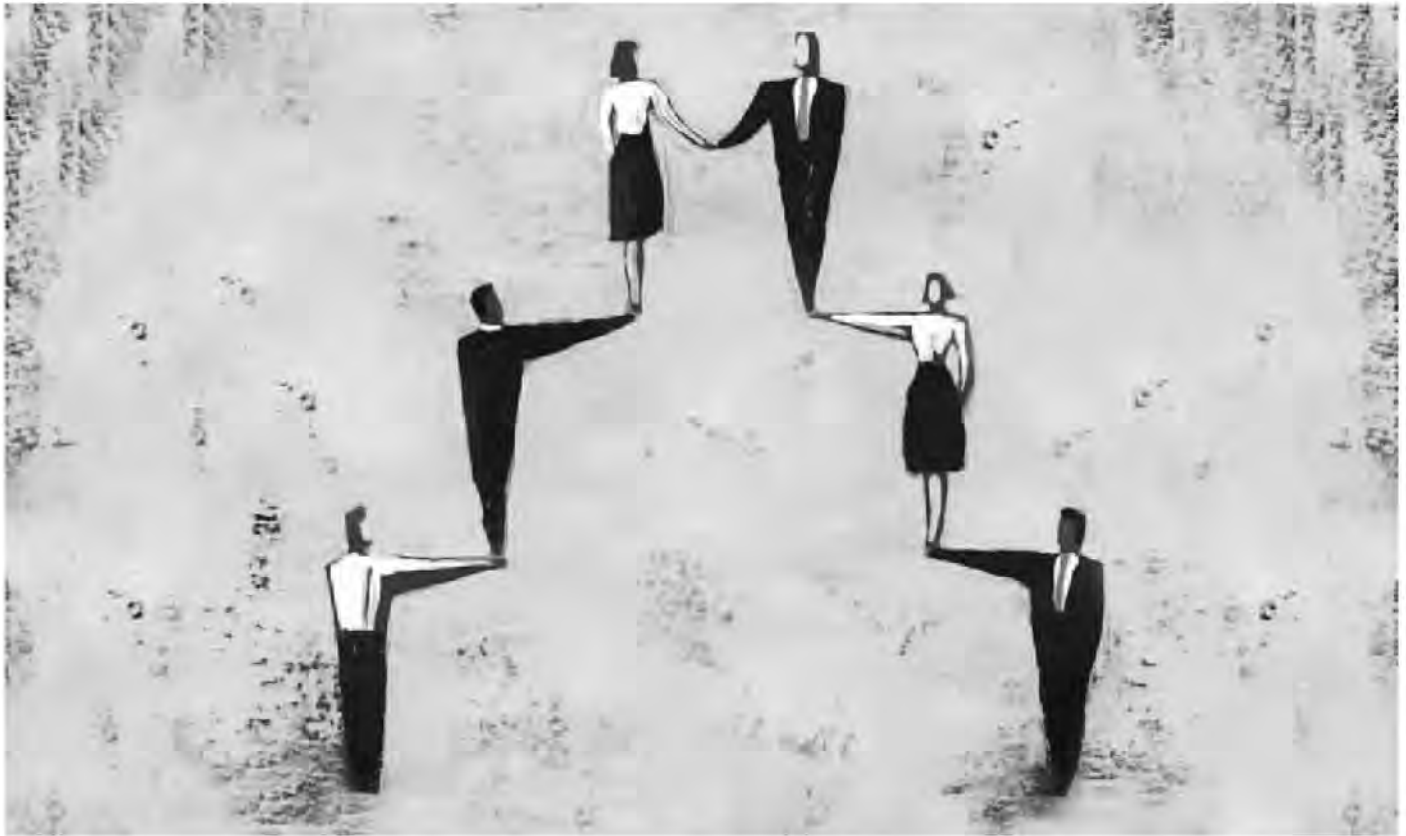


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### *Co-Chairs:*

Dale S. Rose, 3D Group  
Dave W. Bracken, DWBracken & Associates

### *Panelists:*

Michael A. Campion, Purdue University  
David Futrell, Walmart  
Manuel London, Stony Brook University  
Kenneth M. Nowack, Ofactor/Envisia Learning  
Janine Wacławski, PepsiCo

**Thursday at 12:00 pm, Rm 207C**

**3D Group, Booth #610**

## Coaching Nightmares: What Would You Do?

### *Chair:*

Dale S. Rose, 3D Group

### *Panelists:*


Stuart Sidle, University of New Haven  
Anne Whiting, 3D Group  
Cynthia Alt, USC  
Dave Sowinski, Vantage Leadership  
Dale S. Rose, 3D Group

**Friday at 10:30 am, Rm 206A**



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Start Time	ACC 201 A	201 B	201 C	201 D	203 A	203 B	204 A	204 B	204 C	205 A	205 B
8:00 AM	275: Alliance Special Session: I-O & Decent Work	257: Mobile Equivalence: Expanding Research	258: Advice for Masters-Level I-Os	259: Telecommuting	261: Exploring Coaching Approaches Across Disciplines	255: Growing the Impact of I-O	256: Examining SJT Scoring Methods	262: Emerging Trends in Organizational Surveys	263: Best Practices for Content Validation	264: Promoting Mindfulness @Work	265: Rethinking the Study of Interests at Work
8:30 AM						276: Distinguished Scientific Contributions	Invited Session 277: IGNITE: Tips for Teaching I-O				
9:00 AM											
9:30 AM											
10:00 AM	COFFEE BREAK										
10:30 AM	281: Endogeneity in Mediation	282: Connecting Overqualification to Proactive Behavior	283: Org Lessons From Space Teams	284: Assessment in Digital Age: Candidates Go Mobile	280: The Revolution of Performance Management	286: Thurstonian Measurement & Self-Report Data	287: IGNITE Your Career	288: Work-Family Debate About Leaning In Vs Leaning On	289: Big Data: Grappling With International Implications	290: Candidate Experience: Why It Matters & What to Do	291: Sleep & Leadership
11:00 AM											
11:30 AM											
12:00 PM	302: Alliance Special Session: Work & Health	303: Emergence of Leader-Follower Networks	304: Skills Gap & Talent Management	305: Establishing Assessment Strategies in Organizations	307: Forced-Choice Personality Assessment	308: Career Development in Practice	309: Programs for Graduate Student Professional Practice	310: Making Performance Management Work	311: The Changing Nature of Work	312: Managing SME Mayhem: Insights & Lessons Learned	
12:30 PM											
1:00 PM											
1:30 PM	323: Integrating Cultures	324: Augmentors: Improve Mentoring	325: Creative Solutions to Sticky Validation Situations	326: Aging & Work Research Moves Ahead	328: Science-Guided Diversity Programs	329: Asking the Right Interview Questions	330: Novel Drivers of Workplace Mistreatment	331: Using Deep Learning On Resumes	332: Quarterback Problem: Difficulty Predicting Success	333: Business Tips for I-O Entrepreneurs	334: Writing Great Technical Reports
2:00 PM											
2:30 PM											
3:00 PM	COFFEE BREAK										
3:30 PM	346: Person-Centric Teamwork	347: Facilitating Successful Internships	348: Visual Aids for Practitioner Problems	349: Clarifying Constructs & Items in Leadership	350: Now Leaving Survey Land	351: Visibility & Impact Through SIOP Publications	352: New Directions in IM & Faking		354: How to Sell the Value of I-O	355: Alternative Ways of Working: Flexible Advantage	356: Can Technology Eliminate Bias Debate?
4:00 PM											
4:30 PM											
5:00 PM											

## SATURDAY SPECIAL EVENTS:

CONTINENTAL BREAKFAST, presented by Qualtrics

Pacific C-D (HA)

7:30AM TO 8:30AM

COFFEE BREAKS

Ballroom A-E (CC)

10:00AM TO 10:30AM

3:00PM TO 3:30PM

CLOSING PLENARY featuring LASZLO BOCK

California A-D (HA)

4:30PM TO 5:30PM

CALIFORNIA CLOSING RECEPTION

Pacific A-D (HA)

6:00PM TO 8:00PM

HA: Indicates event held at the Hilton Anaheim

CC: Indicates event held at the Convention Center

Start Time	206 A	207 A	207 B	207 C	207 D	303 A	303 B	303 C	303 D	Ballroom A-E	Hilton California A-D
8:00 AM										254: Trickle-Down Effect of Leaders' Resilience	
8:30 AM	266: Developing World Class Distributed Leaders	267: Demystifying Federal Contracting	268: Using metaBUS	269: Fdbk Effectiveness Within & w/o Perf Mgmt	270: Economic Stress & Occupational Health	271: Transgender Workplace Research	272: CWBs: Liars, Aggressors, & Manipulators	273: Analytics: A Uniquely I-O Perspective			
9:00 AM									278: Considerations in Assessment Life Cycle	274: Work-Life Spillover & Engagement	
9:30 AM											
COFFEE BREAK											
10:30 AM	292: Changes to FLSA Exemptions	293: Qualitative I-O Psychology Graduate Research	294: Introduction to Reproducible Research Using R	295: From "Rank & Yank" to Enabling Performance	296: Psychometric Properties of Derailment Scales	297: Develop Me! Novel Approaches to Enhance Leadership	298: Recommendations for Predictive Validation Studies	299: Faking Across Selection Methods & Globally	300: Challenges From Survey Fatigue	279: Work Group Inclusion Scale	
11:00 AM											
11:30 AM											
12:00 PM	314: Social Media for Employment Decisions	315: Global Communities of Work Psychs	316: SIOP Living History: Locke & Latham	317: Business Acumen/Stories About How to Be Relevant	318: Improving Organizational Change Outcomes	319: Criterion-Related Validation Challenges	320: When Does Job Insecurity Hurt?	321: Workforce Analytics: Real Data, Real Decisions		301: When Are Proactive Employees More Creative?	
12:30 PM										322: Videogame Experience in Training Sims	
1:00 PM										344: Working in Pajamas	
1:30 PM	335: Leadership, Culture & Amazon	336: Understanding High-Potential Programs	337: Shepherding a Shift: Building a Culture of Assessment	338: Strategies for Creating Inclusive Teams	339: Ensuring Enterprise Security	340: Developing Interdisciplinary Experiences in I-O	341: Person-Centered Leadership Research	342: Use-Inspired Science & Organizational Research	343: Mentoring Women in I-O: Unusual Career Paths		
2:00 PM											
2:30 PM											
COFFEE BREAK											
3:30 PM	357: Advancing the Validity of Vocational Interests	358: Acquiring KSAOs in Online Games & Virtual Teams	359: Performance Management Research & Practice		361: Leaving the Pack: Entrepreneurship in I-O	362: Latest Findings in Conditional Reasoning	363: Managing Org Culture: Whose Job Is It Anyway?		365: Virtual Team Mgmt Challenges	345: WM & Mobile Tests	
4:00 PM											
4:30 PM											367: Closing Plenary
5:00 PM											

# Don't Leave Early! SIOP Saturday Is Special!

**CLOSING  
PLENARY  
featuring  
LASZLO BOCK  
California A-D  
4:30PM TO 5:30PM**

**CALIFORNIA CLOSING  
RECEPTION  
Pacific A-D (HA)  
6:00PM TO 8:00PM**



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

- 287 IGNITE Your Career, 204 A, 10:30AM
- 308 Career Development in Practice: Best Practices for Career Development, 203 B, 12:00PM
- 316 SIOP Living History Series: An Interview With Locke and Latham, 207 B, 12:00PM
- 324 Augmentors: Using Positive Psychology to Improve Mentoring, 201 B, 1:30PM
- 354 How to Sell the Value of I-O (Part II), 204 C, 3:30PM
- 361 Leaving the Pack: Discussions on Entrepreneurship in I-O Psychology, 207 D, 3:30PM

**Coaching/Leadership Development**

- 261 A Practical Exploration of Coaching Approaches Across Disciplines, 203 A, 8:30AM

**Consulting Practices/Ethical Issues**

- 267 Business Development: Demystifying Federal Contracting, 207 A, 8:30AM
- 344 Posters 1 & 12, 2:00PM
- 348 Using Data Visualization to Explain I-O Concepts, 201 C, 3:30PM

**Counterproductive Behavior/Workplace Deviance**

- 272 Counterproductive Work Behaviors: Liars, Aggressors, and Manipulators, 303 B, 8:30AM
- 330 Who Is Mistreating Whom? Investigating Novel Drivers of Workplace Mistreatment, 204 A, 1:30PM

**Emotions/Emotional Labor**

- 344 Posters 4, 5, 7, 11, 13-16, 18-23, & 25, Ballroom A-E, 2:00PM

**Groups/Teams**

- 251 Considering Conflicts Between Team and Individual Benefits, 303 B, 5:00PM
- 283 Long-Duration Intact Teams: Organizational Lessons From Spaceflight, 201 C, 10:30AM
- 346 The Many "I"s of a Team: Person-Centric Perspectives on Teamwork, 201 A, 3:30PM
- 367 Closing Plenary, Hilton California A-D, 4:30PM

**Human Factors/Ergonomics**

- 254 Poster 10, Ballroom A-E, 8:00AM

**Inclusion/Diversity (e.g., Sexual Orientation, Race, Gender)**

- 271 What About the T? Transgender Workplace Research, 303 A, 8:30AM
- 279 Posters 1-5, 8-10, 12, 13, 15, 17-21, & 23-25, Ballroom A-E, 10:30AM
- 328 Science-Guided Diversity Programs in Organizations: From Design to Evaluation, 203 A, 1:30PM
- 338 Putting the I in Team: Unlocking Team Potential Through Inclusion, 207 C, 1:30PM
- 343 Mentoring Session for Women in I-O Psychology: Unusual Career Paths, 303 D, 1:30PM

**Innovation/Creativity**

- 276 Distinguished Scientific Contributions Award: Contrarian Thoughts and Attention to Phenomena: A Scientific Journey, 203 B, 9:00AM
- 301 Posters 4-7, 9, 11, 13, 14, 16, 18, 19, 21, 23, 28, & 30, Ballroom A-E, 12:00PM

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

- 274 Poster 25, Ballroom A-E, 9:00AM
- 304 The Skills Gap and Workforce Readiness: Implications for Talent Management, 201 C, 12:00PM

**Job Attitudes/Engagement**

- 311 The Changing Nature of Work: Evidence and Implications, 204 C, 12:00PM
- 350 Now Leaving Survey Land, Welcome to OD Land, 203 A, 3:30PM

**Judgment/Decision Making**

- 229 Cross-Fertilizing JDM and IOOB: Advances in Applied Judgment and Decision Making, 207 D, 3:30PM
- 322 Posters 2, 3, 7, 10, 12, 16-17, 20, 22, 25-& 29, Ballroom A-E, 1:00PM

**Leadership**

- 266 Combining Science and Practice to Develop World Class Distributed Leaders, 206 A, 8:30AM
- 291 Novel Directions in Sleep and Leadership Research, 205 B, 10:30AM
- 297 Develop Me! Novel Approaches to Enhance Leadership, 303 A, 10:30AM
- 301 Posters 1-3, 10, 12, 15, 17, 20, 22, 24, 25, 26, 27, & 29, Ballroom A-E, 12:00PM
- 303 Who Follows Whom? Predicting the Emergence of Informal Leader-Follower Networks, 201 B, 12:00PM
- 335 The Amazon Culture: Should It be Emulated or Denigrated?, 206 A, 1:30PM
- 341 Current Perspectives on Person-Centered Leadership Research, 303 B, 1:30PM
- 349 Measuring Leadership and Followership: Clarifying Constructs and Items, 201 D, 3:30PM
- 351 Executive Board Special Session: New Strategies for Driving Visibility and Impact Through SIOP Publications, 203 B, 3:30PM
- 365 Leading by Distance: Challenges and Considerations Around Virtual Team Management, 303 D, 3:30PM

**Legal Issues/Employment Law**

- 292 Implications of Revisions to FLSA Exemptions for Organizations and Employees, 206 A, 10:30AM

**Measurement/Statistical Techniques**

- 262 Emerging Trends in Organizational Surveys: Possibilities and Implications, 204 B, 8:30AM
- 273 Analytics: A Uniquely I-O Perspective, 303 C, 8:30AM
- 281 Testing Mediation: The Endogeneity Problem and the Solution, 201 A, 10:30AM
- 286 Exciting New Adventures in Thurstonian Measurement for Self-Report Data, 203 B, 10:30AM
- 300 Death by a Thousand Items: Challenges From Survey Fatigue, 303 D, 10:30AM

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

- 254 Posters 1-9, 11-26, Ballroom A-E, 8:00AM
- 264 Promoting Mindfulness@Work: Effects on Performance, Health and Relational Outcomes, 205 A, 8:30AM
- 270 Employment and Income: Effects of Economic Stress on Occupational Health, 207 D, 8:30AM
- 282 The Power of Doing: Connecting Overqualification to Proactive Behaviors, 201 B, 10:30AM
- 302 Alliance Special Session: Meet the Experts: An International Panel on Work and Health, 201 A, 12:00PM
- 320 When Does Job Insecurity Hurt? Evidence for Moderating Variables, 303 B, 12:00PM
- 326 We Heard the Calls: Aging and Work Research Moves Ahead, 201 D, 1:30PM
- 339 Ensuring Enterprise Security: Three Diverse Approaches, 207 D, 1:30PM

**Organizational Culture/Climate**

- 279 Posters 6, 7, 11, 14, 16, 22, & 26, Ballroom A-E, 10:30AM
- 323 Mergers and Acquisitions: Impact of Integrating Organizational Cultures, 201 A, 1:30PM
- 363 Managing Organizational Culture: Whose Job Is It Anyway?, 303 B, 3:30PM

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

- 318 Improving Organizational Change Outcomes: Asserting Leadership in the Field, 207 D, 12:00PM
- 355 Alternative Ways of Working: Flexible Advantage, 205 A, 3:30PM

**Performance Appraisal/Feedback/Performance Management**

- 269 Feedback Effectiveness Within and Without Performance Management, 207 C, 8:30AM
- 280 Revolutionizing Performance Management: Industry Fad or Data-Driven Advancement?, 203 A, 10:30AM
- 295 Getting From "Rank and Yank" to Enabling Employee Performance, 207 C, 10:30AM

- 310 Just Talk to Them: Keys to Making Performance Management Work, 204 B, 12:00PM  
 359 Next Generation Performance Management Systems: Research Meets Practical Application, 207 B, 3:30PM

#### Personality

- 265 Rethinking the Study of Vocational Interests at Work, 205 B, 8:30AM  
 296 Exploring the Psychometric Properties of Personality Derailment Scales, 207 D, 10:30AM  
 344 Posters 2, 3, 6, 8-10, 17, 24, 26, & 27, Ballroom A-E, 2:00PM  
 357 Advancing the Validity of Vocational Interests in the Workplace, 206 A, 3:30PM  
 362 Latest Findings in Conditional Reasoning: Writing JMs and New Scales, 303 A, 3:30PM

#### Research Methodology (e.g., Surveys)

- 289 Alliance Special Session: Big Data: Grappling With Definitions and Issues With International Implications, 204 C, 10:30AM  
 293 Qualitative Methods for I-O Psychology Graduate Research, 207 A, 10:30AM  
 294 Introduction to Reproducible Research using R, RStudio, and R Markdown, 207 B, 10:30AM  
 345 Posters 1,3, 4, 7, 8, 18, 23, & 26-29, Ballroom A-E, 3:30PM

#### Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)

- 284 Assessment in the Digital Age: When Candidates Go Mobile, 201 D, 10:30AM  
 290 Candidate Experience: Why It Matters and What You Can Do, 205 A, 10:30AM  
 314 Social Media for Employment Decisions: The Risk, Reward, and Unknown, 206 A, 12:00PM  
 332 The Quarterback Problem: When Predicting Success Is Difficult, 204 C, 1:30PM  
 336 Unraveling the Mystery of High-Potential Programs, 207 A, 1:30PM

#### Strategic HR/Utility/Changing Role of HR

- 321 Workforce Analytics: Real Data, Real Decisions, 303 C, 12:00PM

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

- 255 Executive Board Special Session: Growing the Impact of I-O Through Local I-O Groups, 203 B, 8:00AM  
 258 Mastering Your Future: Sage Advice for Early-Career Master's-Level I-O Psychologists, 201 C, 8:30AM  
 277 Invited Session: Teaching I-O Psychology- Tips, Tricks, and Pitfalls to IGNITE Learning, 204 A, 9:00AM  
 309 Formalized Programs for Providing Graduate Students With Professional Practice Experience, 204 A, 12:00PM  
 315 Growing Local Communities of Work Psychologists Globally, 207 A, 12:00PM  
 317 Business Acumen or Stories About How to Be Relevant, 207 C, 12:00PM  
 322 Posters 6 & 14, Ballroom A-E, 1:00PM  
 333 Putting up your Shingle: Business Tips for I-O Entrepreneurs, 205 A, 1:30PM  
 334 Seven Steps for Writing Great Technical Reports, 205 B, 1:30PM  
 340 You're the "I" to My "O": Developing Successful Interdisciplinary Experiences, 303 A, 1:30PM  
 342 Developing National Research Policy With Use-Inspired Science for Organizational Research, 303 C, 1:30PM  
 347 Facilitating Successful I-O Internships: Considerations, Challenges, and Opportunities, 201 B, 3:30PM

#### Technology (e.g., Gamification, Social Media, Simulations)

- 257 Mobile Equivalence: Expanding Research Across Assessment Methods, Levels and Devices, 201 B, 8:30AM  
 268 Using metaBUS for Literature Searches and Generating Instant Meta-Analyses, 207 B, 8:30AM  
 331 Using Deep Learning to Predict Performance From Resumes, 204 B, 1:30PM  
 345 Posters 2,5,6,9-17, 19-22, 24, & 25, 3:30PM  
 356 Can Technology Like Deep Learning Eliminate Adverse Impact Forever?, 205 B, 3:30PM  
 358 Acquisition of KSAOs Through Online Games and Virtual Team Collaborations, 207 A, 3:30PM

#### Testing/Assessment (e.g., Selection Methods, Validation, Predictors)

- 256 Examining the Impact of Situational Judgment Test Scoring Methods, 204 A, 8:00AM  
 263 Best Practices for Content Validation, 204 C, 8:30AM  
 278 Cradle to Grave: Practical Considerations in the Life Cycle of Assessments, 303 D, 9:00AM  
 298 Messy Validation II: Practical Recommendations for Optimal Predictive Studies, 303 B, 10:30AM  
 299 Deceiving Prospective Employers: Across Selection Methods and in Cross-Cultural Contexts, 303 C, 10:30AM  
 305 Establishing Assessment Strategies in Organizations: Best Practices and Lessons Learned, 201 D, 12:00PM  
 307 Recent Advances in Forced Choice Personality Assessment, 203 A, 12:00PM  
 312 Managing SME Mayhem: Insights and Lessons Learned From the Trenches, 205 A, 12:00PM  
 319 Applied Criterion-Related Validation Challenges: What We Weren't Taught in Textbooks, 303 A, 12:00PM  
 325 I Stepped in Gum: Creative Solutions to Sticky Validation Situations, 201 C, 1:30PM  
 329 Asking the Right Questions: Investigations of Structured Interview Questions, 203 B, 1:30PM  
 337 Shepherding a Shift: Building a Culture of Assessment, 207 B, 1:30PM  
 352 New Directions in Impression Management and Faking in Employment Interviews, 204 A, 3:30PM

#### Training

- 322 Posters 1, 4, 9, 11, 13, 15, 18, 19, 21, 23, & 24, Ballroom A-E, 1:00PM

#### Work and Family/Nonwork Life/Leisure

- 259 I'm Here, You're There: Discussing the Controversies Surrounding Telecommuting, 201 D, 8:30AM  
 274 Posters 2-30, Ballroom A-E, 9:00AM  
 288 Work-Family Debate: Better to "Lean In" or "Lean On" Organizations/Government?, 204 B, 10:30AM

**254. Poster Session: 8:00AM-8:50AM Ballroom A-C****Occupational Health/Safety/Stress/Aging****254-1 Perceiver Beware: Sleepiness Biases Incivility Interpretations**

Two studies examined whether state sleepiness biases people's incivility interpretations. In Study 1, sleepiness significantly increased the variance explained in incivility interpretations beyond Big 5 personality traits. In Study 2, providing additional information suggesting low social threat cues (i.e., an apology) mitigated the sleepiness and incivility perception relationship.

Christopher J. Budnick, Northern Illinois University

Larissa K. Barber, Northern Illinois University

Submitter: Larissa K. Barber, lbarber@niu.edu

**254-2 Evaluation of Psychology-Based Safety Training in the Australian Fishing Industry**

This poster evaluated the impact of a psychology-based safety training program and training transfer toolkit within the Australian fishing industry. The study employs a 2 (training and no training) x 2 (transfer toolkit and no toolkit) quasi-experimental design. Preliminary results comparing measures pre-post program indicate significant improvement in safety knowledge.

Tristan Casey, Sentis

Autumn D. Krauss, Sentis

Dom O'Brien, Sentis

Gabriela Favalaro, Sentis

Submitter: Autumn D. Krauss, autumn.krauss@sentis.net

**254-3 Pet-Friendly Workplace Policies, Employee Stress and Perceived Organizational Support**

This study investigated whether pet-friendly workplace policies provide a buffer against stress, as well as impact perceived organizational support (POS). Full-time employees completed an online survey, including measures of workplace attitudes. Results revealed that presence of a pet-friendly policy was significantly related to stress, and POS fully mediated this.

Catherine S. Daus, Southern Illinois University-Edwardsville

Samantha K. Naumann, Southern Illinois University-Edwardsville

Submitter: Catherine S. Daus, cdaus@siue.edu

**254-4 Family-to-Work Conflict and Safety Performance in Two High Risk Industries**

This study examines the process through which family-to-work conflict negatively relates to safety performance using 2 samples from high-risk industries. Family-to-work conflict is related to employees' workplace cognitive failures and psychological strains, which in turn are a significant predictor safety performance. These effects are moderated by employees' commitment to safety.

Erin Eatough, Baruch College & The Graduate Center, CUNY

Ryan C. Johnson, Ohio University

Chu-Hsiang Chang, Michigan State University

Leslie B. Hammer, Oregon Health & Science University

Donald M. Truxillo, Portland State University

Submitter: Erin Eatough, erin.eatough@baruch.cuny.edu

**254-5 Effects of Safety Communication and Climate on Truckers' Safety Performance**

This study examined the relative contribution of and interaction between supervisory safety communication and safety climate in predicting safety performance and objective safety outcomes. Data from 5,162 truck drivers showed that quality of supervisor safety communication uniquely contributed to outcomes and also interacted with safety climate to predict outcomes.

Yueng-Hsiang E. Huang, Liberty Mutual Research Institute for Safety

Robert R. Sinclair, Clemson University

Jin Lee, University of Connecticut

Anna C. McFadden, Clemson University

Janelle H. Cheung, Clemson University

Lauren A. Murphy, SHARP (Safety & Health Assessment & Research for Prevention)

Submitter: Yueng-Hsiang E. Huang, yueng-hsiang.huang@Libertymutual.com

**254-6 Mindfulness in the Relationship Between Workplace Stressors and Strains**

Using 3-wave data, this poster investigated the moderating role played by mindfulness in the relationship between workplace stressors (interpersonal conflict and workload) and strains (job dissatisfaction and

emotional strains). Results show that mindfulness buffers the negative impact of stressors on strain.

Alexandra Ilie, Illinois State University

Hannah C. Archos, Illinois State University

Erin White, Illinois State University

Dan Ispas, Illinois State University

Dragos G. Iliescu, University of Bucharest, Romania

Kevin L. Askew, Montclair State University

Submitter: Dan Ispas, dispas@gmail.com

**254-7 Long-Term Effects of Work Interruptions on Employee Well-Being**

This study investigated the long-term effects of work interruptions on employee job satisfaction and psychosomatic complaints across 3 studies. Mean levels of work interruptions tended to have negative effects on employees well-being; however, increases over time were a stronger predictor for employee well-being than mean levels.

Anita C. Keller, Michigan State University

Laurenz L. Meier, University of Fribourg

Wolfgang Kaelin, University of Bern

Franziska Tschan, University of Neuchatel

Achim Elfering, University of Bern

Norbert K. Semmer, University of Bern

Submitter: Norbert K. Semmer, norbert.semmer@psy.unibe.ch

**254-8 Safety-Supporting Factors: A Multisource, Multilevel Approach**

Research examined the role of safety climate using a sample of 588 employees working in 164 groups within 55 different manufacturing organizations. Results of a multisource multilevel mediation model suggests that safety climate, leaders' safety compliance, and coworkers' safety behaviors influences accidents via employees' safety compliance.

Stacey R. Kessler, Montclair State University

Lorenzo Lucianetti, University of Chieti and Pescara

Shani Pindek, University of South Florida

Paul E. Spector, University of South Florida

Submitter: Stacey R. Kessler, kessler@mail.montclair.edu

**254-9 Incivility and Job Strain Relationships: Mediating Effect of Employees' Attributions**

Incivility contributes to deterioration of healthy work life as a result of rude behaviors in the workplace. Employees' attributions of these incivil experiences over time, especially in ambiguous environments, may exacerbate work strains. Evidence suggests employees' differential place of blame (person vs. organization) impacts their personal and organizational work health.

Saira I. Khan, Interpublic Group

Cong Liu, Hofstra University

Xichao Zhang, Beijing Normal University

Submitter: Saira I. Khan, ksaira001@gmail.com

**254-10 Low-Power Posture Effect and Stress on Job Performance**

This study examines the negative effects of low-power posture on risk-taking behavior, creativity, and intelligence. Findings show a statistically significant low-power posture effect on risk-taking behavior and creativity, and the latter effect is moderated by a specific type of stress.

Jieun Kwon, Seoul National University

Submitter: Jieun Kwon, jieunkwon14@gmail.com

**254-11 Stress Intervention, Supervisors' Emotional Exhaustion, Abusive Supervision, and Team Performance**

This study examines the far-reaching consequences of stress reduction intervention program for supervisors and subordinates. Results show that supervisors' reduced emotional exhaustion and abusive supervisory behavior function as key mediators that transmit the indirect effect of supervisors' stress reduction intervention on subordinates' performance in teams.

Catherine K. Lam, City University of Hong Kong

Xu Huang, Hong Kong Baptist University

Submitter: Catherine K. Lam, mg.cat@cityu.edu.hk

**254-12 Trickle-Down Effect of Leaders' Resilience on Followers' Work Outcomes**

This study examined the trickle-down effects of leaders' resilience on followers' burnout and OCBs by leader-follower dyadic data in China.



Results indicated leaders' resilience was positively related to followers' resilience, which in turn was positively related to followers' burnout and OCBs. The findings largely supported the hypotheses.

Yang Luo, East China Normal University  
Hui Meng, East China Normal University  
Jinyan Fan, Auburn University

Submitter: Jinyan Fan, fanjinyan@yahoo.com

#### **254-13 Self-Reported Physical Activity Mediates Personality Traits and Physical Fitness Outcomes**

This study investigated relationships between broad and narrow personality measures, self-reported physical activity (SPA), and objective physical fitness performance. Analyses used large U.S. Air Force samples. Major findings include SPA predicting actual physical fitness and mediating relationship between trait scales and actual fitness. Implications for physically demanding occupations are discussed.

Gregory G. Manley, U.S. Air Force  
Mark R. Rose, U.S. Air Force  
John Trent, U.S. Air Force

Submitter: John D. Trent, JTrent@satx.rr.com

#### **254-14 Supervisor-Subordinate Discrepancies in Perceptions of Subordinate Stress: Implications for Support**

Using polynomial regression and response surface modeling, this poster examined the relationship between supervisor-subordinate discrepancies in subordinate stress perceptions and subordinates' perceived supervisor support. Findings indicated that subordinates' perceptions of supervisor support were generally high except for when supervisor perceptions of subordinate stress were low and subordinate self-ratings were high.

Sandra Martinez, San Diego State University  
Mark B. Reynolds, San Diego State University  
Ruth A. Topete, San Diego State University  
Mark G. Ehrhart, San Diego State University  
Lisa M. Kath, San Diego State University  
Jaynelle F. Stichler, San Diego State University  
Submitter: Mark G. Ehrhart, mehrhart@mail.sdsu.edu

#### **254-15 Dispositional, Attitudinal, and Motivational Predictors of Workplace Safety**

This study examined the roles proactive personality, core-self evaluations, safety attitudes, safety motivation, and safety climate play in understanding workplace safety behaviors. It was found that safety attitudes fully mediated the relationship between core-self evaluations and accident/injury rates, whereas safety motivation partially mediated the relationship between proactive personality and attitudes toward safety.

Emma L. Mathison, Saint Cloud State University  
Adam M. Smith, Saint Cloud State University  
Daren S. Protolipac, Saint Cloud State University

Submitter: Daren S. Protolipac, dsprotolipac@stcloudstate.edu

#### **254-16 Tend and Befriend: The Prosocial Behavioral Patterns of Stressed Supervisors**

This study examined the "tend-and-befriend" behavioral pattern of stressed supervisors. In a sample of 281 retail employees and 53 managers working in Turkey, supervisor stress was positively related to employee attitudes and performance via supervisors' propensity to share credit and information with employees. Supervisors' implicit follower beliefs acted as a moderator.

Julie M. McCarthy, University of Toronto  
Berrin Erdogan, Portland State University  
Talya N. Bauer, Portland State University

Submitter: Julie M. McCarthy, julie.mccarthy@rotman.utoronto.ca

#### **254-17 Effect of Occupational Tenure on Safety Climate and Safety Behavior**

This study applied sociotechnical systems theory to examine the moderating effect of occupational tenure (external influence) on the safety climate, driving safety behavior relationship. Results showed that driving safety behavior was less dependent on safety climate for drivers with longer occupational tenure compared to those with shorter tenure.

Lauren A. Murphy, SHARP (Safety & Health Assessment & Research for Prevention)  
Yueg-Hsiang E. Huang, Liberty Mutual Research Institute for Safety

Jin Lee, University of Connecticut  
Michelle M. Robertson, Liberty Mutual Research Institute for Safety  
Susan Jeffries, Liberty Mutual Research Institute for Safety  
Submitter: Lauren A. Murphy, murphy.lauren.ann@gmail.com

#### **254-18 Effects of Positive Cognitive Interventions on Stress and Well-Being**

This longitudinal experiment study examined the effects of positive cognitive interventions on employed participants' ( $N = 84$ ) stress and well-being. Participants completed an online cognitive assignment and responded to an online survey thrice (before and after the assignment). Perceived well-being slightly increased, whereas reported stress levels significantly decreased over time.

Hannah-Hanh D. Nguyen, University of Hawaii at Manoa  
Maryam Solhjoui, California State University, Long Beach  
Submitter: Hannah-Hanh D. Nguyen, hnhnguyen@hawaii.edu

#### **254-19 Examining the Underlying Assumptions and Measurement of Incivility and Bullying**

Drawing on 2 samples, perceived intensity and intent attributions were explicitly measured. Evidence supports the constructs of incivility and bullying, but significantly stronger relationships between bullying and strain indicate support for concerns of construct measurement, revealing research investigating incivility and bullying may be conflated with that of general workplace mistreatment.

Ashley E. Nixon, Willamette University  
Maryana Arvan, University of South Florida  
Paul E. Spector, University of South Florida

Submitter: Ashley E. Nixon, ashley.e.nixon@gmail.com

#### **254-21 Aggressive Humor at Work: Exponential Risk for Health and Performance?**

This study tested nonlinear relations between aggressive humor and work-related outcomes in 2 cross-sectional online studies involving 592 Austrian/German and 286 U.S. employees. Aggressive humor was exponentially related to irritation (Austrian/German sample) and to innovative work behavior (U.S. sample). Thus, aggressive humor is not always bad, and its relevance seems culture dependent.

Tabea E. Scheel, Humboldt-University Berlin  
Cornelia Gerdenitsch, University of Vienna  
Christian Korunka, University of Vienna

Submitter: Tabea E. Scheel, tabea.scheel@hu-berlin.de

#### **254-22 Inconspicuous Intolerance: The Relationship Between Incivility, Discrimination, and Employee Outcomes**

This study tested Cortina's (2008) proposition that incivility may sometimes represent subtle workplace discrimination. Discrimination and incivility did tend to co-occur in a large sample of nurses but differentially predicted workplace outcomes. Women and minorities also experienced more incivility. This suggests preliminary evidence of incivility as subtle discrimination.

Katherine A. Sliter, IUPUI  
Robert R. Sinclair, Clemson University  
Morgan D. Jones, FurstPerson  
Cynthia D. Mohr, Portland State University  
April Cantwell, FurstPerson, Inc.

Submitter: Katherine A. Sliter, katherineslitter@gmail.com

#### **254-23 What Predicts Snacking at Work? A Daily-Survey Study**

This daily-survey study examined organizational, individual, and situational variables as predictors of day-specific food choice motives and snacking at work. A positive organizational eating climate was related to snacking fruits via health as food choice motive. Emotional eating and day-specific self-control demands predicted snacking sweets via the affect-regulation motive.

Sabine Sonnentag, University of Mannheim  
Alexander Pundt, University of Mannheim

Submitter: Sabine Sonnentag, sonnentag@uni-mannheim.de

#### **254-25 A Meta-Analysis of the Relationships Between Recovery Experiences and Outcomes**

A quantitative review of relationships among recovery experiences (detachment, relaxation, mastery, control) and various personal and work-

related outcomes is presented. Overall the results confirm the beneficial effects of recovery experiences. However, in some cases meta-analytic regression weights did not mirror bivariate relationships, indicating the need to consider recovery experiences simultaneously.

Skye Wattie, University of Waterloo  
Winnie Shen, University of Waterloo  
James W. Beck, University of Waterloo

Submitter: James W. Beck, beckjam2@gmail.com

### 254-26 Effects of Standing While Working: An Experience Sampling Approach

Using experience sampling methodology, this poster examined the effects of standing while working. Multilevel analysis results suggest that standing benefits employee well-being (increased energy and positive affect, and reduced sleepiness and fatigue). In addition, positive affect mediates the effect of standing and its interactional effect with polychronicity on flow.

Cindy Wu, Baylor University  
Shana Walsh, Baylor University  
Renee Umstadter Meyer, Baylor University

Submitter: Cindy Wu, Cindy\_Wu@baylor.edu

### 255. Special Events: 8:00AM-8:50AM 203 B

#### Executive Board Special Session: Growing the Impact of I-O Through Local I-O Groups

Current directions taken by SIOP Local I-O Group Relations committee and recent survey results are presented, followed by breakout groups to discuss key topics. Each group will share insights with the overall audience about how local groups can help SIOP members make meaningful impacts locally, within SIOP, nationally and globally.

William L. Farmer, U.S. Food and Drug Administration, *Chair*  
M. Peter Scontrino, Scontrino-Powell, *Moderators*  
Ginger Whelan, Performance Associates, *Moderators*  
Lynda Zuege, The Workforce Consultants, *Moderators*  
Alison R. Eyring, Organisation Solutions Pte, Ltd., *Presenter*  
Therese Macan, University of Missouri-St Louis, *Presenter*  
Peter J. Rutigliano, Sirota Consulting, *Presenter*  
Donna Landau Sylvan, Sylvan & Associates, *Presenter*  
Anna R. Erickson, CEB, *Coordinator*  
James N. Kurtessis, SHRM, *Coordinator*  
Terri Shapiro, Hofstra University, *Coordinator*  
Therese Macan, University of Missouri-St Louis, *Coordinator*  
Submitter: William L. Farmer, farmerwl@flash.net

### 256. Symposium/Forum: 8:00AM-8:50AM 204 A

#### Examining the Impact of Situational Judgment Test Scoring Methods

Multiple situational judgment test (SJT) scoring methods exist, but little research has documented the impact scoring decisions may have on testing results. This symposium explores critical decisions when determining appropriate SJT scoring protocols, and presents the impact of different approaches on adverse impact, construct validity, reliability, and criterion-related validity.

Robert W. Stewart, PDRI, a CEB Company, *Chair*  
Stephan J. Motowidlo, Rice University, *Discussant*  
Bryon H. Miller, Alliant International University/LA County Sheriff's Department,  
Calvin C. Hoffman, Alliant International University/LA County Sheriff's Department,  
Dary Fiorentino, Alliant International University, Denise P. Lopez, Alliant International University, *Scoring Situational Judgement Tests: A Demonstrated Need for Criterion Data*

Jeff W. Johnson, CEB, Kenneth T. Bruskiwicz, PDRI, a CEB Company, *Comparing SJT Scoring Methods to Enhance Construct and Criterion-Related Validity*  
Dana M. Dunleavy, Association of American Medical Colleges, Thomas M. Geiger, Association of American Medical Colleges, Jane Wu, IBM, *Incorporating a Situational Judgment Test (SJT) in Medical School Admissions*

Submitter: Robert W. Stewart, robert.stewart@pdri.com

### 257. Symposium/Forum: 8:30AM-9:50AM 201 B

#### Mobile Equivalence: Expanding Research Across Assessment Methods, Levels, and Devices

The burgeoning use of mobile devices in assessment presents fairness and measurement challenges to practitioners. This symposium extends the existing research surrounding mobile testing, including 5 presentations that examine cross-device equivalence of simulations and cognitive ability tests, job level score differences, and a novel approach to control for device differences.

Trevor D. McGlochin, Select International, *Chair*  
Luye Chang, Select International, Inc., Amie D. Lawrence, Select International, Inc., Matthew S. O'Connell, Select International, Inc., Ted B. Kinney, Select International, Inc., *Mobile Versus PC Delivered Simulations: Screen Size Matters*  
Kate LaPort, Aon Hewitt, Christopher T. Huynh, Aon Hewitt, Alexander Stemer, Central Michigan University, Jeffrey A. Ryer, Aon Hewitt, Don M. Moretti, Sears Holdings Corporation, *Mobile Assessment: Comparing Traditional Cognitive, Cognitive-Reasoning, and Noncognitive Performance*  
Justin Rossini, DDI, Inc., *Mobile Device Testing: A Five-Year Look Across Job Level*  
Paul M. Fursman, CEB, *Warning Message Impact on Assessments Scores Delivered on Mobile Devices*

Amie D. Lawrence, Select International, Inc., Luye Chang, Select International, Inc., Matthew S. O'Connell, Select International, Inc., Ted B. Kinney, Select International, Inc., *Mobile Simulations: Can You Control for Device?*

Submitter: Luye Chang, schang@selectintl.com

### 258. Panel Discussion: 8:30AM-9:50AM 201 C

#### Mastering Your Future: Sage Advice for Early-Career Master's-Level I-O Psychologists

Master's-level I-O psychologists face unique challenges in the workplace compared to their doctoral counterparts. A panel of 4 seasoned master's-level practitioners will provide guidance to current master's-level students and early career practitioners, and master's level educators, on career preparation, progression, and visibility issues necessary for sustained success in the field.

Satoris S. Culbertson, Kansas State University, *Chair*  
Jaime B. Henning, Eastern Kentucky University, *Co-Chair*  
Jason D. Frizzell, Select International, *Panelist*  
Adam W. Hilliard, Walmart, *Panelist*  
Donald R. Scott, Development Dimensions International (DDI), *Panelist*  
Susan A. Walker, FedEx Freight, *Panelist*

Submitter: Satoris S. Culbertson, satoris@ksu.edu

### 259. Panel Discussion: 8:30AM-9:50AM 201 D

#### I'm Here You're There: Discussing the Controversies Surrounding Telecommuting

This panel seeks to move beyond a simple discussion of whether or not telecommuting is good or bad but rather to discuss specific issues surrounding the use and effectiveness of telecommuting from both an academic and practitioner perspective. Best telecommuting practices and future research agenda will also be discussed.

Malissa A. Clark, The University of Georgia, *Co-Chair*  
Jessica M. Nicklin, University of Hartford, *Co-Chair*  
Timothy Golden, Rensselaer Polytechnic Institute, *Panelist*  
Levi R. Nieminen, Denison Consulting, *Panelist*  
Jesse S. Michel, Auburn University, *Panelist*

Submitter: Jessica M. Nicklin, nicklin@hartford.edu

### 261. Panel Discussion: 8:30AM-9:50AM 203 A

#### A Practical Exploration of Coaching Approaches Across Disciplines

This panel discussion brings together coaches from I-O psychology, business, and clinical psychology to explore approaches across disciplines. The panelists' coaching conversations with a current organizational executive prior to the session will be used as a starting point for a discussion around benefits, challenges, and ramifications associated with various approaches.

Bahareh Soltani, CEB, *Chair*  
Joe Ungemah, Towers Watson, *Panelist*



Carol Kauffman, Harvard Medical School, *Panelist*  
 Patricia Averett, Korn Ferry, *Panelist*  
 Submitter: Bahareh Soltani, soltani.berry@gmail.com

## 262. Panel Discussion: 8:30AM-9:50AM 204 B

### Emerging Trends in Organizational Surveys: Possibilities and Implications

With a focus on more frequent, often narrower scope pulse-type surveys, this session will explore emerging trends in organizational surveys. Through sharing perspectives on exciting possibilities and important challenges and considerations, the authors hope to inform and equip attendees to be better able to successfully utilize these emerging approaches.

Lindsey M. Kotrba, Denison Consulting, *Chair*  
 Daniel R. Denison, International Institute for Management Development, *Panelist*  
 Jim Harter, Gallup, *Panelist*  
 Ken Oehler, Aon Hewitt, *Panelist*  
 Christopher Cancialosi, gothamCulture, *Panelist*  
 Submitter: Lindsey M. Kotrba, lkotrba@denisonculture.com

## 263. Panel Discussion: 8:30AM-9:50AM 204 C

### Best Practices for Content Validation

Panel members will identify best practices for the content validation of selection procedures. They will: (a) summarize the requirements from the testing guidelines, (b) derive best practices from the issues and problems in defending content validation in litigation contexts, and (c) make recommendations for future research.

Michael A. Campion, Purdue University, *Chair*  
 Sheldon Zedeck, University of California-Berkeley, *Panelist*  
 James L. Outtz, Outtz and Associates, *Panelist*  
 Nancy T. Tippins, CEB, *Panelist*  
 Kathleen Kappy Lundquist, APTMetrics, Inc., *Panelist*  
 Wayne F. Cascio, University of Colorado Denver, *Panelist*  
 Submitter: Michael A. Campion, campionm@purdue.edu

## 264. Symposium/Forum: 8:30AM-9:50AM 205 A

### Promoting Mindfulness@Work: Effects on Performance, Health and Relational Outcomes

Mindfulness has started to attract interest from I-O researchers and practitioners alike. This symposium contributes to this emerging line of research by investigating ways to increase mindfulness at work and by shedding light on outcomes of mindfulness that have, to date, received relatively little attention, including performance and relational outcomes.

Ute R. Hulsheger, Maastricht University, *Chair*  
 Katina Sawyer, Villanova University, Christian N. Thoroughgood, Northeastern University, Michelle K. Duffy, University of Minnesota, Kristin Scott, Clemson University, Elizabeth A. Adair, University of Minnesota, Lingtao Yu, University of Minnesota, *The Impact of Mindfulness on Interpersonal Relationships at Work*  
 Annika Nubold, Maastricht University, Niels Van Quaquebeke, Kühne Logistics University, Ute R. Hulsheger, Maastricht University, *Be(com)ing Real: Mindfulness and Authentic Leadership*  
 Tao Yang, Indiana University-Purdue University Fort Wayne, Theresa M. Glomb, University of Minnesota, *Agreeableness and Work Overload as Contingencies of Mindfulness Intervention-Performance Relationships*  
 Tammy D. Allen, University of South Florida, Tyler Henderson, University of South Florida, Victor S. Mancini, University of South Florida, Kimberly A. French, University of South Florida, *Mindfulness as a Moderator of Age and Well-Being Among Workers*  
 Ute R. Hulsheger, Maastricht University, Alicia Walkowiak, Maastricht University, *The Role of the Work Environment in Promoting Employee Mindfulness*  
 Submitter: Ute R. Hulsheger, ute.hulsheger@maastrichtuniversity.nl

## 265. Symposium/Forum: 8:30AM-9:50AM 205 B

### Rethinking the Study of Vocational Interests at Work

This symposium presents 4 papers that rethink how vocational interests can inform important topics in the organizational literature. These papers discuss the implications of vocational interests for workplace behavior and describe the theoretical and empirical links between interests, organizational constructs, and models of organizational behavior.

Christopher D. Nye, Michigan State University, *Chair*

Rong Su, Purdue University, James Rounds, University of Illinois at Urbana-Champaign, *Nature of Interests*  
 Fred Oswald, Rice University, Amy Shaw, Rice University, Leaetta M. Hough, Dunnette Group, Ltd. & HirePayoff, *Considering Vocational Interests in Personnel Selection*  
 Ann Marie Ryan, Michigan State University, Danielle D. King, Michigan State University, *Connecting Demographic Differences and Diversity in Interests to Organizational Diversity*  
 Bart Wille, Ghent University, Filip De Fruyt, Ghent University, *A Roadmap for Theory and Research on Interest Development*  
 Submitter: Christopher D. Nye, nyechris@msu.edu

## 266. Alternative Session Type: 8:30AM-9:50AM 206 A

### Combining Science and Practice to Develop World Class Distributed Leaders

Applied researchers and industry leaders will present a cutting-edge framework of distributed leadership capabilities, combined with case studies from North American and European organizations. This session brings together thought leaders who will share engaging presentations, interactive activities, and a panel discussion of challenges and opportunities of leading from a distance.

Laura A. Hambley, Work EvOHlution, *Chair*  
 Thomas A. O'Neill, University of Calgary, *Presenter*  
 Christianne Varty, University of Calgary, *Presenter*  
 Philip Vanhoutte, Plantronics, Inc., *Presenter*  
 Sherri Wright-Schwietz, ATB Financial, *Presenter*  
 Submitter: Laura A. Hambley, laura@workevolution.com

## 267. Roundtable/Conversation Hour: 8:30AM-9:50AM 207 A

### Business Development: Demystifying Federal Contracting

The objective is to introduce the ethical and legal aspects of federal contracting while examining pertinent laws and regulations to provide the attendee basic tools to navigate the federal contracting arena.

Helen I. Horvath, ILKA Technologies, Inc., *Host*  
 TD Chism, ILKA Technologies, Inc., *Host*  
 Submitter: Helen I. Horvath, hhorvath@ilka-technologies.com

## 268. Master Tutorial: 8:30AM-9:50AM 207 B

### Using metaBUS for Literature Searches and Generating Instant Meta-Analyses

The metaBUS project provides tools for finding, curating, synthesizing, and disseminating research findings. Authors demonstrate an updated interface for conducting rapid literature searches and meta-analyses based on a corpus of nearly 1,000,000 correlations reported from 1990-2014 in 25 I-O psychology journals. Implications for science and practice are discussed.

Krista L. Uggerslev, Northern Alberta Institute of Technology, *Presenter*  
 Frank A. Bosco, Jr., Virginia Commonwealth University, *Presenter*  
 Piers Steel, University of Calgary, *Presenter*  
 James G. Field, Virginia Commonwealth University, *Presenter*  
 Submitter: Krista L. Uggerslev, kristau@nait.ca

## 269. Symposium/Forum: 8:30AM-9:50AM 207 C

### Feedback Effectiveness Within and Without Performance Management

A core theme driving the clamor for the revamp of performance management is the need to improve feedback and employee development. Four presenters offer diverse approaches to this challenge, including focus on physical and mental well-being, enhanced multisource feedback, use of social sources, and building a feedback culture.

David W. Bracken, DWBracken & Associates, *Chair*  
 Manuel London, SUNY-Stony Brook, *Discussant*  
 Brodie Gregory Riordan, PDRI, a CEB Company, Rose Hanson, PDRI, a CEB Company, *Forget the Ratings Debate: How to Really Drive High Performance*  
 Haiyan Zhang, IBM Smarter Workforce Institute, Sheri L. Feinzig, IBM Smarter Workforce Institute, *Implementing a New Agile Approach to Performance Management*  
 Kelsey C. Kline, Intel Corporation, Paul E. Levy, University of Akron, *Investigating the Relationships Among Employee Development and Well-Being Outcomes*



Dana Milanovich Costar, OrgVitality LLC, David W. Bracken, DWBracken & Associates, *Improving the Feedback Experience Within Performance Management Using 360 Feedback*

Submitter: David W. Bracken, dwbracken@gmail.com

## 270. Symposium/Forum: 8:30AM-9:50AM 207 D

### Employment and Income: Effects of Economic Stress on Occupational Health

The symposium examines occupational health issues in relation to stressors pertinent to employment and money/income. The papers utilized samples from various occupational settings as well as nationally representative samples, thus drawing attention to the wide impact of economic stress on physical and mental health, and highlighting potential avenues for interventions.

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

Janelle H. Cheung, Clemson University, *Co-Chair*

Heather N. Odle-Dusseau, Gettysburg College, Russell A. Matthews, Bowling Green State University, Alexandra Henderson, Bowling Green State University, Julie Ho Wayne, Wake Forest University, *Financial Strain and Health: Associations Through Work-Family Conflict and Stress*

MacKenna L. Perry, Portland State University, Leslie B. Hammer, Oregon Health & Science University, Tori L. Crain, Colorado State University, Todd Bodner, Portland State University, Ryan C. Johnson, Ohio University, Kathleen F. Carlson, HSR&D Center to Improve Veteran Involvement in Care (CIVIC), *Financial Strain and Veteran Health: The Role of Supervisor Support*

Lindsay E. Sears, Healthways, Carter R. Coberley, Healthways, *Effects of Financial Well-Being on Work, Health and Global Well-being*

Janelle H. Cheung, Clemson University, Robert R. Sinclair, Clemson University, Lindsay E. Sears, Healthways, *Employment Status and Health: Basic Access as a Mediator*

Tahira M. Probst, Washington State University Vancouver, Robert R. Sinclair, Clemson University, Lindsay E. Sears, Healthways, Nicholas J. Gailey, Washington State University Vancouver, Kristen S. Jennings, Clemson University, Janelle H. Cheung, Clemson University, *Economic Stress and Well-Being: Does Community Health Context Matter?*

Submitter: Janelle H. Cheung, janelle.h.cheung@gmail.com

## 271. Symposium/Forum: 8:30AM-9:50AM 303 A

### What About the T? Transgender Workplace Research

Across 4 studies, qualitative and quantitative research is presented that focuses on transgender workplace issues from employees' and researchers' perspectives. Transgender experiences in Canada, difficulties navigating the gender binary, the importance of supportive coworkers, and provide a validated scale to measure attitudes toward transgender individuals are highlighted.

Larry R. Martinez, The Pennsylvania State University, *Co-Chair*

Nicholas A. Smith, The Pennsylvania State University, *Co-Chair*

Nicholas P. Salter, Ramapo College of New Jersey, *Discussant*

Thomas Sasso, University of Guelph, Rebecca Lee, University of Guelph, Cathy Gallagher-Louisy, Canadian Centre for Diversity and Inclusion, *Trans-Canada: Canadian Experiences of Minority Gender Identities*

Nicholas A. Smith, The Pennsylvania State University, Larry R. Martinez, The Pennsylvania State University, *Trans-cending Boundaries? Workplace Experiences Among Transgender Individuals*

Christian N. Thoroughgood, Northeastern University, Katina Sawyer, Villanova University, Jennica R. Webster, Marquette University, *Contagious Opposition: The Impact of Courage on Transgender Employee Outcomes*

Robert M. Bickmeier, University of North Carolina Charlotte, Enrica N. Ruggs, University of North Carolina at Charlotte, *Validation of a Measure of Attitudes Toward Transgender Individuals*

Submitter: Larry R. Martinez, martinez@psu.edu

## 272. Symposium/Forum: 8:30AM-9:50AM 303 B

### Counterproductive Work Behaviors: Liars, Aggressors, and Manipulators

Counterproductive work behaviors remain a costly concern for organizations. This symposium examines the antecedents to CWBs and expands upon the current model of CWB. The research studies add to our understanding of what relates to CWB in organizational settings and provides an expanded framework for future investigations.

Amy Gammon, Select International, Inc., *Chair*

Mark N. Bing, University of Mississippi, *Discussant*

Caleb Bragg, Central Connecticut State University, Nathan A. Bowling, Wright State University, *Perpetrator Personality and Differential Relationships With CWBs*

Don M. Moretti, Sears Holdings Corporation, Amy Gammon, Select International, Inc., Mei-Chuan Kung, Select International, Inc., Ted B. Kinney, Select International, *Bogus Work Experience and Counterproductive Work Behaviors*

Nathan Weidner, Missouri S&T, Kelly Payton, Missouri S&T, Kevin T. Wynne, Wayne State University, Rachel L. Stancil-Bacon, Missouri University of Science & Technology, *The Relationship Between Acceptability of Lying and CWB*

Mei-Chuan Kung, Select International, Inc., Amy Gammon, Select International, Inc., Bekah Regan, Select International, Inc., Ted B. Kinney, Select International, Don M. Moretti, Sears Holdings Corporation, Melinda Scheuer, Sears Holdings Corporation, *Workplace Deviance: Expanding the Current Taxonomy With Real World Data*

Submitter: Amy Gammon, gammona@gmail.com

## 273. Panel Discussion: 8:30AM-9:50AM 303 C

### Analytics – A Uniquely I-O Perspective

As big data and analytics movements evolve, data scientists from various disciplines are producing data driven insights about human capital. The purpose of this panel is to discuss how I-Os can help establish analytics programs within their organizations while collaborating as well as differentiating themselves from data scientists.

Andrew Martins, PepsiCo, *Co-Chair*

Laura Eigel, PepsiCo, *Co-Chair*

Richard J. Chambers, II, PepsiCo, *Panelist*

Garett N. Howardson, Hofstra University, *Panelist*

Michael R. Kemp, Development Dimensions International (DDI), *Panelist*

David Morgan, Facebook, Inc., *Panelist*

Submitter: Richard J. Chambers, II, richchambersii@gmail.com

## 274. Poster Session: 9:00AM-9:50AM Ballroom A-C

### Work and Family

#### 274-1 The Relationship Between Illegitimate Work Tasks and Family Life Spillover

This study explores illegitimate tasks' role in work-family conflict and work-family enrichment. Indian and U.S. employees were surveyed at 2 time points. Multigroup structural equation modeling findings indicate that the links between illegitimate tasks and work-to-family outcomes vary by nation, with only the U.S. supporting the theoretical model.

Shujaat F. Ahmed, Illinois Institute of Technology

Erin Eatough, Baruch College & The Graduate Center, CUNY

Submitter: Shujaat F. Ahmed, sahmed22@iit.edu

#### 274-2 Telepressure and College Student Employment: Costs of Staying Connected

Telepressure is the preoccupation and urge to respond quickly to message-based communications from others. Student telepressure early in the semester predicted burnout, perceived stress, and poor sleep hygiene over 1 month later. Moreover, telepressure was more strongly related to negative outcomes among employed students compared to unemployed students.

Larissa K. Barber, Northern Illinois University

Alecia M. Santuzzi, Northern Illinois University

Submitter: Larissa K. Barber, lbarber@niu.edu

#### 274-3 Beneficial Work-Life Spillover: The Importance of Family-Supportive Supervisors on Engagement

The study asserts that family-supportive supervisor behaviors (FSSB) positively impacts engagement through work-life enrichment (WLE). The impact of employee-coworker value congruence moderated the FSSB-WLE relationship. Data showed that WLE partially mediated the FSSB-engagement relationship. Results provide implications for supervisors attempting to increase engagement in employees through work-life role enhancement.

Cody J. Bok, University of Houston

Alec B. Nordan, University of Houston

Allison M. Boyes, University of Houston

Lisa W. Sublett, University of Houston  
Kara Polk, University of Houston  
Submitter: Cody J. Bok, [cjbok@uh.edu](mailto:cjbok@uh.edu)

#### **274-4 Applying the Job Demands–Resources Model to the Work–School Interface**

Using the job demands–resources model, this poster investigated conflict and facilitation from work to school as mediators of the relationships between job characteristics and indicators of well-being. Findings indicate partial support of this extension; work-to-school conflict and facilitation fully or partially mediated relationships between job characteristics and indicators of well-being.

Anna Brown, Central Michigan University  
Rose Fonseca, University of Tulsa  
Jennifer M. Ragsdale, University of Tulsa

Submitter: Anna Brown, [brown5ae@cmich.edu](mailto:brown5ae@cmich.edu)

#### **274-5 A Self-Determination View of Work–Family Balance**

Scholars have put forth several ideas about what constitutes work–family balance with no agreed upon definition. This poster tests the idea that people form perceptions of work–family balance based on a sense of need fulfillment. Results suggest that work-specific need fulfillment incrementally predicts balance above role effectiveness or satisfaction.

Michael J. Covell, The Graduate Center and Baruch College, CUNY  
Kristen M. Shockley, Baruch College & The Graduate Center, CUNY

Submitter: Kristen M. Shockley, [kristen.shockley@baruch.cuny.edu](mailto:kristen.shockley@baruch.cuny.edu)

#### **274-6 Disentangling Causal Literature Surrounding the Motherhood Penalty and Fatherhood Bonus**

This study examined 2 competing hypotheses to better understand 1 of the mechanisms driving the motherhood penalty and fatherhood bonus. Results were largely supportive of 1 perspective over the other.

Jill Douek, The Graduate Center & Baruch College, CUNY  
Kristen M. Shockley, Baruch College & The Graduate Center, CUNY

Submitter: Jill Douek, [Jill.Douek@baruch.cuny.edu](mailto:Jill.Douek@baruch.cuny.edu)

#### **274-7 Job-Demands and Family-Demands Resources Model: The Relation of Couple Crossover**

This study proposes that the bidirectional relationship that is discussed in the W-HR and JD-R models, as well as the crossover effects between spouses based on the JD-R model, should also be found in parallel processes in the family domain.

Laura Fletcher, George Mason University  
Lois E. Tetrick, George Mason University  
Qikun Niu, George Mason University

Submitter: Laura Fletcher, [lfletch5@gmu.edu](mailto:lfletch5@gmu.edu)

#### **274-8 Preoccupation With Work: Job Involvement, Psychological Detachment, and Job Performance**

Although job involvement has been positively associated with performance, highly involved employees may be more susceptible to performance detriments if recovery is not achieved. This study investigates the extent to which people detach from work as a moderator of the job involvement–performance relationships.

Rose Fonseca, University of Tulsa  
Jennifer M. Ragsdale, University of Tulsa

Submitter: Rose Fonseca, [roseca361@gmail.com](mailto:roseca361@gmail.com)

#### **274-9 Demand Incongruence and Nonwork Activities**

This poster reconceptualized nonwork activities based on their demands and examined differences in stress and fatigue when work was congruent (or incongruent) with the demands of nonwork activities. When employees engaged in nonwork activities that were incongruent with the demands of their work, they were less stressed.

Rose Fonseca, University of Tulsa  
Jennifer M. Ragsdale, University of Tulsa

Submitter: Rose Fonseca, [roseca361@gmail.com](mailto:roseca361@gmail.com)

#### **274-10 A Measure of Shift Flextime Availability, Use, and Consequences**

This study describes the development and validation of a flexible work arrangements scale designed for use with shift workers. Results of

multiple CFAs support the proposed 4-factor structure. Patterns of relationships with similar and unrelated constructs emerged as expected, providing initial evidence of scale validity.

Kimberly A. French, University of South Florida  
Mark D. Agars, California State University–San Bernardino  
Maryana Arvan, University of South Florida

Submitter: Kimberly A. French, [KFrench0429@gmail.com](mailto:KFrench0429@gmail.com)

#### **274-11 Work–Family Challenges of Parents of Children With Autism Spectrum Disorders**

This study explores how behaviors exhibited by children with autism spectrum disorders (ASDs) impact the child's employed parent. Data from 134 working parents of children with an ASD revealed that challenge behaviors are associated with greater work tardiness, which relates to family-to-work conflict, work overload, and ultimately parental psychological distress.

Ann H. Huffman, Northern Arizona University  
Andrew W. Gardner, Northern Arizona University  
Jaime B. Henning, Eastern Kentucky University  
Satoris S. Culbertson, Kansas State University  
Zach P. Klinefelter, Northern Arizona University

Submitter: Ann H. Huffman, [ann.huffman@nau.edu](mailto:ann.huffman@nau.edu)

#### **274-12 Work–Family Conflict, Fairness, Family Cohesion, and Well-Being: A Dyadic Approach**

A family systems approach was used to examine the extent to which perceived family fairness and cohesion mediate processes between work–family conflict and well-being. Results partially supported the contention that employee work–family conflict is related to employee and spouse perceptions fairness in division of family labor, cohesion, and psychological distress.

Ann H. Huffman, Northern Arizona University  
Russell A. Matthews, Bowling Green State University  
Louis Irving, Northern Arizona University  
Sayer-Jane Vermeer, Northern Arizona University  
Corbin Jountti, Northern Arizona University

Submitter: Ann H. Huffman, [ann.huffman@nau.edu](mailto:ann.huffman@nau.edu)

#### **274-13 Antecedents and Consequences of Work–School Domain Conflict**

Despite the growing number of employed students and potential negative consequences of multiple role management, the topic of work–school domain conflicts is still understudied. This study investigated novel antecedents and consequences of work–school domain conflicts. The results suggest that job supervisor injustice and academic demands are antecedents of work–school domain conflicts.

SoJung Kim, University at Albany, SUNY  
Eunae Cho, Nanyang Technological University

Submitter: SoJung Kim, [sojungkim0917@gmail.com](mailto:sojungkim0917@gmail.com)

#### **274-14 Using O\*NET to Create an Occupational Family-Friendliness Index**

Past research on family-friendly work has largely focused on family friendliness at the supervisor or organization level. This study uses O\*NET data to propose and develop an index of family friendliness at the occupational level. The index was then validated using an existing work–family dataset.

Eric Knudsen, The Graduate Center & Baruch College, CUNY  
Kristen M. Shockley, Baruch College & The Graduate Center, CUNY  
Ryan C. Johnson, Ohio University  
Erin Eatough, Baruch College & The Graduate Center, CUNY

Submitter: Ryan C. Johnson, [johnsor4@ohio.edu](mailto:johnsor4@ohio.edu)

#### **274-15 Why the Mere Availability of Telecommuting Matters**

Results from a three-wave longitudinal study carried out over 10 months showed that individuals who work in organizations that offer telecommuting are more engaged. Furthermore, telecommuting availability indirectly predicted engagement via goal support and attainment. Individuals who attain their personal work goals maintain higher levels of engagement.

Aline D. Masuda, EADA Business School  
Claudia Holtschlag, University of Barcelona  
Jessica M. Nicklin, University of Hartford

Submitter: Aline D. Masuda, [amasuda@eada.edu](mailto:amasuda@eada.edu)

### 274-16 Family Supportive Coworker Behaviors: A Qualitative Investigation

Employee experiences of family-supportive coworker behaviors (FSCBs) were investigated inductively. Results from 22 interviews identified 5 higher-order categories of FSCBs. These results could inform the development of a measure that would explain more variance in employees' work-family outcomes, beyond that provided by general measures of coworker support.

Alicia McMullan, University of Ottawa  
Laurent M. Lapierre, University of Ottawa  
Yanhong Li, University of Ottawa

Submitter: Alicia McMullan, alleymcmullan@gmail.com

### 274-17 When Coworkers Voice Work-Family Management Ideas: Implications for Work-Family Balance

This study investigated the potential benefits of family supportive coworker voice behavior. Results from 2 studies suggest that employees whose coworkers display this behavior experience greater work-family balance, supporting the idea that coworkers can act in proactive ways to help each other more effectively juggle work and family demands.

Alicia McMullan, University of Ottawa  
Laurent M. Lapierre, University of Ottawa

Submitter: Alicia McMullan, alleymcmullan@gmail.com

### 274-18 Interpersonal Capitalization as a Mediator of Boundary Preference and Enrichment

In a study of 244 human service workers, it was found that individuals with a preference toward integration were more likely to share positive events with significant others at work and at home, which in turn lead to greater work-family enrichment. Implications for theory and practice are discussed.

Laurel McNall, The College at Brockport  
Lindsay Scott, SUNY Brockport  
Jessica M. Nicklin, University of Hartford

Submitter: Laurel A. McNall, lmcnall@brockport.edu

### 274-19 Employee-Coworker Value Congruence: The Effects on Work-Life Conflict Outcomes

This poster examined a model in which employee-coworker value congruence is related to burnout and turnover through the serial mediation of family-supportive workgroup perceptions and work-life conflict. Results support the serial mediation model and show the moderating effects of family-supportive supervisor behaviors on perceptions of workgroup support.

Alec B. Nordan, University of Houston  
Lisa W. Sublett, University of Houston  
Cody J. Bok, University of Houston  
Allison M. Boyes, University of Houston  
Zach K. Traylor, Texas A&M University

Submitter: Alec B. Nordan, alec.nordan@gmail.com

### 274-20 Parental Work-Family Conflict and Child Health

With data from 148 children and their parents, it was found that parent's work-family conflict is negatively related to child health through its influence on parent's willpower, and the relationship is moderated by work-related factors, such as job autonomy, job demands, family-supportive organizational perception, and decision authority.

Eugene Agboifo Ohu, Lagos Business School  
Jing Zhang, University of Houston  
Anne A. Osezua, Institute for Work and Family Integration( IWFI)  
Candice L. Thomas, University of Houston  
Christiane Spitzmueller, University of Houston

Submitter: Eugene Agboifo Ohu, eohu@lbs.edu.ng

### 274-21 Work-Life Balance Psychological Capital, Positive Emotions, and Work-Family Outcomes

This poster examined the relationship between work-life balance psychological capital (WLB PsyCap) and work-family outcomes. WLB PsyCap significantly related to work-family balance and enrichment; moreover, it predicted incremental variance in these outcomes above happiness and positive affect. Results provide preliminary support for WLB PsyCap as a meta-construct.

Sadie K. O'Neill, University of West Florida

Valerie J. Morganson, University of West Florida

Submitter: Sadie K. O'Neill, ske6@students.uwf.edu

### 274-22 Work-Family Conflict and Turnover Intent: A Moderated Mediation Model

Although work-family conflict has received much attention in the literature, researchers have largely ignored individual differences in the process through which work-family conflict influences turnover. The purpose of this paper is to examine the role of resilience in the work-family conflict-to-turnover intent relationship.

Lisa S. Paik, Ohio University  
Mohsin Sultan, Ohio University  
Ryan C. Johnson, Ohio University

Submitter: Lisa S. Paik, lpaik2@gmail.com

### 274-23 Work-Life Boundary Management in the Age of Constant Availability

Drawing on data from 291 employees, this study examines antecedents and outcomes of individuals' boundary management behavior. Findings indicate that others' availability expectations influence boundary management beyond individuals' availability preferences. Furthermore, work-life segmentation and life-work segmentation show asymmetric effects on life balance, which in turn predicts exhaustion and performance.

Kathrin Reinke, Technische Universität Darmstadt  
Gisela Bieling, Technische Universität Darmstadt  
Ruth M. Stock-Homburg, Technische Universität Darmstadt

Submitter: Ruth M. Stock-Homburg, rsh@stock-homburg.de

### 274-24 Interpersonal Conflict, Acculturation, and Work-to-family Conflict Among Chinese Immigrants

This study examined the mediation effects of work-to-family conflict between interpersonal conflict at work and well-being, and the moderation effects of acculturation, among 264 Chinese immigrants in New Zealand over 2 time periods. Strain-based work-to-family conflict had significantly mediating effects, suggesting that conflict has detrimental outcomes. Acculturation showed no moderating effects.

Sudong Shang, University of Waikato  
Michael P. O'Driscoll, University of Waikato  
Maree Roche, University of Waikato

Submitter: Sudong Shang, sudongshang@gmail.com

### 274-25 Telework Intensity: Its Effects on Work Outcomes and Psychological Variables

This poster examined the effects of telework intensity on work outcomes and on psychological variables that may explain the effects of telecommuting. Data were gathered from teleworkers and their supervisors. Most of the study's hypotheses received support. For example, telework intensity was linked to professional isolation.

Maria A. Spilker, North Highland  
James A. Breaugh, University of Missouri-St Louis  
Submitter: James A. Breaugh, jbreau@umsl.edu

### 274-26 Consequences and Antecedents of Positive and Negative Work-Related Conversations

This diary study examined the relationship between interpersonal work experiences, work-related conversations during leisure time, and affect at home. Within persons, positive work-related conversations predicted positive affect, while negative work-related conversations predicted negative affect. Interpersonal work experiences predicted work-related conversations within and between persons.

Stephanie Tremmel, University of Mannheim  
Sabine Sonnentag, University of Mannheim  
Anne Casper, University of Mannheim

Submitter: Stephanie Tremmel, stephanie.tremmel@uni-mannheim.de

### 274-27 Retaining Volunteers: Meaningfulness as a Personal Resource for Employed Mothers

This study utilized the JD-R model to examine work-to-volunteer conflict as a predictor of volunteer intentions to quit through burnout in a sample of working mother volunteers. Meaningfulness was found to moderate



the indirect effect of work-to-volunteer conflict on intentions to quit volunteering through experienced burnout.

Sheridan B. Trent, University of Nebraska-Omaha  
 Lisa Leahy Scherer, University of Nebraska-Omaha  
 Joseph A. Allen, University of Nebraska-Omaha  
 Submitter: Sheridan B. Trent, strent@unomaha.edu

#### 274-28 Attitudinal Trends Toward Working Women and Mothers

This study examined the attitudes of women and men toward working women and mothers over 4 decades using nationally representative survey data. Findings indicate that men's attitudes have become more progressive toward working women but have maintained a more conservative bias toward working mothers.

Karyn A. Warner, Louisiana State University  
 Alex P. Lindsey, George Mason University  
 Eden B. King, George Mason University  
 Submitter: Karyn A. Warner, karynwarner@yahoo.com

#### 274-29 Gender Bias in the Measurement of Workaholism

Based on traditional gender role expectations, it is proposed that gender differences in workaholism may be contaminated by differences in how men and women respond to items. Using item response theory, this study shows that women are less likely to affirm some items, masking differences suggesting women are higher in workaholism than men.

Rachel L. Williamson, University of Georgia  
 Angela A. Beiler-May, University of Georgia  
 Malissa A. Clark, University of Georgia  
 Nathan T. Carter, University of Georgia  
 Submitter: Rachel L. Williamson, will2493@uga.edu

#### 274-30 Managing Work and Life: The Effect of Framing

This study examined the effect of framing on work-life management for multiple role demands. In an unprompted situation, looking for joy, seeking enrichment, managing role conflict, adopting a learning orientation, and seeking balance were related to work-life satisfaction. When frames were specified, participants told to seek balance reported lower satisfaction.

Paul R. Yost, Seattle Pacific University  
 Hilary G. Roche, Seattle Pacific University  
 Amy D. Nagley, Seattle Pacific University  
 Teanna S. Blees, Seattle Pacific University  
 Matthew S. Magill, Seattle Pacific University  
 Katie Kirkpatrick-Husk, Seattle Pacific University  
 Submitter: Matthew S. Magill, magillm@spu.edu

#### 275. Special Events: 9:00AM-9:50AM

201 A

#### Alliance Special Session: I-O Psychology at the Vanguard of Decent Work: Impact at the Communal, Societal and International Levels

This session spans three different continents to showcase the distinct impact that I-O psychology can have on communities. Topics include poverty reduction in Nicaragua, informal work in Southeast Asia, stress in Greek workers, and culture change in the UK government.

Rosalind H. Searle, Coventry University, *Chair*  
 Virginia E. Schein, Gettysburg College, *Panelist*  
 Mahima Saxena, Illinois Institute of Technology, *Panelist*  
 Ritsa Ventouratos-Fotinos, The American College of Greece, *Panelist*  
 Jo Silvester, Case Business School, *Panelist*  
 Submitter: Rosalind H. Searle, rosallind.searle@btopenworld.com

#### 276. Special Events: 9:00AM-9:50AM

203 B

#### Distinguished Scientific Contributions Award: Contrarian Thoughts and Attention to Phenomena: A Scientific Journey

Suggestions for fledgling scientists in I-O psychology and management: Use contrarian thoughts that go counter to the current scientific consensus. Attend to phenomena and understand the object/subject of your studies in detail and de-novo, independent from current theories and measurement conventions. Using both may help advance a scientific journey.

Daniel R. Ilgen, Michigan State University, *Host*  
 Michael Frese, NUS Business School, *Presenter*  
 Submitter: Daniel R. Ilgen, ilgen@msu.edu

#### 277. Special Events: 9:00AM-9:50AM

204 A

#### Invited Session: Teaching I-O Psychology: Tips, Tricks, and Pitfalls to IGNITE Learning

Presenters share their insights on teaching I-O psychology. Participants will provide quick tips about teaching methods and ideas they have developed and learned along that engage students and foster learning. Join us as we learn new tips and are reminded about the joys of teaching and power of learning.

Enrica N. Ruggs, University of North Carolina at Charlotte, *Chair*  
 Amy E. Crook, Belmont University, *Co-Chair*  
 Joseph A. Allen, University of Nebraska at Omaha, *Presenter*  
 Jose M. Cortina, George Mason University, *Presenter*  
 Marcus W. Dickson, Wayne State University, *Presenter*  
 Alison L. O'Malley, Butler University, *Presenter*  
 Jason Randall, University at Albany, SUNY, *Presenter*  
 Submitter: Enrica N. Ruggs, eruggs@uncc.edu



#### 278. Symposium/Forum: 9:00AM-9:50AM

303 D

#### Cradle to Grave: Practical Considerations in the Lifecycle of Assessments

The viability of assessments requires that considerations beyond initial validation be part of the life-cycle planning process. This symposium focuses on these practical considerations including test development approach, test use and maintenance, and test retirement.

Amanda D. Allen, Edison Electric Institute, *Chair*  
 Liberty J. Munson, Microsoft, *Managing Change in Exam Development and Maintenance: Microsoft's Journey*  
 D. Matthew Tripp, HumRRO, *Test Obsolescence and Technology: Holding the JELL-O® on the Wall*  
 Scott Bedwell, CEB, Matthew T. Allen, U.S. Department of Defense, Eric C. Popp, CEB, *Test Maintenance Strategies for Unproctored Internet Testing*  
 Jennifer L. Geimer, CEB, Finn Allen, CEB, Chris Coughlin, CEB, *Practical and Commercial Considerations in the Life Cycle of Simulations*  
 Submitter: Amanda D. Allen, volvodrvr2@hotmail.com

#### 279. Poster Session: 10:30AM-11:20AM

Ballroom A-C

#### Inclusion/Diversity/Organizational Culture/Climate

#### 279-1 Interpersonal Implications of Religious Identity Management in Selection

This study explores the interpersonal implications of religious identity revealing and passing behaviors. In this experiment with hiring managers, the effects of revealing behaviors on positive interpersonal reactions are explained by enhanced liking and trust as well as reduced awkwardness.

Afra S. Ahmad, George Mason University  
 Alex P. Lindsey, George Mason University  
 Eden B. King, George Mason University  
 Isaac E. Sabat, George Mason University  
 Amanda J. Anderson, George Mason University  
 Rachel Trump, Rice University  
 Kathleen R. Keeler, George Mason University  
 Submitter: Afra S. Ahmad, afra.saeed.ahmad@gmail.com

#### 279-2 Composition and Compensation: How Racial Stigma-by-Association Affects Salaries

Despite considerable focus on employee compensation, scholars largely have ignored the impact of group demographic composition on individual salaries. This poster develops and tests a model of racial stigma-by-association in 2 distinct samples. Though individual compensation related negatively to the proportion of Black coworkers, individual or team success attenuated this effect.

Derek R. Avery, Wake Forest University  
 Douglas A. Franklin, Temple University  
 Jalen F. Blot, Temple University  
 Marjani Edwards, Temple University  
 L. A. Witt, University of Houston  
 Submitter: Derek R. Avery, averydr@wfu.edu

### 279-3 Ask and You Shall Receive? Reactions to Religious Accommodation Requests

This poster manipulated religious or secular accommodation requests from Muslim or Christian employees in a vignette study. Participants were generally more prejudiced towards the employees requesting religious accommodation. However, right-wing authoritarianism qualified reactions toward the request depending on whether it came from a Muslim or Christian employee.

Saba Butt, The College of New Jersey  
Katharine Hansel, The College of New Jersey  
Jason Dahling, The College of New Jersey  
Alexa Migton, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

### 279-4 Work Group Inclusion: Scale Validation and Relationship To Outcomes

Using 3 samples (including 1 with multisource data), this study developed a 10-item measure of work group inclusion with 2 subscales measuring belongingness and uniqueness, based on the theoretical work of Shore et al. (2011). Results also provide evidence that inclusion has important implications for individuals and organizations.

Beth G. Chung, San Diego State University  
Karen Holcombe Ehrhart, San Diego State University  
Lynn M. Shore, Colorado State University  
Amy E. Randel, San Diego State University  
Michelle A. Dean, San Diego State University  
Uma Kedharnath, University of Wisconsin

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

### 279-5 Inclusion Values, Inclusion Practices, and Intellectual Capital Predicting Organizational Outcomes

In a study of 82 organizations, inclusion values were significantly related to inclusion practices, which significantly related to attracting/retaining employees and product quality/development. Intellectual capital moderated relationships between inclusion practices and outcomes such that practices played a greater role in augmenting outcomes for organizations with lower levels of intellectual capital.

Beth G. Chung, San Diego State University  
Michelle A. Dean, San Diego State University  
Karen Holcombe Ehrhart, San Diego State University

Submitter: Michelle A. Dean, michelle.dean@sdsu.edu

### 279-6 Effects of Strategic Climates and Process Climates on Employee Outcomes

This study shows that service climate, safety climate and justice climate simultaneously have effects on employee job satisfaction, organizational commitment and helping behavior. It further shows that justice climate moderates the effect of service climate on helping behavior and the effect of safety climate on job satisfaction and organizational commitment.

Ashley Bin Ding, University of Lausanne  
Joerg Dietz, University of Lausanne  
S. Douglas Pugh, Virginia Commonwealth University

Submitter: Ashley Bin Ding, bin.ding@unil.ch

### 279-7 Implementation in Child Welfare: Leadership, Climate, Attitudes, and Citizenship Behavior

This study tests a multilevel mediation model to examine the relationship among team-level implementation leadership and implementation climate and individual-level implementation attitudes and implementation citizenship behavior. Results provide support for the indirect relationship between implementation leadership and both implementation attitudes and implementation citizenship behavior through implementation climate.

Mark G. Ehrhart, San Diego State University  
Gregory A. Aarons, University of California, San Diego  
Elisa M. Torres, University of California, San Diego  
Natalie K. Finn, University of California, San Diego  
Scott Roesch, San Diego State University

Submitter: Mark G. Ehrhart, mehrhart@mail.sdsu.edu

### 279-8 Transform or Conform? Exploring Transformational Leaders' Influence on Minority Inclusion

Transformational leaders are argued to manage diversity by creating a shared organizational identity. When racial inequalities exist, these efforts may pressure minorities to conform, negatively affecting minorities' inclusion and psychological well-being. Findings suggest diversity ideology may explain how transformational leaders foster identification without encouraging minority conformity.

Kerrin E. George, HumRRO

Submitter: Kerrin E. George, kgeorge0813@gmail.com

### 279-9 Dialectical Thinking and Fairness-Based Perspectives on Affirmative Action

It is proposed that dialectical thinking, a cognitive style associated with accepting inconsistencies in one's environment, can mitigate negative reactions to affirmative action (AA) policies. Support was found for the proposition in 2 studies where the study measured (Study 1) and primed (Study 2) dialectical thinking.

Ivona Hideg, Wilfrid Laurier University  
Lance Ferris, The Pennsylvania State University

Submitter: Ivona Hideg, ihideg@wlu.ca

### 279-10 Mediators of Relationships Between Perceived Underemployment and Outcomes Among Immigrants

This study examined psychological empowerment and perceived organizational support (POS) as potential mediators of the relationship between perceived underemployment and job attitudes among immigrant workers. Results showed that both psychological empowerment and POS partially mediated the relationship between perceived underemployment and job satisfaction, affective organizational commitment, and turnover intention.

Megumi Hosoda, San Jose State University  
Cassandra Mori, San Jose State University  
Michael West, San Jose State University

Submitter: Megumi Hosoda, megumi.hosoda@sjsu.edu

### 279-11 How Organizational Policies Influence the Likelihood of Reporting Sexual Harassment

This poster examined how the likelihood of reporting male-to-female sexual harassment was affected by (a) organizational policies around gender discrimination and (b) the severity of the harassment. Observers in the zero-tolerance policy condition were more likely to report moderate and severe harassment than those in the other 2 policy conditions.

Ryan Jacobson, Florida International University  
Asia A. Eaton, Florida International University  
Adam Zimmerman, Florida International University

Submitter: Ryan K. Jacobson, rjaco033@fiu.edu

### 279-12 An Examination of the Factors Underlying Occupation Based Stereotypes

This study provided an examination of the race and gender stereotypes associated with 30 unique occupations, in addition to testing predictors of occupation-based stereotypes. The researchers found that social dominance orientation, other group orientation, and both current and childhood location diversity predicted the race and gender associated with the occupations.

Kisha S. Jones, Pennsylvania State University  
Kayla B. Weaver, Pennsylvania State University  
Anuradha Anantharaman, Pennsylvania State University

Submitter: Kisha S. Jones, kisha.jones@psu.edu

### 279-13 Gender Uncensored: Perceptions of Transgender Job Candidates

This study examined how transgender individuals are evaluated in hiring contexts. Evaluations were related to transgender prejudice and to endorsement of gender role stereotypes but no differences in assessments of fit, hiring recommendations, or salary recommendations based on whether an individual was presented as or perceived as transgender were found.

Aiya Jweihan, Michigan State University  
Emily A. Pacic, Michigan State University  
Ann Marie Ryan, Michigan State University  
Submitter: Ann Marie Ryan, ryanan@msu.edu

### 279-14 The Influence of Psychosocial Safety Climate on Employees' Personal Initiative

A plethora of studies explains the role of psychosocial safety climate in enhancing employees' motivation. Using hierarchical linear modeling (HLM), results revealed that personal development mediated the relationship between PSC and work engagement. It also showed work engagement mediated the relationship between personal development and personal initiative.

Michelle C.C. Lee, Sunway University

Submitter: Michelle Chin Chin Lee, michellel@sunway.edu.my

### 279-15 The Glass Cliff: Context and Method Matter

Using the experimental method in an attempt to replicate the foundation of the glass cliff phenomenon (GCP), limited evidence was found for the "think crisis-think female" paradigm. Context and method need to be reconsidered for studies of the GCP.

Jung-Jung Lee, California State University, San Bernardino  
Claudia Alvarado, California State University, San Bernardino  
Rachel Bravo, California State University, San Bernardino  
Janet L. Kottke, California State University, San Bernardino  
Kathie L. Pelletier, California State University, San Bernardino

Submitter: Janet L. Kottke, jkottke@csusb.edu

### 279-16 Change-It-Up: Workgroup Culture Change and Workgroup Turnover

This study is a longitudinal examination of workgroup culture and workgroup turnover. Data were collected across 4 years from 297 workgroups in a telecommunications organization. The impact of workgroup culture was examined on voluntary and involuntary turnover. Results suggest cultural momentum is an important predictor of voluntary turnover.

Ariel Lelchook, Gettysburg College  
Benjamin Biermeier-Hanson, Radford University  
Levi R. Nieminen, Denison Consulting

Submitter: Ariel Lelchook, alelchook@gmail.com

### 279-17 Misfit Versus Moral Outrage: Evaluations of Lesbian and Gay Leaders

This poster examined whether leader gender and sexual orientation, individually or interactively, influence evaluations. Gay and lesbian leaders were viewed as more communal, which was positively related to leadership evaluations. However, evaluators were also more likely to feel moral outrage toward gay male leaders, leading to lower leadership evaluations.

Fred G. Macoukji, IBM/USF  
Winny Shen, University of Waterloo

Submitter: Fred G. Macoukji, FredMacoukji@mail.usf.edu

### 279-18 Religiosity, Buffering the Relation Between Discrimination and Negative Work Outcomes

To deal with negative outcomes of discrimination, individuals use various resources to manage the impact that discrimination has on them. The present study examines religiosity as a resource for dealing with discrimination. Results indicate that religiosity moderates the relationship of discrimination on psychological outcomes but not behavioral outcomes of discrimination.

Michelle Mullins, Wayne State University  
Daniel R. Krenn, Wayne State University  
Wyatt E. Stahl, Wayne State University  
Boris B. Baltes, Wayne State University

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

### 279-19 Enhancing Attitudes Toward Diversity Training: Framing, Format, and Goal Orientation

This experiment explored interactive effects of training features and individual differences in predicting reactions to diversity training descriptions. Learning goal orientation positively predicted pretraining attitudes toward diversity training. However, framing the training objective as skill development rather than discrimination avoidance enhanced pretraining attitudes among individuals with low learning goal orientation.

Sonia L. Oakley, North Carolina State University  
Andrew Weedfall, North Carolina State University  
Samuel B. Pond, III, North Carolina State University

Submitter: Sonia L. Oakley, sloakley@ncsu.edu

### 279-20 Diversity Climate: In the Midst of Multicultural Programming and Harassment

Universities implement multicultural programming to create welcome environments for minority students and employees and reduce incidents of harassment. This study found (a) multiminority stakeholders experience less harassment in a positive diversity climate, and (2) multicultural programming reduces incidents of harassment in the context of a positive diversity climate.

Kristine J. Olson, Dixie State University  
Tahira M. Probst, Washington State University Vancouver  
Krista Burge, Dixie State University  
Dakota Child, Dixie State University

Submitter: Kristine J. Olson, kristine.j.olson@gmail.com

### 279-21 Are You Man Enough to Do This Job?

Little research has examined perceptions of homosexual job applicants. In this study, neither applicant sex nor sexual orientation impacted hiring or salary recommendations for a male-typed job. Lesbians were perceived as more agentic than heterosexual women and gay men. Agency was a predictor of hiring and salary outcomes.

Jodie L. Pyatt, Payless Shoesource  
Lynn K. Bartels, Southern Illinois University-Edwardsville

Submitter: Lynn K. Bartels, lbartel@siue.edu

### 279-22 Managers at Iconic Companies Are More Likely to Derail

Derailing traits and cognitive styles of managers at large iconic American companies were compared to those of managers at more recently founded companies using a database containing 18,065 managers. Employees at iconic companies had significantly higher levels of derailing traits and lower levels of creativity, vision and thinking agility.

King Yii Tang, Korn Ferry  
Allen P. Goebel, University of Minnesota  
Evelyn Orr, Korn Ferry

Submitter: Allen P. Goebel, Goebel005@umn.edu

### 279-23 Examining the Glass Cliff as a Model of Intersecting Identities

The glass cliff refers to a greater preference for female rather than male leaders in times of crisis (Ryan & Haslam, 2005). The novelty of the glass cliff was attributed to a narrow gender perspective. This study explored the glass cliff as a complex, implicit processing model of intersecting identities.

Ny Mia Tran, Muhlenberg College  
Nicole Carusone, University of Central Florida

Submitter: Ny Mia Tran, sonymia@gmail.com

### 279-24 Differences Between Groups Are Often Overstated: A Theoretical/Quantitative Review.

Organizational leaders are often exposed to claims of differences on psychological constructs (e.g., work attitudes, specific abilities, cultural variables) for different groups (e.g., gender, generations, cultures). A theoretical rationale for why people overstate group differences is presented, along with a quantitative review of differences, and an educational tool for managers.

Lisa M. Votraw, U.S. Customs and Border Protection  
Jeffrey M. Cucina, U.S. Customs and Border Protection

Submitter: Jeffrey M. Cucina, jcucina@gmail.com

### 279-25 Gender-Based Performance Gaps Among the Business School Elite

Two studies investigated potential causes of women's underperformance in an elite MBA program. It was found female underperformance occurs solely in technical, not social, subjects. The gender gap is mediated by differences in aptitudes and career interests, yet public assertiveness mediates too. Unlike assertiveness, private effort does not mediate.

Aaron S. Wallen, Columbia University  
Michael Morris, Columbia University  
Beth A. Devine, INSEAD  
Guannan (Jackson) Lu, Columbia University

Submitter: Aaron S. Wallen, aw2328@columbia.edu



**279-26 Person–Corporate Social Responsibility Fit: Role of CSR in Fit**

This study examined the role of perceived corporate social responsibility (P–CSR) in P–O fit. P–CSR fit captured additional variance (3.9 to 6%) beyond traditional P–O Fit dimensions for organizational outcomes: organizational commitment, organizational identity, job satisfaction, and organizational citizenship behaviors. However, expected moderations of social responsibility attitudes were not found.

Brittney Winters, California State University-San Bernardino  
Janelle A. Gilbert, California State University-San Bernardino

Submitter: Janelle A. Gilbert, Janelle@CSUSB.edu

**280. Debate: 10:30AM-11:20AM****203 A****Revolutionizing Performance Management: Industry Fad or Data-Driven Advancement?**

In recent years, changes in traditional performance reviews have gained a lot of press. This panel of practitioners, consultants and academics will focus on what organizations are doing to enhance the effectiveness of their performance management processes and how warranted these changes are in the light of supporting data.

Maren Dollwet, DIRECTV, *Chair*

Linda S. Simon, DIRECTV, *Moderator*

Jennifer Jaffe, DIRECTV, *Presenter*

Gia Dirosa, PwC, *Presenter*

Stephen J. Vodanovich, University of West Florida, *Presenter*

Adam S. Kling, RHR International, *Presenter*

Submitter: Maren Dollwet, mdollwet@gmail.com

**281. Master Tutorial: 10:30AM-11:50PM****201 A****Testing Mediation: The Endogeneity Problem and the Solution**

Endogeneity in mediation threatens the validity of research findings. It occurs when the mediator is not exogenous (i.e., not manipulated), which is usual in most I–O research settings. In such instances, using typical methods (e.g., Baron-Kenny, Preacher-Hayes) yields incorrect parameter estimates. This tutorial will show how instrumental-variable estimation recovers correct parameters.

John Antonakis, University of Lausanne, *Presenter*

Submitter: John Antonakis, john.antonakis@unil.ch

See pp. 6-7  
for CE info

**282. Symposium/Forum: 10:30AM-11:50PM****201 B****The Power of Doing: Connecting Overqualification to Proactive Behaviors**

Research has demonstrated that overqualification is related to a number of detrimental outcomes. Yet, overqualified employees may be able to proactively deal with this situation. This symposium will link research on overqualification with a variety of proactive behaviors, thus demonstrating the “power of doing” for overqualified employees.

Maike E. Debus, University of Zurich, *Chair*

Mo Wang, University of Florida, *Discussant*

Maike E. Debus, University of Zurich, Christian Gross, Universität Zürich, Martin Kleinmann, University of Zurich, *The Power of Autonomy and Job Crafting for Overqualified Individuals*

Soner Dumani, American Institutes for Research, Tammy D. Allen, University of South Florida, Pablo Ignacio Escribano, IESE Business School, *Revisiting Overqualification and Employee Well-Being: The Role of Crafting Activities*

Danielle R. Wald, The Graduate Center & Baruch College, CUNY, Erin Eatough, Baruch College & The Graduate Center, CUNY, Soner Dumani, American Institutes for Research, Jason D. Way, ACT, Inc., Jenna-Lyn R. Roman, Baruch College, CUNY, *Overqualification and the Search for Vocational Identity*

Submitter: Maike E. Debus, m.debus@psychologie.uzh.ch

**283. Symposium/Forum: 10:30AM-11:50PM****201 C****Long-Duration Intact Teams: Organizational Lessons From Spaceflight**

Spaceflight teams offer a unique context in which I–O psychology research is pushed to new boundaries. This symposium offers updates on the latest research findings from NASA teams researchers, and the presenters will discuss the implications and applicability of new knowledge, measures, and technologies to all organizations.

Lauren Blackwell Landon, NASA-Wyle, *Chair*

Laura Bollweg, NASA, *Co-Chair*

Kelley J. Slack, NASA-Wyle/University of Houston, *Selecting Astronauts and Composing Crews: Lessons Applicable to Earth-Bound Organizations*

Jamie D. Barrett, NASA-Wyle, *Team Skills Training: Evidence From Space-flight and Ground Teams*

William B. Vessey, NASA-Wyle, *Review of Team Emergent States in Space-flight and Spaceflight Analogs:*

Lauren Blackwell Landon, NASA-Wyle, Laura Bollweg, NASA, *Coordinating and Communicating Across an International Multiteam System:*

Submitter: Lauren Blackwell Landon, lauren.landon@nasa.gov

**284. Panel Discussion: 10:30AM-11:50PM****201 D****Assessment in the Digital Age: When Candidates Go Mobile**

This session will discuss current issues in using mobile devices to conduct candidate assessments. Research examining demographic differences and other outcomes will be discussed. Relationships between candidates' social media usage and personality will be explored. Finally, mobile usage trends in emerging markets will be explored.

Mark S. Urban, Right Management, *Chair*

Jennifer E. Lowe, Hogan Assessment Systems, *Panelist*

Melinda Scheuer, Sears Holdings Corporation, *Panelist*

John F. Skinner, Sears Holdings Corporation, *Panelist*

Steven T. Hunt, SAP SuccessFactors, *Panelist*

Pradnya Parasher, Sierra Alta Consulting, *Panelist*

Submitter: Mark S. Urban, marksurban@netzero.net

**286. Symposium/Forum: 10:30AM-11:50PM****203 B****Exciting New Adventures in Thurstonian Measurement for Self-Report Data**

This symposium presents advances in self-report measurement using item response theory and Thurstonian measurement. The authors discuss new ways of how respondents actually interpret and respond to self-report items, compare and contrast methods for constructing forced-choice measures of personality, and delve into measuring self-report constructs such as engagement and extraversion.

Nathan T. Carter, University of Georgia, *Chair*

Rachel L. Williamson, University of Georgia, *Co-Chair*

Rachel T. King, Developmental Dimensions International (DDI), *Co-Chair*

Olexsander Chernyshenko, Nanyang Technological University, *Discussant*

Matthew L. LaPalme, University of Central Florida, Wei Wang, University of

Central Florida, Louis Tay, Purdue University, *Within-Person Evidence and Boundaries of Ideal Responding*

Philseok Lee, University of South Florida, Stephen Stark, University of South

Florida, Sunhee Lee, Chungnam National University, Kyung-Ok Lee, Chung-

nam National University, *Comparing Scoring Approaches for a Multidi-*

*mensional Forced Choice Personality Measure*

Michael M. DeNunzio, The Graduate Center & Baruch College, CUNY, Loren J.

Naidoo, Baruch College & The Graduate Center, CUNY, *Construction of an*

*Ideal-Point Engagement Measure*

Rachel L. Williamson, University of Georgia, Nathan T. Carter, University of Georgia, *The Development of Ideal Point Measures of Extraversion Facets*

Submitter: Rachel L. Williamson, will2493@uga.edu

**287. Alternative Session Type: 10:30AM-11:50PM****204 A****IGNITE Your Career**

Twelve early career and seasoned professionals will share their experiences and knowledge of topics important to early career I–O professionals. Each presenter will address a topic related to early career issues. The format will include 12 IGNITE speakers, interactive panel discussion, and a networking opportunity.

Amber L. Smittick, Hogan Assessment Systems, *Co-Chair*

Victoria J. Smoak, PepsiCo, Inc. *Co-Chair*

Laura C. Lomeli, Walmart, *Co-Chair*

Johanna E. Johnson, Clemson University, *Presenter*

Joselito C. Lualhati, Global Skills X-Change, *Presenter*

Aaron J. Kraus, Liberty Mutual Insurance, *Presenter*

Kathakali Sircar, SRA International, *Presenter*

Patricia E. Grabarek, Infor Talent Science, *Presenter*

Nicole M. Ginther, NuVasive, *Presenter*

Tilman Sheets, Louisiana Tech, *Presenter*  
 Stephanie Quillen, Walmart, *Presenter*  
 Andrew M. Naber, RAND Corporation, *Presenter*  
 Submitter: Victoria J. Smoak, Victoria.Smoak@pepsico.com

## 288. Debate: 10:30AM-11:50PM 204 B

### Work-Family Debate: Better to “Lean In” or “Lean On” Organizations/Government?

Recent popular press publications have spurred a national conversation about the best methods for helping employees achieve fulfilling work and personal lives. In this session, academics and practitioners with expertise in the work-life area debate the relative merits of 2 perspectives for change: individual initiative or organizational/governmental intervention.

Kristen M. Shockley, Baruch College & The Graduate Center, CUNY, *Moderator*  
 Tammy D. Allen, University of South Florida, *Presenter*  
 Lisa M. Leslie, New York University, *Presenter*  
 Adam J. Massman, Rockwell Collins, *Presenter*  
 Angela K. Pratt, The Kellogg Company, *Presenter*

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

## 289. Special Events: 10:30AM-11:50PM 204 C

### Alliance Special Session: Big Data: Grappling With Definitions and Issues with International Implications

The term “big data” is heard a lot these days. But, questions remain such as what is big data? What roles does I-O psychology play? How do we engage in big data best practices? What are the ethical issues associated with big data? What are international issues/implications of big data?

Talya N. Bauer, Portland State University, *Chair*  
 David E. Caughlin, Portland State University, *Co-Chair*  
 Alexis A. Fink, Intel Corporation, *Panelist*  
 Jeffrey A. Jolton, PwC, *Panelist*  
 Eden B. King, George Mason University, *Panelist*  
 Niels Van Quaquebeke, Kühne Logistics University, *Panelist*  
 Brian Welle, Google, *Panelist*

Submitter: Talya N. Bauer, TalyaBauer@pdx.edu

## 290. Panel Discussion: 10:30AM-11:50PM 205 A

### Candidate Experience: Why It Matters and What You Can Do

As the war for talent grows, pressure builds to provide an exceptional candidate experience. With technological advances, it is possible to design an applicant process that engages candidates like never before. Experts discuss the candidate experience and what they are doing to ensure the success of the selection process.

Jenna C. Cox, IBM, *Chair*  
 Erica L. Hauck, PepsiCo/Frito-Lay, *Panelist*  
 Adam W. Hilliard, Walmart, *Panelist*  
 Joseph P. Murphy, Shaker, *Panelist*  
 Karen O. Moriarty, Kenexa, an IBM Company, *Panelist*  
 Jill Mowry Strange, Infor, *Panelist*

Submitter: Amanda Klabzuba, shipman.amanda@gmail.com

## 291. Symposium/Forum: 10:30AM-11:50PM 205 B

### Novel Directions in Sleep and Leadership Research

This symposium focuses on novel research related to sleep and leadership behaviors, including charismatic leadership, family-supportive supervision, and self-leadership. Using a variety of methodologies and unique samples, the 4 papers in this symposium expose a dynamic relationship between sleep and these leadership behaviors.

Alexandra Henderson, Bowling Green State University, *Co-Chair*  
 Larissa K. Barber, Northern Illinois University, *Co-Chair*  
 Christopher M. Barnes, University of Washington, Cristiano Guarana, University of Virginia, Shazia Nauman, Lahore Leads University, Dejun Tony Kong, University of Houston, Bauer College of Business, *Sleep Deprivation and Charismatic Leadership*  
 Lenka Duranova, University of Kassel, Antje Schmitt, University of Kassel, Johanna Braukmann, University of Kassel, Sandra Ohly, University of Kassel, *Examining the Mechanism of Supervisory Behavior*  
 Brittne Shepherd, Portland State University, Charlotte Fritz, Portland State University, Frankie Guros, Portland State University, Leslie B. Hammer, Oregon Health & Sci-

ence University, David Meier, The Institute for Learning Innovation, *Family-Supportive Supervisor Behavior: Implications for Recovery Experiences and Sleep*  
 Alexandra Henderson, Bowling Green State University, Russell A. Matthews, Bowling Green State University, Lucy English, Horizons Workforce Consulting, *Sleep and Proactive Behavior: Sleepy Workers are Complacent Workers*

Submitter: Larissa K. Barber, lbarber@niu.edu

## 292. Panel Discussion: 10:30AM-11:50PM 206 A

### Implications of Revisions to FLSA Exemptions for Organizations and Employees

The DOL recently announced a proposal to revise criteria for FLSA exemptions. The proposed changes will greatly impact many U.S. companies and workers, resulting in millions of workers being reclassified to hourly employees. The diverse expert panel discusses the changes and their anticipated impact on employees, employers, and I-O psychologists.

Cristina G. Banks, Lamorinda Consulting LLC, *Chair*  
 Chester Hanvey, Berkeley Research Group, LLC, *Panelist*  
 Luciana O'Brien, Zensho USA Corporation, *Panelist*  
 Juan I. Sanchez, Florida International University, *Panelist*  
 Nancy A. Woolever, Society for Human Resource Management, *Panelist*  
 Submitter: Chester Hanvey, chanvey@thinkbgr.com

## 293. Roundtable/Conversation Hour: 10:30AM-11:50PM 207 A

### Qualitative Methods for I-O Psychology Graduate Research

This roundtable strives to create discussion among graduate advisors and students who want to use qualitative research methods in their projects. The facilitators aim to challenge researchers to think outside the box and talk about issues like the need for approaching graduate research from different epistemological paradigms and qualitative methodologies.

Tine Koehler, The University of Melbourne, *Host*  
 M. Gloria Gonzalez-Morales, University of Guelph, *Host*

Submitter: M. Gloria Gonzalez-Morales, gonzalez.morales@uoguelph.ca

## 294. Master Tutorial: 10:30AM-11:50PM 207 B

### Introduction to Reproducible Research Using R, RStudio, and R Markdown

This interactive session will serve as an introduction to the process of creating reproducible research by embedding data, analysis code, output, and other details of a research study directly into the research document itself. An example study will be used to demonstrate how to create a reproducible research document.

Frederick R. Stilson R. Stilson, FurstPerson, *Presenter*  
 Submitter: Frederick R. Stilson, robstilson@gmail.com

See pp. 6-7  
for CE info

## 295. Panel Discussion: 10:30AM-11:50PM 207 C

### Getting From “Rank And Yank” to Enabling Employee Performance

This panel will discuss research and practical insights from practitioners on how performance management can facilitate the growth and development of employees. Topics will include insights on and challenges facing successful organizational feedback processes, as well as how organizations can cultivate individual capability to give and receive feedback.

Anuradha Ramesh, Google, *Chair*  
 Aiwa Shirako, Google, *Co-Chair*  
 Claire N. White, TIAA-CREF, *Panelist*  
 Manuel London, SUNY-Stony Brook, *Panelist*  
 Scott M. Smith, Duke Energy, *Panelist*  
 Marc Effron, Talent Strategy Group, *Panelist*  
 Lucia Guillory, Yahoo, *Panelist*

Submitter: Anuradha Ramesh, anuramesh@gmail.com

## 296. Symposium/Forum: 10:30AM-11:50PM 207 D

### Exploring the Psychometric Properties of Personality Derailment Scales

Despite an increasing interest in personality derailers, there remains little consensus over their structure and measurement. This session seeks to help fill this gap by presenting results from research efforts focused on measurement issues relating to personality derailers. The focus is on the

measurement and psychometric properties of derailment scales.

Jeff Foster, Hogan Assessment Systems, *Chair*

Rainer H. Kurz, Cubiks, *Discussant*

Dave Bartram, CEB, *Predicting Leadership Derailment Behaviors*

James Bywater, Talent Q, Emma Stirling, Talent Q, *Predicting Derailment Through Alternative Means*

Jeff Foster, Hogan Assessment Systems, Blaine H. Gaddis, Hogan Assessment Systems, Dan V. Simonet, Montclair State University, *The Factor Structure of Personality Derailers*

Submitter: Jeff Foster, jfoster@hoganassessments.com

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### 297. Symposium/Forum: 10:30AM-11:50PM 303 A

#### Develop Me! Novel Approaches to Enhance Leadership

Billions of dollars are invested annually on leadership development programs; however, companies continue to report a lack of leadership skills among their employees (Schwartz et al., 2014). This symposium addresses the need for better programs by discussing empirical research on novel development approaches and meta-analytic data on training success factors.

Christina N. Lacerenza, Rice University, *Co-Chair*

Kristin L. Cullen-Lester, Center for Creative Leadership, *Co-Chair*

Christina N. Lacerenza, Rice University, Denise L. Reyes, University of Central Florida, Shannon L. Marlow, Rice University, Eduardo Salas, Rice University, *The Nuts and Bolts of Leadership Development: A Meta-Analytic Investigation*  
Kristin L. Cullen, Center for Creative Leadership, Meredith L. Woehler, University of Kentucky, Phil Willburn, Center for Creative Leadership, *Network-Based Leader Development*

Dana C. Verhoeven, Clemson University, Marissa L. Shuffler, Clemson University, William S. Kramer, Clemson University, Shawn Burke, University of Central Florida, *Distrust: A Novel Approach to Shared Leadership and Performance*  
Tiffany Cooper, Clemson University, Sharon Wilson, Greenville Health System, Marissa L. Shuffler, Clemson University, *Organizational Culture Change Needs Through the Lens of Leadership Development*

Submitter: Christina N. Lacerenza, clacerenza@gmail.com

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### 298. Panel Discussion: 10:30AM-11:50PM 303 B

#### Messy Validation II: Practical Recommendations for Optimal Predictive Studies

Predictive validity studies are executed in less-than-ideal circumstances, posing challenges to I-O professionals tasked with demonstrating the value of selection and assessment tools. This panel will discuss considerations for designing and executing successful studies, reflecting on their individual past experiences, as well as their approaches to the same hypothetical client scenario.

Brett M. Wells, Talent Plus, Inc., *Co-Chair*

Kristina R. Barr, CEB, *Co-Chair*

Anthony S. Boyce, Aon Hewitt, *Panelist*

Christopher J. L. Cunningham, The University of Tennessee at Chattanooga/Logi-Serve, *Panelist*

Dara Drescher, CEB, *Panelist*

David B. Schmidt, Development Dimensions International (DDI), *Panelist*

Submitter: Brett M. Wells, brwells@talentplus.com

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### 299. Panel Discussion: 10:30AM-11:50PM 303 C

#### Deceiving Prospective Employers: Across Selection Methods and in Cross-Cultural Contexts

This session will present recent advancements in applicant faking behavior research and implications and advice for organizations using assessments for pre-employment selection. Applicant faking will be addressed across different selection methods and in cross-cultural contexts.

Amy Gammon, Select International, Inc., *Chair*

John J. Donovan, Rider University, *Panelist*

Julia Levashina, Kent State University, *Panelist*

Matthew S. O'Connell, Select International, Inc., *Panelist*

Cornelius J. König, Universität des Saarlandes, *Panelist*

Yumiko Mochinushi, Florida Institute of Technology, *Panelist*

Submitter: Amy Gammon, gammona@gmail.com

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### 300. Panel Discussion: 10:30AM-11:50PM 303 D

#### Death by a Thousand Items: Challenges From Survey Fatigue

This panel will provide tangible examples of the impact survey fatigue can have on data collection and the subsequent analysis of that data. Topics will cover why survey fatigue is important for organizations to consider, what to do when it impacts your project, and how to proactively avoid survey fatigue.

Megan L. Huth, Google, *Chair*

Jeffrey Nabity, Google, Inc., *Panelist*

Victoria Hendrickson, OrgVitality, *Panelist*

Sarah R. Stoddart, Wayne State University, *Panelist*

Julia W. Howell, Johnson & Johnson, *Panelist*

Amber Fritsch, APTMetrics, *Panelist*

Marianna Horn, APTMetrics, *Panelist*

Submitter: Megan L. Huth, mhuth@google.com

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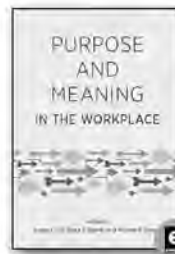
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## Sirota Research for SIOP 2016

### **I/O vs. the Media: Who are Millennials, Anyway? (Panel)**

Chair: Jerry Seibert (Metrus Group, Inc.) Panelists: Dr. Leslie A. Bethencourt (ESPN), Dr. Molly L. Delaney (Hay Group), Scott T. Gebhardt (Sirota), Carolyn Hill-Fotouhi (Merck & Co., Inc.), Dr. Prema Ratnasingam (Dell Inc.), Dr. Jolene L. Skinner (Sitel)  
April 15, 2016 from 12:00 PM to 1:30 PM, Room 204 A

### **Jobs, Careers, and Callings: An Exploratory Field Study (Poster)**

Authors: Dr. Patrick K. Hyland (Sirota), Anthony W. Caputo (Sirota), Dr. David W. Reeves, II (Sirota)  
April 15, 2016 from 1:00 PM to 2:00 PM, Room Ballroom A-E

### **Why Survey Data Fails- and What to Do About It (Panel)**

Chair: Dr. Terri Shapiro (Hofstra University) Co-Chairs: Randy Lim (Hofstra University/McKinsey & Company), David B. Mendelsohn (Teachers College, Columbia University) Panelists: Dinora R. Fitzgerald (McKinsey & Company), Anthony Auriemma (Sleepy's: The Mattress Professionals), Marc Vicino (JetBlue Airways), Dr. Vivian A. Woo (Sirota)  
April 15, 2016 from 1:30 PM to 3:00 PM, Room 303 C

### **Mindfulness in the Workplace: Current Research, Practice, and Future Directions (Panel)**

Chair: Dr. Patrick K. Hyland (Sirota) Panelists: Richard Fernandez (eBay), Darren Good (Pepperdine University), Dr. Ute R. Hulsheger (Maastricht University), Andy Lee (The Mindful Executive)  
April 15, 2016 from 5:00 PM to 6:00 PM, Room 201 A

### **Growing the Impact of I-O through Local I-O Groups (Executive Board Special Session)**

Dr. William L. Farmer (U.S. Bureau of Naval Personnel), Dr. Anna R. Erickson (SHL), Mr. James N. Kurtessis (SHRM), Dr. Terri Shapiro (Hofstra University), Dr. Donna Landau Sylvan (Sylvan & Associates), Dr. M. Peter Scontrino (Scontrino-Powell), Ginger Whelan (Performance Associates), Lynda Zugec (The Workforce Consultants), Dr. Alison R. Eyring (Organisation Solutions Pte, Ltd.), Dr. Therese Macan (University of Missouri-St Louis), Dr. Peter J. Rutigliano (Sirota)  
April 16, 2016 from 8:00 AM to 9:00 AM, Room 203 B

### **Facilitating Successful I/O Internships: Considerations, Challenges, and Opportunities (Panel)**

Dr. Maura J. Mills (Hofstra University), Kimberly Happich (PepsiCo), Dr. Evelyn E. Rogers (E. Rogers Associates, Inc.), Dr. Brian J. Ruggeberg (Aon Hewitt), Dr. Peter J. Rutigliano (Sirota), Dr. Comila Shahani-Denning (Hofstra University)  
April 16, 2016 from 3:30 PM to 4:30 PM, Room 201 B

### **Mobile vs. PC Web Surveys: Differences in Demographics and Engagement (Poster)**

Authors: Dr. Vivian A. Woo (Sirota), Dr. Shuang Yueh Pui (Sirota), Anthony W. Caputo (Sirota)  
April 16, 2016 from 3:30 PM to 4:30 PM, Ballroom A-E







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Editor: **Frederick P. Morgeson**, *The Eli Broad College of Business, Michigan State University*

The *Annual Review of Organizational Psychology and Organizational Behavior* is 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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**301. Poster Session: 12:00PM-12:50PM Ballroom A-C****Leadership/Leadership Development/Coaching/Motivation****301-1 The Dual-motivational Effects of Ethical Leadership on Employee Knowledge Sharing**

Drawing on social learning and self-determination theories, this study investigates the mediating effects of controlled motivation and moral identity on the relationship between ethical leadership on employee knowledge sharing. Results of the study provide support for all the hypotheses and demonstrate a stronger mediating effect of moral identity.

Yuenlam Bavik, Hong Kong Polytechnic University  
 Pokman Tang, Lingnan University  
 Ruodan Shao, University of Manitoba  
 Yifeng Chen, Lingnan University

Submitter: Yuenlam Bavik, wuyuenlam@gmail.com

**301-2 Achievement Facilitators or Hindrances? The Differential Effects of Authoritarian Leadership**

This poster examined differential effects of authoritarian leadership. Findings indicate authoritarian leadership positively influences subordinates' affective commitment and organizational citizenship behavior towards organization (OCBO) through challenge stressors while negatively affecting outcomes through hindrance stressors. Moreover, subordinates' power distance orientation strengthens the positive relationship between authoritarian leadership and outcomes.

Leni Chen, Renmin University of China  
 Jian Min Sun, Renmin University of China  
 Xinxin Lu, Renmin University of China  
 Kui Yin, Renmin University of China

Submitter: Leni Chen, cln1992@126.com

**301-3 Who Speaks Up and Who Remains Silent Under Abusive Supervision?**

This study examines the negative influence of abusive supervision on employee voice. In order to mitigate the adverse effects of unfavorable work situation, for example abusive supervision, employee's self-efficacy and self-enhancement motive are explained as moderators on the basis of ability-motivation-opportunity (AMO) framework. Theoretical and practical implications are also discussed.

Woohee Choi, Seoul National University  
 Jung Hyun Lee, Seoul National University  
 Seo In Yoon, Seoul National University  
 Seckyoung L. Kim, Seoul National University  
 Seokhwa Yun, Seoul National University

Submitter: Woohee Choi, wooheely@gmail.com

**301-4 Examining (Dis)agreeableness and Creative Performance in an Applied Sample**

Feist's (1998) meta-analysis revealed that creative individuals often possess a number of antisocial personality traits. However, subsequent studies have failed to yield consistent results for the relationship between disagreeable tendencies and creativity. This study uses an applied sample in a creative organization to begin unpacking this relationship more fully.

Joshua Fairchild, Creighton University  
 Austin Busch, Creighton University  
 Sydney Handrich, Creighton University  
 Tin Nguyen, Creighton University  
 Marc Cubrich, Creighton University

Submitter: Joshua Fairchild, joshuafairchild@creighton.edu

**301-5 Learning Goal Orientation and the Creativity-Deviance Relationship**

Little is known about the mechanisms behind the creativity-deviant relationship. This poster examines learning goal orientation and how low self-efficacy may influence creativity and deviance in these individuals. Results demonstrate that low self-efficacy can lead high learning goal oriented individuals to engage in both increased deviance and creativity.

Melissa Gutworth, The Pennsylvania State University  
 Samuel T. Hunter, The Pennsylvania State University

Submitter: Melissa Gutworth, mbg164@psu.edu

**301-6 Creative Problem-Solving in Teams and Individuals**

Cognitive processes underlying creativity have been shown to influence performance on problem-solving tasks at the individual level. This research extends these results to the team level, in order to understand the interplay between problem construction and revisions as they influence creativity in teams and individuals.

Mackenzie Harms, University of Nebraska-Omaha  
 Roni Reiter-Palmon, University of Nebraska-Omaha

Submitter: John D. Crowe, john.david.crowe@gmail.com

**301-7 Learning Orientation, Help-Seeking Behavior, Psychological Safety, and Creativity**

This study aims to examine the internal mechanism of the relationship between learning goal orientation and creativity. Results showed that learning goal orientation leads to creativity through enhancing autonomous help-seeking behavior. It was also found that the positive effect of psychological safety was important for employees with low learning goal orientation.

Minwoo Hong, Lotte Academy  
 Hyoung Koo Moon, Korea University  
 Joon Goo Han, Korea University  
 Hwa Kook, Korea University  
 Byoung Kwon Choi, Sangmyung University

Submitter: Byoung Kwon Choi, jrpfeffer@smu.ac.kr

**301-8 Authority From Job Positions and Authority From Supervisors**

Research identified 2 sources of decision-making authority that employees have: authority from job positions and authority from supervisors. From the perspectives of sociometer theory and self-consistency theory, whether and how authority coming from different sources act as predictors of job satisfaction and job performance through different mechanisms was examined.

Yuan Yuan Huo, Hong Kong Baptist University  
 Ziguang Chen, City University of Hong Kong  
 Wing Lam, The Hong Kong Polytechnic University  
 Yuanyi Chen, Hong Kong Baptist University

Submitter: Yuan Yuan Huo, yoyohuo@hkbu.edu.hk

**301-9 Examining the Impact of Dual Leadership on Team Innovation**

Leaders of innovative endeavors face complex demands and engage in many leadership activities throughout the creativity process. It is suggested that dual leadership provides a solution to these complexities. It is hypothesized that dual leaders would lead groups that produce ideas higher in usefulness and originality and experience less role conflict.

Bradley S. Jayne, Pennsylvania State University  
 Samuel T. Hunter, Pennsylvania State University

Submitter: Bradley S. Jayne, jaynebrad@gmail.com

**301-10 Leader-Follower Calling Similarity and Follower Outcomes**

This study was conducted to highlight the role of others (i.e., leader) in the relationship between individuals' calling and outcomes. By applying polynomial regression and response surface methodology, congruent and incongruent effects of leader and follower's calling on follower's leader-member exchange (LMX) and job satisfaction were examined.

Jayoung Kim, Binghamton University  
 Dongil Jung, Yonsei University  
 Minyoung Cheong, Binghamton University  
 Seth M. Spain, Binghamton University  
 Francis J. Yammarino, Binghamton University

Submitter: Jayoung Kim, jaykim126@gmail.com

**301-11 Social Networks, Coworker Relationships and Creativity: A Meta-Analysis**

In the management literature, a recent growing body of research examines how social context influences creativity. Based on 37 independent samples, meta-analytic tests demonstrate a significant relationship between supportive peer relationships, social network variables, and creativity.

Michael Kimmel, University of Texas-Arlington  
 Wendy J. Casper, University of Texas at Arlington  
 Ryan P. Terry, University of Texas-Arlington  
 Feirong Yuan, University of Texas at Arlington

Submitter: Michael Kimmel, mkimmel@uta.edu

**301-12 Characteristics of Effective Leadership in Multiteam Systems**

Work is more and more structured in teams and so-called multiteam systems (MTS). This poster addresses the question what constitutes effective leadership in MTS by conducting a qualitative and a quantitative study. The results highlight MTS-specific leadership behaviors above and beyond common leadership concepts.

Katharina G. Kugler, Ludwig-Maximilians-Universitaet Muenchen  
 Florian Gerhardinger, Ludwig-Maximilians-Universitaet Muenchen  
 Felix C. Brodbeck, Ludwig-Maximilians-Universitaet Muenchen

Submitter: Katharina G. Kugler, Katharina.Kugler@psy.lmu.de

**301-13 Bottom-Line Mentality and Creativity: Moderating Effect of Self-Efficacy and Justice**

This paper highlights negative influence of supervisor's bottom-line mentality on employee's creativity and suggests self-efficacy and organizational justice as moderators. It was that found supervisors obsessed with outcome undermine subordinate's creativity. Personal characteristic was salient but organizational influence was insignificant. Findings alert for negative impact of supervisor's 1-dimensional thinking.

Jung Hyun Lee, Seoul National University  
 Seo In Yoon, Seoul National University  
 Woohee Choi, Seoul National University  
 Seckyoung L. Kim, Seoul National University  
 Seokhwa Yun, Seoul National University

Submitter: Jung Hyun Lee, julielee0829@gmail.com

**301-14 Detecting Who Is Going to Innovate**

The aim of this study was to develop an online creativity test on the basis of the concept of Torrance Tests of Creative Thinking (TTCT; Torrance, 1974) that assesses creativity using a fully automated scoring algorithm. The instrument was developed and validated in 3 subsequent studies.

Katharina Lochner, cut-e Group  
 Achim Preuss, cut-e Group  
 Richard Justenhoven, cut-e Group

Submitter: Katharina Lochner, katharina.lochner@cut-e.com

**301-15 Commute Stressor and Effective Leader Behaviors: An Ego Depletion Perspective**

This research investigated within-person level indirect effects of commute stressor on effective leader behaviors (transformational, initiating structure, and consideration) via depletion, and a cross-level moderation of beliefs about willpower. Analyses of 309 daily surveys showed that the detrimental indirect effects were only evident on leaders who view willpower as limited.

Jingjing Ma, Michigan State University  
 Russell E. Johnson, Michigan State University  
 Szu-Han Lin, Michigan State University  
 Chu-Hsiang Chang, Michigan State University

Submitter: Jingjing Ma, majingj1@msu.edu

**301-16 Differential Effects of Creativity Rater Training on Quality and Originality**

This study explored the most effective and efficient method for training raters of creativity electronically. Results demonstrated that rating practice during training and more descriptive rating rubrics increased the accuracy of novice participant ratings. However, this relationship was only true for quality rating accuracy not for originality rating accuracy.

Shane M. McFeely, University of Nebraska-Omaha  
 Roni Reiter-Palmon, University of Nebraska-Omaha  
 Ginamarie Ligon, University of Nebraska at Omaha  
 Madison Schoenbeck, University of Nebraska at Omaha

Submitter: Shane M. McFeely, smcfeely@unomaha.edu

**301-17 Leaders' Use of Alternative Mental Models: Deliberate but Don't Implement**

Leaders consider numerous mental models when formulating visions. Participants developed visions for leading a school and were presented with simple or complex mental models. Visions were evaluated on performance and leadership variables. Participants deliberated and contemplated the effects of acting on this alternative model. Deliberation, not implementation, produced stronger visions.

Tristan J. McIntosh, University of Oklahoma

Tyler Mulhearn, University of Oklahoma

Michael D. Mumford, University of Oklahoma

Submitter: Tristan J. McIntosh, tristan.mcintosh@outlook.com

**301-18 Creative Climate Measurement: A Multilevel Scaling Approach**

In an effort to consolidate various perspectives on creative climate, this study introduces a scale that adopts a multilevel approach to the construct. Through an empirical evaluation of the scale in an appropriate organizational sample, initial support is found for a 5-factor model of creative climate.

Brett H. Neely, The Pennsylvania State University  
 Jeffrey B. Lovelace, The Pennsylvania State University  
 Timothy G. Kundro, The Pennsylvania State University  
 Samuel T. Hunter, The Pennsylvania State University

Submitter: Brett H. Neely, bhneely3@gmail.com

**301-19 Development of a Creative Work Analysis**

This research tested whether creative thinking is domain-specific or -general across job families. A self-report job analysis survey was hypothesized to measure the 4 factors of creativity commonly used to organize creativity research. Instead, 8 factors of creative work showed differences in kind, but not level of creativity.

Brendan G. Neuman, United Airlines  
 Alan D. Mead, Talent Algorithms Inc

Submitter: Brendan G. Neuman, brendan.neuman@live.com

**301-20 Exploring the Link of Abusive Supervision and Organizational Loyalty**

As proposed by the JD-R model, it is assumed that abusive supervision declines subordinates' loyalty through decreasing their mental and physical health. Accordingly, multilevel analyses using a 3-wave study with 642 subordinates indicated that abusive supervision was negatively related to turnover intentions via increased emotional exhaustion and somatic complaints.

Kathleen Otto, Philipps University of Marburg  
 Sandra Wasu, Philipps University of Marburg  
 Thomas Rigotti, Johannes Gutenberg-University Mainz

Submitter: Kathleen Otto, kathleen.otto@staff.uni-marburg.de

**301-21 Different Sources of Moderate Time Pressure: Implications for Creative Performance**

Research shows that a moderate amount of time pressure is most conducive to creative performance. However, moderate time pressure can be experienced when workload and time available are high or when workload and time available are low. In this study, high workload and time available yielded the greatest creative performance.

Vincent Phan, University of Waterloo  
 Canaan Legault, University of Waterloo  
 Veronica Jiang, University of Waterloo  
 James W. Beck, University of Waterloo

Submitter: Canaan Legault, C3legaul@uwaterloo.ca

**301-22 Servant Leadership and Feedback-Seeking Behavior: A Conditional Mediation Approach**

This study examined whether servant leadership has an influence on an individual's intent to seek feedback through the mechanism of trust. Results indicate that the relationship between servant leadership and feedback-seeking intent was mediated by trust, but this was conditional on a participant's feedback orientation.

Ariel A. Roberts, University of Akron  
 Paul E. Levy, University of Akron

Submitter: Ariel A. Roberts, aar29@ziips.uakron.edu

**301-23 Exploring the Proactivity Personality-Creativity Relationship: Mediating and Moderating Effects**

This poster examined interactional justice and intrinsic motivation as mediators of the relationship between employee proactive personality and creative work behavior. Results yield support for both proposed mediating mechanisms; however, although the mediating effect of intrinsic motivation was robust, the mediating effect of interactional justice was contingent on supervisor proactive personality.



Greg Sears, Carleton University  
 Winny Shen, University of Waterloo  
 Haiyan Zhang, IBM Smarter Workforce Institute  
 Submitter: Haiyan Zhang, haiyan.zhang@us.ibm.com

### 301-24 Reconceptualizing Learning Agility: The Accelerated Learning Model

Despite years of research, there is little consensus on the construct of learning agility. Research has mostly focused on stable aspects of learning rather than behaviors that can be developed. This study developed and validated a model focused on both innate tendencies and learning behaviors that can be learned.

DaHee Shon, Columbia University  
 Raphael Y. Prager, Aon Hewitt/Baruch College & The Graduate Center, CUNY  
 Submitter: DaHee Shon, dahee.shon@gmail.com

### 301-25 Charismatic Stories as a Basis for Leader Development

Narratives articulated by leaders are an important means through which influence is exercised, but they may also serve to develop leadership potential. This study asked participants to read 6 stories of charismatic leadership in business settings, then examined their performance on a leader vision-formation task.

Logan M. Steele, University of Oklahoma  
 Logan L. Watts, University of Oklahoma  
 Michael D. Mumford, University of Oklahoma  
 Submitter: Logan M. Steele, lmsteele@ou.edu

### 301-26 Leader Influence Tactics and Subordinates' Knowledge Sharing: Mediation and Moderation

This research investigates the relationship between leader influence tactics and subordinates' knowledge sharing. As a mediating mechanism for such relationship, subordinates' self-efficacy is considered. By taking a contextual perspective, this study also examines the moderating effect of organizational justice on the relationship between leader influence tactics and subordinates' knowledge sharing.

Ui Young Sun, Seoul National University  
 Soojin Lee, Seoul National University  
 Seokhwa Yun, Seoul National University  
 Submitter: Ui Young Sun, xellos1222@naver.com

### 301-27 Adaptive Emotion Regulation Strategies in Leadership

Emotion regulation has been identified as a key emotional ability of effective leadership. This study examined the effects of adaptive and maladaptive regulation strategies on performance in leadership scenarios. Findings indicate that adaptive strategies are positively associated with key leader skills and performance.

Brett Torrence, University of Oklahoma  
 Shane Connelly, University of Oklahoma  
 Submitter: Brett Torrence, brettstorrence@gmail.com

### 301-28 Reexamining the Relationship Between Need for Cognition and Creativity

Structural equation modeling techniques were used to examine the factor structure underlying the 18-item need for cognition scale in samples drawn from prior studies. The relationships between need for cognition and the quality, originality, and elegance of creative problem solutions across multiple domains of performance were analyzed.

Logan L. Watts, University of Oklahoma  
 Logan M. Steele, University of Oklahoma  
 Hairong Song, University of Oklahoma  
 Kelsey E. Medeiros, University of Oklahoma  
 Paul Partlow, University of Oklahoma  
 P. Carter Gibson, Shaker Consulting Group  
 Submitter: Logan L. Watts, loganlwatts@gmail.com

### 301-29 The Impact of Leader Error on Leadership Ratings

This study examined the extent to which the type of error committed by a leader affected leadership ratings post-error. Findings indicate that leaders who commit relationship or ethical errors receive harsher ratings than those who commit task errors.

Kayla B. Weaver, Pennsylvania State University  
 Kisha S. Jones, Pennsylvania State University  
 Samuel T. Hunter, Pennsylvania State University  
 Submitter: Kayla B. Weaver, kweaver@psu.edu

### 301-30 Structure of Idea Sharing Network and Dark Side of Personality

This study examined the interplay of dysfunctional personality traits and the structure of the idea-sharing network. Using exponential random graph model, the author identified which structures can be used to model the probability of this network and how dysfunctional personality traits relate to these structures.

Bogdan Yamkovenko, Towson University  
 Stephen Garcia, Alix Partners  
 Submitter: Bogdan Yamkovenko, byamko1@gmail.com

## 302. Special Events: 12:00PM-1:20PM

201 A

### Alliance Special Session: Meet the Experts: An International Panel on Work and Health

Employee stress levels are at an all-time high and are accompanied by a proliferation of research in the realm of work and health. This panel brings together a team of leading international experts to identify current research trends, highlight challenges to the field, and discuss cross-cultural issues.

Julie M. McCarthy, University of Toronto, *Co-Chair*  
 Berrin Erdogan, Portland State University, *Co-Chair*  
 Sharon K. Parker, UWA Business School, *Panelist*  
 Wilmar B. Schaufeli, Utrecht University, *Panelist*  
 Sabine Sonnentag, University of Mannheim, *Panelist*  
 Lois E. Tetrick, George Mason University, *Panelist*  
 Mo Wang, University of Florida, *Panelist*

Submitter: Julie M. McCarthy, julie.mccarthy@rotman.utoronto.ca

## 303. Symposium/Forum: 12:00PM-1:20PM

201 B

### Who Follows Whom? Predicting the Emergence of Informal Leader-Follower Networks

Leadership is a relational phenomenon formed by formal and informal processes and embedded in social context. Unfortunately, limited empirical research models it as such. This symposium utilizes network science to provide recommendations for studying the emergence of leadership relationships in collectives and exemplars of novel insights gained through this approach.

Michael T. Braun, University of South Florida, *Chair*  
 Leslie A. DeChurch, Georgia Institute of Technology, *Discussant*  
 Dorothy R. Carter, University of Georgia, *The Principles of Leadership System Emergence: A Conceptual Framework*  
 Samantha L. Garrett, Virginia Tech University, Michael T. Braun, University of South Florida, Nicole J. Thompson, Transformation Systems, Inc., Jessie H. Hyland, ICF International, *Who Follows Whom: The Formation of Leader-Follower Relationships in Teams*  
 Maureen E. McCusker, Virginia Tech University, Roseanne J. Foti, Virginia Tech, *A Dyadic Approach to Leadership Emergence*  
 Nicholas J. Gatto, Roosevelt University, Toshio Murase, Roosevelt University, Stefan Hersch, Roosevelt University, Nicholas A. Baldwin, M.A., Roosevelt University, *The Emergence and Evolution of Leadership in String Quartets*  
 Submitter: Michael T. Braun, michael.braun33@gmail.com

## 304. Panel Discussion: 12:00PM-1:20PM

201 C

### The Skills Gap and Workforce Readiness: Implications for Talent Management

This session addresses how educational and workplace research arenas have been disconnected in ways that also reflect various skills gaps that affect career development and organizational effectiveness. Panelist will discuss education-to-work and military-to-work transitions, with implications for workforce readiness (globally), talent management (locally), and related research developments.

Fred Oswald, Rice University, *Co-Chair*  
 Tara S. Behrend, The George Washington University, *Co-Chair*  
 Alex Casillas, ACT, Inc., *Panelist*  
 Erich C. Dierdorff, DePaul University, *Panelist*  
 Lori L. Foster, North Carolina State University, *Panelist*  
 Patrick C. Kyllonen, Educational Testing Service, *Panelist*  
 Karin A. Orvis, Transition to Veterans Program Office, OUSD P&R, OSD, *Panelist*  
 Submitter: Fred Oswald, foswald@rice.edu

**305. Panel Discussion: 12:00PM-1:20PM****201 D****Establishing Assessment Strategies in Organizations: Best Practices and Lessons Learned**

Panelists will discuss best practices and lessons learned when designing, implementing, maintaining, and evolving an organization-wide assessment strategy. Experienced internal and external consultants will share their perspectives in working across a variety of industries and with organizations of varying levels of sophistication with regard to assessment use.

Christine E. Corbet, Right Management, *Chair*Heather D. Rooney, CEB, *Panelist*Jessica Osedach, Bank of America, *Panelist*W. Robert Lewis, Pfizer Inc., *Panelist*Samantha A. Morris, MillerCoors, *Panelist*Sean D. Robinson, MillerCoors, *Panelist*Sarah A. Brock, Johnson & Johnson, *Panelist*

Submitter: Christine E. Corbet, christine.corbet@right.com

**307. Symposium/Forum: 12:00PM-1:20PM****203 A****Recent Advances in Forced Choice Personality Assessment**

Response distortion is always an issue for the personality assessment. The forced-choice (FC) format has been proposed as a potential remedy to the situation. Four papers in this symposium provide a basic introduction of the FC format measure, and present recent advances in research in the area.

Jacob Seybert, Educational Testing Service, *Chair*Li Guan, University of Georgia, *Co-Chair*Rodney A. McCloy, HumRRO, *Discussant*

Evan E. Beals, Michigan State University, Sarena Bhatia, Michigan State University, Ann Marie Ryan, Michigan State University, Anthony S. Boyce, Aon Hewitt, Jeffrey S. Conway, Credit Suisse, *Cultural Values Impact on Item-Level Social Desirability*

Mengyang Cao, University of Illinois at Urbana-Champaign, Fritz Drasgow, University of Illinois at Urbana-Champaign, *A Meta-Analytic Review of Forced-Choice Personality Measures in High-Stakes Situations*

Jacob Seybert, Educational Testing Service, Michelle Martin-Raugh, Educational Testing Service, Christopher Kurzum, Educational Testing Service, *Forced-Choice Measurement of Individual Values*

Li Guan, University of Georgia, Nathan T. Carter, University of Georgia, *Faking Shifts the Response Process? A Comparison Across Testing Formats*

Submitter: Li Guan, aguan0215@gmail.com

**308. Panel Discussion: 12:00PM-1:20PM****203 B****Career Development in Practice: Best Practices for Career Development**

In business today, organizations are seeing the importance of developing internal talent to stay competitive. Companies show dedication to developing talent through the implementation of career development programs. This panel will share its experiences and lessons learned in implementing career development programs in their organizations.

Rex Backes, TIAA-CREF, *Chair*John H. Golden, III, Amazon.com, *Panelist*Laura Maltimore, Procter & Gamble, *Panelist*Guido Pozo, Booz Allen Hamilton, *Panelist*

Submitter: Rex Backes, rbackes@tiaa-cref.org

**309. Panel Discussion: 12:00PM-1:20PM****204 A****Formalized Programs for Providing Graduate Students With Professional Practice Experience**

Directors of programs providing graduate students with applied experience, and one program deciding how to structure such a program focus on learnings and best practices, discuss challenges and best practices, as well as a proposed model of program collaboration to ensure graduate students receive supervised applied experiences.

Marcus W. Dickson, Wayne State University, *Chair*Michelle Mullins, Wayne State University, *Co-Chair*Juliet Aiken, University of Maryland, *Panelist*John D. Arnold, Polaris Assessment Systems, *Panelist*Russell A. Matthews, Bowling Green State University, *Panelist*Daniel Sachau, Minnesota State Univ-Mankato, *Panelist*

Submitter: Marcus W. Dickson, marcus.dickson@wayne.edu

**310. Panel Discussion: 12:00PM-1:20PM****204 B****Just Talk to Them: Keys to Making Performance Management Work**

Rather than follow the growing trend of abolishing performance management processes, this panel focuses on the most valuable and impactful elements of performance management and how to enhance them. Panelist will highlight the critical role of the performance feedback discussion and a number of innovative ways to strengthen/improve it.

Brian J. Ruggeberg, Aon Hewitt, *Chair*Amy Dawgert Grubb, Federal Bureau of Investigation, *Panelist*Roxanne M. Laczko, Cargill, *Panelist*Rebecca Levine, PepsiCo, *Panelist*Michael S. Clemens, DuPont, *Panelist*

Submitter: Brian J. Ruggeberg, brian.ruggeberg@aonhewitt.com

**311. Symposium/Forum: 12:00PM-1:20PM****204 C****The Changing Nature of Work: Evidence and Implications**

Changes to work and worker behavior/attitudes are commonly referenced. Despite this, there is little research substantiating these proposals. This symposium empirically documents changes in work and workers and sheds light on how talent management approaches should be adapted for the 21st century of work.

Lauren A. Wegman, Yahoo Inc., *Co-Chair*Brian J. Hoffman, The University of Georgia, *Co-Chair*Howard M. Weiss, Georgia Institute of Technology, *Discussant*

Clair A. Reynolds Kueny, Saint Louis University, Mindy K. Shoss, University of Central Florida, *The Importance of Meaningful Work, Then and Now*

Lauren A. Wegman, Yahoo Inc., Brian J. Hoffman, The University of Georgia, Jorge Lumbreras, University of Georgia, *Changing Value for Enriched Work: Legitimate or Assumed?*

Jakob Mainert, University of Luxembourg, Christoph Niepel, University of Luxembourg, André Kretschmar, University of Luxembourg, Samuel Greiff, University of Luxembourg, *Complex Problems Solving at Work: An Empirical Construct Validation*

Alexander C. LoPilato, The University of Georgia, Brian J. Hoffman, The University of Georgia, Nathan T. Carter, The University of Georgia, *A Simulation and Application of the Age, Period, Cohort Model*

Submitter: Lauren A. Wegman, wegman.lauren@gmail.com

**312. Panel Discussion: 12:00PM-1:20PM****205 A****Managing SME Mayhem: Insights & Lessons Learned from the Trenches**

SME input is critical to many I-O efforts, but these interactions don't always go as planned. Some SMEs are dominant, passive-aggressive, submissive, or have hidden agendas. In this session, experts describe real-world scenarios illustrating "bad" SME behaviors. After attendees vote on the best action/response, experts reveal what actually happened.

Kimberly Acree Adams, American Institutes for Research, *Chair*Liberty J. Munson, Microsoft, *Panelist*Alexander Alonso, Society for Human Resource Management, *Panelist*Robert I. Driggers, CEB, *Panelist*Lorin M. Mueller, Federation of State Boards of Physical Therapy, *Panelist*Andrew A. Schmidt, Lockheed Martin, *Panelist*

Submitter: Kimberly Acree Adams, kadams@air.org

**314. Panel Discussion: 12:00PM-1:20PM****206 A****Social Media for Employment Decisions: The Risk, Reward, and Unknown**

Organizations continue to use information from social media sites for employment decisions. These practices present many legal challenges and still generally lack empirical support. The purpose of this panel is to discuss the logistic, legal, and utility implications of using social media for employment decisions and ideas for future research.

Richard J. Chambers, II, PepsiCo, *Co-Chair*Shawn Bergman, Appalachian State University, *Co-Chair*Kristl Davison, University of Memphis, *Panelist*Bart Weathington, University of Tennessee at Chattanooga, *Panelist*Jamie L. Winter, Development Dimensions International (DDI), *Panelist*Kevin B. Tamanini, Development Dimensions International (DDI), *Panelist*

Submitter: Richard J. Chambers, II, richchambersii@gmail.com

**315. Roundtable/Conversation Hour: 12:00PM-1:20PM 207 A****Growing Local Communities of Work Psychologists Globally**

This roundtable builds on an effort begun in 2013 to help nurture grass-roots, local communities of work and organization psychologists outside the U.S. Hosts share work underway, discuss challenges, and agree on courses of action for collaboration following SIOP 2016.

Alison R. Eyring, Organisation Solutions Pte, Ltd., *Host*  
William L. Farmer, U.S. Food and Drug Administration, *Host*  
Milt Hakel, SIOP Foundation, *Host*

Barbara Kozusznik, University of Silesia, Katowice, *Host*  
Lynda Zucek, The Workforce Consultants, *Host*

Submitter: Alison R. Eyring, areyring@organisationsolutions.com

**316. Alternative Session Type: 12:00PM-1:20PM 207 B****SIOP Living History Series: An Interview With Locke and Latham**

In the 4th installment of the SIOP Living History Series, the SIOP Historian will interview Edwin A. Locke and Gary P. Latham. This pair will discuss their careers, their contributions to goal-setting theory, and their longstanding research partnership. The session will include an opportunity for audience questions.

Jeffrey M. Cucina, U.S. Customs and Border Protection, *Chair*  
Edwin A. Locke, University of Maryland, *Presenter*  
Gary P. Latham, University of Toronto, *Presenter*

Submitter: Jeffrey M. Cucina, jcucina@gmail.com

**317. Panel Discussion: 12:00PM-1:20PM 207 C****Business Acumen or Stories About How to Be Relevant**

This session presents Business Acumen Competency Survey results and features a "focus group" of I-O experts who have ascended to the top ranks of their respective organizations and will discuss what business acumen is, why it is important, and how to develop it, using the survey as a backdrop.

Romella J. El Kharzazi, Equal Employment Opportunity Commission, *Chair*  
Mark L. Poteet, Organizational Research & Solutions, Inc., *Co-Chair*  
Adrienne J. Colella, Tulane University, *Panelist*  
David P. Jones, Growth Ventures, Inc., *Panelist*  
Elizabeth B. Kolmstetter, U.S. Agency for International Development, *Panelist*  
Matthew K. Minton, Verizon, *Panelist*  
Douglas H. Reynolds, Development Dimensions International (DDI), *Panelist*  
Sara P. Weiner, IBM, *Panelist*

Submitter: Romella J. El Kharzazi, rjek@allemore.com

**318. Panel Discussion: 12:00PM-1:20PM 207 D****Improving Organizational Change Outcomes. Asserting Leadership in the Field**

The panel will discuss best practices and cover key questions associated with designing, implementing, communicating, measuring, and adapting successful change initiatives. The panel brings timely, field proven, and directly replicable results from diverse backgrounds with the hope of motivating the I-O community to assert leadership in this important field.

Jared D. Lock, The JDL Group, LLC, *Chair*  
Lyse Wells, Honeywell, *Panelist*  
Jared D. Lock, The JDL Group, LLC, *Panelist*  
April R. Holland, FurstPerson, *Panelist*  
Paul Thoresen, MPPAW, *Panelist*  
Torrey Wilkinson, Booz Allen Hamilton, *Panelist*

Submitter: Jared D. Lock, jared.lock@gmail.com

**319. Panel Discussion: 12:00PM-1:20PM 303 A****Applied Criterion-Related Validation Challenges: What We Weren't Taught in Textbooks**

Criterion-related validation studies for client organizations come with unique sets of challenges from study design, data collection, analysis, reporting, to implementing recommendations. This panel will discuss insights from careers of conducting and consulting on validation studies. The panel will reflect on experiences to address challenges, and suggest future improvements.

Don M. Moretti, Sears Holdings Corporation, *Chair*

Arthur Gutman, DCI Consulting, *Panelist*

Mei-Chuan Kung, Select International, Inc., *Panelist*

Matthew C. Reeder, Human Resources Research Organization (HumRRO), *Panelist*

Kelsey M. Stephens, Performance Assessment Network, *Panelist*

Nicholas A. Zarns, CEB, *Panelist*

Submitter: Mei-Chuan Kung, mkung@selectintl.com

**320. Symposium/Forum: 12:00PM-1:20PM 303 B****When Does Job Insecurity Hurt? Evidence for Moderating Variables**

Research has demonstrated that job insecurity is a stressor that is related to a number of detrimental outcomes. The effect sizes however between job insecurity and outcomes differ. The symposium sheds new light on several individual and contextual variables that can impact the relationship between job insecurity and its outcomes.

Maike E. Debus, University of Zurich, *Chair*  
Tahira M. Probst, Washington State University Vancouver, *Co-Chair*  
Mindy K. Shoss, University of Central Florida, Bradley J. Brummel, The University of Tulsa, *Job Insecurity: Only the Satisfied Suffer*  
Nicholas J. Gailey, Washington State University Vancouver, Tahira M. Probst, Washington State University Vancouver, Lixin Jiang, University Wisconsin Oshkosh, Sergio López Bohle, Universidad de Santiago de Chile, *Psychological Capital: Buffering Longitudinal Effects of Job Insecurity on Performance*  
Lixin Jiang, University Wisconsin Oshkosh, *From Secure Attachment to Job Insecurity*

Maike E. Debus, University of Zurich, Martin Kleinmann, University of Zurich, Cornelius J. König, Universität des Saarlandes, Silvan Winkler, GfK AG, *Job Insecurity and the Interface of Individual and Country Characteristics*

Submitter: Maike E. Debus, m.debus@psychologie.uzh.ch

**321. Panel Discussion: 12:00PM-1:20PM 303 C****Workforce Analytics: Real Data, Real Decisions**

Big data and workforce analytics are quite the rage, but do organizations really do anything with all that information? The panelists in this session will share real-world, concrete examples of how these data are used to make decisions, inform policy and shape interventions at the organizational level.

Suzanne Tsacoumis, HumRRO, *Chair*  
Alexis A. Fink, Intel Corporation, *Panelist*  
Gary Musicante, U.S. Department of Veterans Affairs, *Panelist*  
Elpida Ormanidou, WalMart Stores, Inc., *Panelist*  
Michelle G. Dennis, Federal Bureau of Investigation, *Panelist*

Submitter: Suzanne Tsacoumis, stsacoumis@humro.org

**322. Poster Session: 1:00PM-1:50PM Ballroom A-C****Training/Judgement/Decision Making****322-1 Modeling MOOC Participation With Latent Growth Curve Analysis**

This study assesses individual characteristics influencing use in a massive online open course (MOOCs). Utilizing existing training and education frameworks, and the application of latent growth curve analysis, longitudinal data from over 300 participants suggests motivation to learn and education level (through self-regulation) influence participation over time.

Joshua S. Andrews, North Carolina State University  
Isaac Benjamin Thompson, Red Hat  
Eric N. Wiebe, FridayInstitute for Educational Innovation  
John Grishin, North Carolina State University

Submitter: Joshua S. Andrews, Jsandre2@ncsu.edu

**322-2 General Mental Ability and Conscientiousness Predict Optimal Shortcut Behaviors**

Shortcuts are means of saving time while performing a task. It is argued that an optimal level of shortcut behavior often exists, where the "pros" of shortcuts outweigh the "cons." In this study, GMA predicted the ability to recognize when shortcuts were beneficial, and conscientiousness predicted willingness to take shortcuts.

James W. Beck, University of Waterloo  
Canaan Legault, University of Waterloo  
Vincent Phan, University of Waterloo  
Timothy Ballard, University of Western Australia

Submitter: James W. Beck, beckjam2@gmail.com



### 322-3 Metacognitive Awareness and Information Search While Problem Solving

Identifying the information necessary to make good decisions in organizations is critical. This paper describes research examining the potential role of 2 aspects of metacognitive awareness, knowledge of cognition and regulation of cognition in information search and performance. Results suggest that metacognitive awareness may have mixed effects on information search.

Lynn Beer, Kansas State University  
Alexander T. Jackson, Kansas State University  
Patrick A. Knight, Kansas State University  
Sarah Sleiman Haidar, Kansas State University  
Jenna L. Krieger, Kansas State University  
Submitter: Lynn Beer, lbeer@ksu.edu

### 322-4 Using Cognitive Prompts to Counteract Stereotype Threat in Older Trainees

Using a sample of 131 adults aged 55 to 70 years, researchers employed a 2 x 2 between-subject design to investigate whether cognitive prompts would counteract stereotype threat on older adults' training outcomes. As hypothesized, stereotype threat negatively affected training outcomes. Contrary to expectations, cognitive prompts also negatively affected training outcomes.

Thomas M. Cavanagh, Dominican University of California  
Kurt Kraiger, Colorado State University  
Janet M. Weidert, Colorado State University  
Submitter: Thomas M. Cavanagh, tommy.cavanagh@gmail.com

### 322-6 Meaningful Gamification in an Industrial Organizational Psychology Course

Meaningful gamification promotes rich connections with real world context, creating long-term change and fostering an intrinsically motivated community. This study assessed the extent to which an I-O psychology course created with meaningful gamification elements resulted in significantly higher student perceptions of learning, engagement, and motivation than traditional I-O courses.

David R. Earnest, Towson University  
Jessica A. Stansbury, Towson University  
Submitter: David R. Earnest, dearnest@towson.edu

### 322-7 Facial Dominance of Transgressor and Trust Restoration

This study investigated the moderating effect of facial dominance on the effectiveness of apologies in trust restoration. Results showed that compensating type of apology was the most effective in increasing transgressor's trustworthiness and even more so when used by a transgressor high in facial dominance.

Michal Franc, Singapore Management University  
Guihyun Park, Singapore Management University  
Submitter: Guihyun Park, parkguih@gmail.com

### 322-9 The Trainer Matters: Cross-Classified Models of Trainee Reactions

Trainee reactions are common elements of training evaluation. But what are the sources of variability in trainee reactions? Cross-classified random effects models in a sample of over 10,000 trainees revealed that variability across trainers (and not program content) was found to be the primary source of reaction variability.

David R. Glerum, Jr., University of Central Florida  
Dana Joseph, University of Central Florida  
Barbara A. Fritzsche, University of Central Florida  
Submitter: David R. Glerum, Jr., glerumd@knights.ucf.edu

### 322-10 Black Respondents' Reactions to Diversity Cues in Testimonials and Video-SJTs

This poster examined how Black test takers' reactions to a video-SJT and hypothetical hiring organization differ as a function of SJT and company testimonial actors' race. Reactions were mainly driven by testimonial, as opposed to SJT, diversity. Blacks were also found to perform better than Whites on the more diverse SJT.

Juliya Golubovich, Educational Testing Service  
Ann Marie Ryan, Michigan State University  
Submitter: Juliya Golubovich, jgolubovich@gmail.com

### 322-11 MGO and Cognitive Ability Effects on Performance in Learner-Guided Training

Learner-guided training methods in which workers are given control over when, how, and what they cover in training are becoming increasingly popular. Because individuals differ in goal orientation, as well as cognitive ability, this study seeks to advance knowledge of how these individual differences affect performance through previously unexplored pathways.

Sarah N. Guarino, Saint Louis University  
Victoria L. Whitaker, Saint Louis University  
Dustin K. Jundt, Saint Louis University  
Submitter: Sarah N. Guarino, guarinos@slu.edu

### 322-12 Continuous Learning: Choosing and Allocating Resources to Strengths versus Weaknesses

Do individuals choose to allocate resources towards improving their strengths or their weaknesses? The answer likely depends on role flexibility, which is control over which tasks are rewarded, and beliefs regarding the relative effectiveness of studying a strength or weakness. Results confirm that these factors predicted resource allocation.

Leah R. Halper, Ohio University  
Jeffrey B. Vancouver, Ohio University  
Submitter: Leah R. Halper, lh124907@ohio.edu

### 322-13 Incremental Validity of Exploratory Behavior in Complex Task Learning

This study examined and demonstrated the incremental validity of exploratory behavior in the prediction of complex task learning above the effects of self-efficacy and metacognition. Results highlight the importance of behavioral self-regulation in learner-guided training and suggest its benefits go beyond an indirect influence via cognitive and motivational processes.

Jay H. Hardy, Oregon State University  
Eric A. Day, University of Oklahoma  
Logan M. Steele, University of Oklahoma  
Submitter: Jay H. Hardy, III, jay.hardy@oregonstate.edu

### 322-14 Predictors of Flipped Classroom Behavior and Attitudes

In a flipped classroom, lectures are typically viewed online outside class, leaving class time for more engaging, interactive activities. Using a longitudinal, multilevel design in a graduate statistics class, we found that beliefs about the technique, goal orientation, and personality characteristics predicted behavior and reactions to the flipped classroom model.

Michael Horvath, Cleveland State University  
Anthony M. Brzozowski, Cleveland State University  
Submitter: Michael Horvath, m.horvath59@csuohio.edu

### 322-15 Goal Orientation, Competitiveness, Challenge, and Learning

A laboratory study explored the interaction between goal orientation and competitiveness on learning, self-challenge during learning, and performance. It was found that competitiveness weakened the effect of mastery orientation on learning, self-challenge, and transfer performance, and interacted in a complex way with avoidance orientation.

Michael Horvath, Cleveland State University  
Anthony J. Carcioppolo, Cleveland State University  
Jessica R. Kennedy, Cleveland State University  
Gregory J. McKay, Cleveland State University  
Sarah Opalach, Cleveland State University  
Jordan R. Van Akin, Cleveland State University  
Submitter: Michael Horvath, m.horvath59@csuohio.edu

### 322-16 Moral Disengagement as a Mediator of Individual Differences and Ethicality

This study was conducted to investigate how moral disengagement interacts with individual differences (e.g., empathy, cynicism) to impact ethical behavior using a visual path analysis approach. Relationships were evaluated in a sample of 525 U.S. recruits in U.S. Air Force Basic Military Training. Practical implications for selection are discussed.

James Johnson, U.S. Air Force  
John Trent, U.S. Air Force  
Mark R. Rose, U.S. Air Force  
Gregory G. Manley, U.S. Air Force  
Submitter: James F. Johnson, james.johnson.271@us.af.mil

**322-17 The Ultimate Attribution Error With Ingratiation in Job Applicants**  
Ingratiation is a common form of influence in job applicants. This experiment tested whether the ultimate attribution error can be used to explain how ingratiation by applicants is perceived. Participants viewed simulated interviews of ingratiating applicants. Results indicate there is evidence to support this application of the ultimate attribution error.

Sara J. Langford, California State Polytechnic University-Pomona  
Terry A. Beehr, Central Michigan University  
Nicholas Von Glahn, California State Polytechnic University-Pomona  
Sophia Martini, California State Polytechnic University-Pomona

Submitter: Sara J. Langford, sjlangford@cpp.edu

**322-18 The Progressive Model of Healthcare Team Training: The Trickle-Down Effect**

Using meta-analytic path analysis, support is provided for a progressive model of healthcare team training based on Kirkpatrick's (1959; 1996) framework. Healthcare team training is found to affect results via learning, as learning leads to transfer, which increases results. This model is found to generalize to the general training literature.

Shannon L. Marlow, Rice University  
Ashley M. Hughes, University of Wisconsin-Madison  
Megan E. Gregory, Michael E. DeBakey Veterans Affairs Medical Center  
Dana Joseph, University of Central Florida  
Shirley Sonesh, University of Central Florida  
Christina N. Lacerenza, Rice University  
Lauren E. Benishek, Johns Hopkins School of Medicine  
Heidi B. King, Department of Defense  
Eduardo Salas, Rice University

Submitter: Shannon L. Marlow, shannon.l.marlow@rice.edu

**322-19 Effect of Conflict and Individual Satisfaction on Training Motivation**

The relationship between conflict, individual satisfaction with the team, and training motivation is explored from 498 individuals. Findings suggest that individual satisfaction partially mediates the relationship with affective conflict and fully mediates with cognitive conflict. To encourage future participation in teams, practitioners should explore ways to increase an individual's satisfaction.

Michele N. Medina, University of North Texas

Submitter: Michele N. Medina, michele.medina@unt.edu

**322-20 Anticipated Self-discrepancy and Job Sector Attraction**

Using the tenets of social identity theory and self-discrepancy theory, this study examines the extent to which job seekers' attraction to employment in the for-profit, nonprofit, and government sectors is related to their beliefs about the sectors' actual influence on society and the influence the sectors should have on society.

Kevin Nolan, Hofstra University  
Dev K. Dalal, University of Connecticut  
Benjamin S. Wood, Hofstra University

Submitter: Kevin Nolan, kevin.p.nolan@hofstra.edu

**322-21 Motivational Predictors of Success and Intention to Transfer in MOOCs**

This poster explored the role of motivation on completion and the intention transfer knowledge acquired in MOOC. Extrinsic goal orientation increases the odds of successful completion whereas task value stimulates intention to transfer. The results indicate differential influence of motivational factors on the intention to transfer among participants.

Sofija N. Pajic, University of Amsterdam  
Eloisa Federici, University of Amsterdam  
Stefan T. Mol, University of Amsterdam  
Gabor Kismihok, University of Amsterdam

Submitter: Sofija N. Pajic, S.Pajic@uva.nl

**322-22 The Impact of Mindfulness on the Evaluation of Diverse Applicants**

This poster examined the impact of mindfulness meditation on the evaluation of a diverse pool of job applicants. Findings indicate the mindfulness intervention led to greater accuracy in participant evaluation

of applicants, and less variation between evaluation patterns across applicant demographic categories.

Laura Provolt, University of Georgia  
Kecia M. Thomas, University of Georgia  
Robert Mahan, University of Georgia

Submitter: Laura Provolt, lprovolt@gmail.com

**322-23 Effects of Proactive Personality and Conscientiousness on Training Motivation**

This poster examined a conditional, indirect process model where proactive personality interacts with conscientiousness to influence transfer intentions partially through their effects on motivation to learn. It was found that trainee proactive personality positively influences transfer intentions partially through their motivation to learn and that higher levels of conscientiousness weakens this relationship.

Zachary M. Roberts, University of Houston  
Laura E. Clark, University of Houston  
Amanda L. Palmer, University of Houston  
Cody J. Bok, University of Houston

Submitter: Zachary M. Roberts, zmroberts@uh.edu

**322-24 Understanding How Videogame Experience Influences Learning Outcomes in Training Simulations**

This study investigated the impact of clear rules and goals on trainee performance in a videogame training simulation. When controlling for videogame experience, clear rules and goals was related to improved performance. In addition, engagement mediated the relationship between rules and goals clarity and in game performance.

Diana R. Sanchez, Colorado State University  
Alyssa M. Gibbons, Colorado State University

Submitter: Diana R. Sanchez, sanchezdianar@gmail.com

**322-25 Making Decisions With Individual Assessments: Mechanical versus Clinical Combination**

This poster examined the predictive validity of (a) optimally weighted data combination, (b) unit-weighted data combination, and (c) the expert overall assessment rating for predicting job-related criteria. Results provided evidence of the superiority of mechanical approach over clinical approach when combining individual assessment ratings.

Siwen Shu, University of Minnesota  
Nathan R. Kuncel, University of Minnesota  
Martin C. Yu, University of Minnesota  
Kyle D. McNeal, University of Minnesota  
Maynard Goff, Korn Ferry

Submitter: Siwen Shu, shuxx069@umn.edu

**322-26 Perspective Taking, Attributions, and Conflict Resolution**

This poster examined relationships between perspective taking, attributions, and intercultural conflict resolution, from the perspective of third-party observers. A conditional indirect effect of perspective-taking accuracy was found on integrative conflict resolution via isomorphic attribution for conflict, based on whether observers attribute the intercultural conflict to both parties or to a single party.

Mei Ling Tan, Nanyang Technological University  
Soon Ang, Nanyang Technological University  
K. Yee Ng, Nanyang Technological University

Submitter: Mei Ling Tan, tanmeiling@ntu.edu.sg

**322-27 Knowledge of Precise Anchoring Does Not Reduce Its Effectiveness**

This study tested whether precise offers would reduce counteroffers compared to a round offer if participants were aware of this tactic. Results revealed that a precise offer resulted in reduced counteroffers even when participants suspected that the precise offer was a negotiating tactic.

Todd J. Thorsteinson, University of Idaho  
Whitney A. Tyler, University of Idaho

Submitter: Todd J. Thorsteinson, tthorste@uidaho.edu

### 322-28 Sunk Costs in Managerial Decision Making: A Fantasy Football Approach

Using survival analysis, the authors examined sunk cost effects of draft order on athletes' survival rates in a large sample of fantasy football managers. Results indicated athletes drafted earlier (i.e., greater up-front investment) survived longer on fantasy teams when controlling for performance, especially those in positions with greater point-earning potential.

Peter P. Yu, The Graduate Center & Baruch College, CUNY  
Eric Knudsen, The Graduate Center & Baruch College, CUNY

Submitter: Peter P. Yu, peter.yu@baruch.cuny.edu

### 322-29 Modeling Expert Assessment Judgment: Man Versus Model of Man

Average models of expert judgments often outperform the judges themselves when making predictions in a variety of settings. This study demonstrates that this effect also exists when predicting job performance. Furthermore, this holds when models derived from one group of judges is pitted against decisions from a separate group of judges.

Martin C. Yu, University of Minnesota  
Nathan R. Kuncel, University of Minnesota  
Siwen Shu, University of Minnesota  
Kyle D. McNeal, University of Minnesota  
Maynard Goff, Korn Ferry

Submitter: Martin C. Yu, yuxx0407@umn.edu

### 323. Symposium/Forum: 1:30PM-2:50PM 201 A Mergers and Acquisitions: Impact of Integrating Organizational Cultures

Global M&As are continuing at an accelerated pace. This high rate of activity is in sharp contrast with the high rate of failure of most mergers. Addressing differences in organizational culture is crucial for M&A success. Four organizations will describe their recent M&A activity including challenges, successes & lessons learned.

Mariangela Battista, XL Group, *Chair*  
Wayne F. Cascio, University of Colorado Denver, *Discussant*  
Steven Katzman, KPMG LLP, *Surprise! Challenges Integrating Employees Who Originally Chose Not to Join*

Patricia R. Pedigo, IBM, *Integrating cultures to Form Watson Health*  
Amanda C. Shull, Guardian Life, Christine R. Smith, The Graduate Center & Baruch College, CUNY, *Growing Pains: Challenges of Integrating Acquisitions into Established Talent Processes*

Dana Milanovich Costar, OrgVitality LLC, Victoria Hendrickson, OrgVitality, *Growing the Company: Differential Impact of Acquisitions on Employee Attitudes*

Submitter: Mariangela Battista, battistam@optonline.net

### 324. Master Tutorial: 1:30PM-2:50PM 201 B

#### Aug"mentors": Using Positive Psychology to Improve Mentoring

This interactive session builds participant knowledge of techniques from positive psychology to improve mentoring relationships. Three techniques will be shared to improve learning conversations: redirection, reflection, and realization. Participants will practice the techniques and discuss how to teach them to others.

Laura G. Lunsford, University of Arizona, *Presenter*  
Submitter: Laura G. Lunsford, proflunsford@gmail.com

### 325. Panel Discussion: 1:30PM-2:50PM 201 C

#### I Stepped in Gum: Creative Solutions to Sticky Validation Situations

The purpose of this panel is to provide creative validation strategies for sticky situations in the workplace. As jobs and organizations become more complex, there is less room for textbook validations but still the need for rigor and support when validating organizational tools such as competencies and assessments.

Maria Arboleda, Google, *Chair*  
Melissa M. Harrell, Google, *Panelist*  
Bobby D. Naemi, Educational Testing Service, *Panelist*  
Scott M. Reithel, APT, Inc., *Panelist*  
Evan R. Theys, Google, *Panelist*

Submitter: Maria Arboleda, mariaarboleda@google.com

### 326. Symposium/Forum: 1:30PM-2:50PM 201 D

#### We Heard the Calls: Aging and Work Research Moves Ahead

The multiaged workforce has ushered in a host of new research questions for I-O psychologists. This set of papers answers recent calls for more nuanced looks at age stereotyping, closer attention to mediating mechanisms in explaining age effects, and more precise measurement of the construct of age itself.

Lisa Finkelstein, Northern Illinois University, *Co-Chair*  
Boris B. Baltes, Wayne State University, *Co-Chair*  
Ruth Imose, Northern Illinois University, Jasmin Martinez, Northern Illinois University, Lisa Finkelstein, Northern Illinois University, *An Intersectional Perspective on Age-Based Stereotype and Metastereotype Content*  
Elizabeth A. Hanrahan, Northern Illinois University, Lisa Finkelstein, Northern Illinois University, *Ageism and Prescriptive Stereotypes in the Workplace*  
Lale Muazzez Yaldiz, Portland State University, Donald M. Truxillo, Portland State University, David Cadiz, Portland State University, Eli M. Dapollonia, Pacific University, *Personality as a Mediator of the Age-Work Engagement Relationship*  
Keith L. Zabel, Wayne State University, Boris B. Baltes, Wayne State University, *The Impact of Age on Workplace Motivation: A Person-Centered Perspective*

Submitter: Lisa Finkelstein, lisaf@niu.edu

### 328. Panel Discussion: 1:30PM-2:50PM 203 A Science-Guided Diversity Programs in Organizations: From Design to Evaluation

There is an abundance of initiatives to create inclusive work environments and capitalize on diversity's potential for innovation. But many are not rooted in research. Representing both academia and industry, the panelists will discuss the development of science-based diversity initiatives, how they were implemented, and strategies to evaluate their impact.

Brian Welle, Google, *Chair*  
Andrew Biga, JetBlue Airways, *Panelist*  
Eden B. King, George Mason University, *Panelist*  
Jeanine Prime, Catalyst, *Panelist*  
Veronica L. Gilrane, Google, *Panelist*

Submitter: Brian Welle, welle@google.com

### 329. Symposium/Forum: 1:30PM-2:50PM 203 B Asking the Right Questions: Investigations of Structured Interview Questions

Using better types of questions has emerged as one the most widely used interview structure components. This symposium brings together 5 studies that discuss novel approaches and latest state of the science on the question type from using a functional magnetic resonance imaging to probing and the applicant questioning behavior.

Julia Levashina, Kent State University, *Chair*  
Allen I. Huffcutt, Bradley University, *Brain Activity Underlying Situational and Behavior Description Interviews*  
William S. Weyhrauch, Kansas State University, Satoris S. Culbertson, Kansas State University, Allen I. Huffcutt, Bradley University, *A Comparative Meta-analysis of Past- and Future-oriented Structured Interview Formats*  
Julia Levashina, Kent State University, Michael A. Campion, Purdue University, Nicolas Roulin, University of Manitoba, *Tell Me More: Using Probing in Situational and Past-Behavioral Interviews*

Anna Luca Heimann, University of Zurich, Pia Ingold, University of Zurich, Martin Kleinmann, University of Zurich, *Developing Personality-Based Interviews: Facilitating Both Construct and Criterion Validity*  
Heather Heimbaugh, University of Missouri-St. Louis, Therese Macan, University of Missouri-St. Louis, *Questioning the Questioner: Effect of Applicant Questions on Interview Outcomes*

Submitter: Julia Levashina, jlevashi@kent.edu

### 330. Symposium/Forum: 1:30PM-2:50PM 204 A Who Is Mistreating Whom? Investigating Novel Drivers of Workplace Mistreatment

Mistreatment is costly for employee well-being and the organization's bottom line. Yet, little is known about why certain employees are more likely to be targets of such forms of negative behavior at work. This symposium aims to explore individual and contextual factors that contribute to the experience of mistreatment at work.



Allison S. Gabriel, University of Arizona, *Co-Chair*  
 Joel Koopman, University of Cincinnati, *Co-Chair*  
 Mo Wang, University of Florida, *Discussant*  
 Xiaoxi Chang, Queen's University, Jana L. Raver, Queen's University, *Cut Down the Tall Poppy: Ambivalent Feelings and Mistreating Overachievers*  
 Crystal M. Harold, Temple University, Tony Petrucci, Temple University, Soojung Han, Temple University, *The Interactive Effects of Agency and Communalism on Social Undermining*  
 Michael T. Sliter, FurstPerson, Allison S. Gabriel, University of Arizona, Zhenyu Yuan, The University of Iowa, Rachel Tomasik, FlashPoint, Rebecca Rosen, Indiana University-Purdue University Indianapolis, Jamie Colon-Basora, Harris Corporation, Samantha White, Indiana University-Purdue University Indianapolis, Rachel Walsh, Indiana University-Purdue University Indianapolis, *The Role of Competitive and Collective Threat in Same-Sex Incivility*  
 Christopher C. Rosen, University of Arkansas, Allison S. Gabriel, University of Arizona, Joel Koopman, University of Cincinnati, Russell E. Johnson, Michigan State University, *A Daily Investigation of Experienced and Instigated Incivility*  
 Submitter: Allison S. Gabriel, asgabriel@email.arizona.edu

### 331. Master Tutorial: 1:30PM-2:50PM 204 B

**Using Deep Learning to Predict Performance From Resumes**  
 A detailed tutorial for building performance prediction models from raw resume and cover letter data. Structuring the raw unstructured data using resume parsing, or other means will be discussed in detail. Model selection, statistical validation, adverse impact mitigation, and practical applications will be covered.

Ben Taylor, HireVue, *Presenter*

Submitter: Benjamin J. Taylor, bentaylorche@gmail.com

See pp. 6-7  
for CE info

### 332. Symposium/Forum: 1:30PM-2:50PM 204 C

**The Quarterback Problem: When Predicting Success Is Difficult**  
 How do we hire when we can't tell who's right for the job? This question, posed in *The New Yorker* by Malcolm Gladwell (2008), is the impetus for this symposium. Research is presented on predicting success in challenging situations such as those involving financial advisors, IT workers, and NFL players.

Paul J. Hanges, University of Maryland, *Chair*

Rodney A. McCloy, HumRRO, *Discussant*

Kathleen Kappy Lundquist, APTMetrics, Inc., Jillian R. McLellan, APTMetrics, Scott M. Reithel, APT, Inc., *Financial Advisors: Capturing the Formula for Success*  
 Harold W. Goldstein, Baruch College & The Graduate Center, CUNY, Elliott C. Larson, The Graduate Center & Baruch College, CUNY, *Diversity and IT Jobs: Alternatives for Predicting Success for Women*

Ken Yusko, Marymount University, Charles A. Scherbaum, Baruch College & the Graduate Center, CUNY, Rachel Ryan, Baruch College and The Graduate Center, *Intelligence as a Predictor of NFL Performance*

Submitter: Harold W. Goldstein, harold.goldstein@baruch.cuny.edu

### 333. Panel Discussion: 1:30PM-2:50PM 205 A

**Putting up Your Shingle: Business Tips for I-O Entrepreneurs**  
 This session will present grounded advice to I-O professionals who wish to "put up their own shingles" and run their businesses successfully. The panel will feature I-O consultants who will candidly share their experiences and insights, and provide practical advice to those who dream of being future I-O entrepreneurs.

Patricia Denise J. Lopez, Alliant International University, *Chair*

Jonathan Troper, California School of Professional Psychology, *Co-Chair*

Cynthia H. Alt, Alt Consulting, *Panelist*

Paul H. De Young, Self, *Panelist*

Kenneth M. Nowack, Envisia Learning, *Panelist*

Farnaz Namin-Hedayati, Alliant International University, *Panelist*

Submitter: Patricia Denise J. Lopez, dlopez@alliant.edu

### 334. Master Tutorial: 1:30PM-2:50PM

205 B

#### Seven Steps for Writing Great Technical Reports

Few I-O psychologists leave graduate school with an adequate understanding of how to communicate technical information in an efficient way. This session will outline 7 reminders for writing effective technical reports and how their styles differ from journal submissions. Learning objectives are applicable to many document types.

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

Submitter: Lorin M. Mueller, lmueller@fsbpt.org

See pp. 6-7  
for CE info

### 335. Panel Discussion: 1:30PM-2:50PM

206 A

#### The Amazon Culture: Should it be Emulated or Denigrated?

The work culture established by Jeff Bezos at Amazon has made headlines across America. This panel will discuss the culture attributed to his leadership as it impacts its workers and the enterprise. Should it become a part of the business culture of America or discarded as an anomaly?

Jeffrey M. Saltzman, OrgVitality, *Chair*

Walter Reichman, Org Vitality, *Panelist*

William C. Byham, Development Dimensions International (DDI), *Panelist*

David B. Peterson, Google, *Panelist*

Gordon J. Curphy, Self-employed, *Panelist*

Submitter: Walter Reichman, walterreichman@gmail.com

### 336. Roundtable/Conversation Hour: 1:30PM-2:50PM

207 A

#### Unraveling the Mystery of High-Potential Programs

High-potential programs are used to identify and rapidly develop future organizational leaders. Born from practitioners, increasing attention is being paid by researchers to determine the effectiveness of such programs. Groups of researchers and practitioners will participate in a discussion on scenarios involving developing and implementing high-potential programs.

Neha Singla, CEB, *Host*

Amy L. Stellmack, CEB, *Host*

Christine E. Corbet, Right Management, *Host*

Jim Peters, Korn Ferry, *Host*

Thomas S. Skiba, Developmental Dimensions International (DDI), *Host*

Submitter: Neha Singla, nehasingla3@gmail.com

### 337. Panel Discussion: 1:30PM-2:50PM

207 B

#### Shepherding a Shift: Building a Culture of Assessment

As a field, we have devoted little attention to developing best practices around implementing new assessment processes within organizations. The purpose of this session is to share case studies and best practices on this topic. Panelist will discuss approaches and the challenges they faced in facilitating assessment change within organizations.

Tara K. McClure, Aon Hewitt, *Chair*

Lycia A. Carter, U.S. Customs and Border Protection, *Panelist*

Billi M. Ford, JPI Consulting, *Panelist*

Michael C. Heil, Aon Hewitt, *Panelist*

Suzanne Tsacoumis, HumRRO, *Panelist*

Susan A. Walker, FedEx Freight, *Panelist*

Submitter: Tara K. McClure, tara\_mcclure01@hotmail.com

### 338. Alternative Session Type: 1:30PM-2:50PM

207 C

#### Putting the I in Team: Unlocking Team Potential Through Inclusion

The proposed presentation will provide valuable insight into the factors that are critical for shaping inclusion in organizations, as well as the behaviors that leaders can promote among employees to foster an inclusive team climate. Specific techniques to build climates for inclusion in diverse organizations will be discussed.

Miliani Jimenez, U.S. Army Research Institute, *Chair*

Lisa H. Nishii, Cornell University, Bradford S. Bell, Cornell University, *A Quasi-Experimental Study of Leader Training for Cultivating Inclusive Climates*

Melinda Key-Roberts, U.S. Army Research Institute, Rachell L. Jones, U.S. Army Research Institute, *This Is How You Do It: Innovative Strategies for Inclusion*

Zachary N.J. Horn, Stitch Fix, *The Inclusion App: Building an Inclusive Workplace With Mobile Technology*

Submitter: Miliani Jimenez, miliani.jimenez@gmail.com

**339. Panel Discussion: 1:30PM-2:50PM****207 D****Ensuring Enterprise Security: Three Diverse Approaches**

This session features 3 distinct approaches to the topic of enterprise security and safety, considering different ways I-O psychologists can contribute in this area. Topics include prediction of safety from individual and organizational perspectives, as well as developing the cyber security leadership talent pipeline.

Marc B. Sokol, Sage Consulting Resources, *Chair*

Robert Hogan, Hogan Assessment Systems, *Panelist*

Daniel R. Denison, International Institute for Management Development, *Panelist*

Levi R. Nieminen, Denison Consulting, *Panelist*

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

Submitter: Marc B. Sokol, marc.sokol@sagehrd.com

**340. Panel Discussion: 1:30PM-2:50PM****303 A****You're the "I" to my "O": Developing Successful Interdisciplinary Experiences**

This panel will provide insights into how graduate students and early career I-O psychologists can benefit from engaging in interdisciplinary research (IDR) and building diverse networks across a variety of domains. Topics include brainstorming new ideas, methods, and research directions for integrating I-O psychology perspectives with other domains.

Julie A. Steinke, The MITRE Corporation, *Co-Chair*

Darrell S. Kelly, Wright State University, *Co-Chair*

Reeshad S. Dalal, George Mason University, *Panelist*

Kathryn G. Van Dikhorn, Nationwide Insurance, *Panelist*

Cristina D. Kirkendall, U.S. Army Research Institute for the BSS, *Panelist*

Submitter: Julie A. Steinke, julieannesteinke@gmail.com

**341. Symposium/Forum: 1:30PM-2:50PM****303 B****Current Perspectives on Person-Centered Leadership Research**

Researchers and practitioners describe their person-centered leadership research findings. Data presented address the relative efficacy of person-centered and variable-oriented approaches to predicting leader effectiveness, the replicability of leader personality profiles across national cultures, and the relation of personality and implicit leadership theory patterns to judgments of leader effectiveness.

William H. Macey, Carlsbad Research Group LLC, *Chair*

Leaetta M. Hough, Dunnette Group, Ltd. & HirePayoff, *Discussant*

Jeffrey M. Conte, San Diego State University, Tonia S. Heffner, U.S. Army Research Institute, Scott Roesch, San Diego State University, *Person-Centered Research Linking Personality and Leadership in the Army*

Allison B. Yost, CEB, David P. Costanza, George Washington University, *Using Person-Variable Hybrid Techniques to Predict Leadership Effectiveness From Personality*

Roseanne J. Foti, Virginia Tech, Nicole J. Thompson, Transformation Systems, Inc., *Judgments of Leadership: Patterns of Implicit Theories and Personality*

William H. Macey, Carlsbad Research Group LLC, Mark A. LoVerde, CEB, Dave Bartram, CEB, *Evidence for a Replicable Leadership Typology*

Submitter: William H. Macey, wmacey9@gmail.com

**342. Panel Discussion: 1:30PM-2:50PM****303 C****Developing National Research Policy With Use-Inspired Science for Organizational Research**

This panel follows recent efforts by SIOP to engage members in understanding and contributing to federal research policy. This is a forum for introduction to, and discussion of, how members can more fully engage in developing a research agenda for the organizational sciences via informed understanding of the scientific enterprise.

Stephen M. Fiore, University of Central Florida, *Chair*

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

Ruth Kanfer, Georgia Institute of Technology, *Panelist*

Gregory A. Ruark, U.S. Army Research Institute, *Panelist*

Submitter: Stephen M. Fiore, sfiore@ist.ucf.edu

**343. Alternative Session Type: 1:30PM-2:50PM****303 D****Mentoring Session for Women in I-O Psychology: Unusual Career Paths**

This session combines a panel discussion and roundtable mentoring with four accomplished women whose careers do not fit traditional I-O academic or consulting molds. It will leverage the panelists' diverse experiences across both academia and practice to provide attendees with insight into the different career choices available.

Silvia Bonaccio, University of Ottawa, *Co-Chair*

Jane Wu, IBM, *Co-Chair*

Alison L. O'Malley, Butler University, *Presenter*

Tatana M. Olson, Naval Aerospace Medical Institute, *Presenter*

Irini Kokkinou, Savannah College of Art and Design, *Presenter*

Lynda Zugec, The Workforce Consultants, *Presenter*

Submitter: Silvia Bonaccio, bonaccio@telfer.uottawa.ca

**344. Poster Session: 2:00PM-2:50PM****Ballroom A-C****Emotions/Personality****344-1 Denial and Empathy: Partners in Employee Trust Repair?**

This poster examined the value of leader empathy, responses to an integrity-based violation (apology vs. denial), and nature of consequences (personal vs. organizational), on trust repair. Data revealed that presence of leader empathy repaired trust better than its absence and, when coupled with a denial response, produced increased perceptions of integrity.

Zhanna Bagdasarov, California State University, Fresno

Shane Connelly, University of Oklahoma

James Johnson, U.S. Air Force

Submitter: Zhanna Bagdasarov, zhannab@csufresno.edu

**344-2 Predicting Performance and Person-Job Fit With Guilt and Shame Proneness**

The reliability, convergent and discriminant validity, and criterion-related validity of two new measures of guilt and shame proneness is examined. The results reveal that the new measures predict job performance and person-job fit, and that the new measures add value to previously validated assessments for predicting person-job fit.

Rebekkah Beeco, U.S. Army Research Institute for the Behavioral and Social Sciences

Robert Kilcullen, U.S. Army Research Institute for the Behavioral and Social Sciences

Kristen Swigart, Consortium of Universities of the Washington Metropolitan Area

James Wilcox, Consortium of Universities of the Washington Metropolitan Area

Submitter: Rebekkah Beeco, rfw.beeco@gmail.com

**344-3 Theoretically Modeling the Personality-Performance Relationship at Narrow Levels**

Personality-performance studies often fail to measure performance narrowly and do not specify relationships between narrow traits and narrow performance facets. This study evaluates narrow personality-performance relationships using SEM to better understand and describe why personality predicts performance.

Nikki Blacksmith, The George Washington University

Meredith R. Coats, George Washington University

Renee F. Yang, McGraw Hill Financial

Submitter: Nikki Blacksmith, nikkiblacksmith@gmail.com

**344-4 Helping Makes Great Happiness and Less Fatigue: A Reciprocal Model**

Using experience sampling data from 200 nurses, we found that individuals with higher positive affect, lower negative affect and fatigue exhibited more interpersonal citizenship behaviors, which in turn increased positive affect, reduced negative affect and fatigue. We also examined the moderating effects of time and DRD4 gene.

Ya-Ting Chuang, Peking University

Jinlong Zhu, National University of Singapore

Zhaoli Song, National University of Singapore

Jiping Li, Sichuan University

Xiaofei Xie, Peking University

Submitter: Zhaoli Song, bizszl@nus.edu.sg

### 344-5 The Effect of Occupational Commitment and Empowerment on Emotional Labor

This research suggests that occupational commitment and empowerment predict emotional labor. Based on a sample of 239 employees working in the hotel, the results demonstrate that occupational commitment and empowerment are positively associated with emotional labor.

Kwiyoung Chung, University of Western Ontario

Joo yeon Oh, Korea University

Submitter: Kwiyoung Chung, kchung.phd@ivey.ca

### 344-6 The Validity of Compound Trait Estimates of Narrow Personality Traits

Data from the Eugene-Springfield Community Sample are used to examine if individuals' standing on narrow personality traits can be made through simple unit-weighted combinations of Big 5 personality trait scores. It is found that standing on some narrow traits can be estimated well without a significant sacrifice in criterion validity.

Marcus Crede, Iowa State University

Peter D. Harms, University of Alabama

Nikki Blacksmith, The George Washington University

Dustin Wood, University of Alabama

Submitter: Marcus Crede, mcrede@iastate.edu

### 344-7 Effects of Emotional Labor Training on Deep-Acting and Emotional Exhaustion

This poster examined the effects of a deep level acting training program on deep level acting, emotional exhaustion, and levels of training effectiveness. The deep level acting training successfully increased participants' deep level acting skills, but did not decrease participants' emotional exhaustion. Evaluation of the program was favorable regarding training evaluation.

Catherine S. Daus, Southern Illinois University-Edwardsville

Justine A. Breedon, Directors Guild of America

Submitter: Catherine S. Daus, cdaus@siue.edu

### 344-8 SJTs, Personality, and g: Discriminant Validity, But Some g-Related Issues

This study examined the discriminant validity of situational judgment tests (SJTs), using multiple regression ( $N = 538$ ) to predict SJT scales from g-loaded and personality scales. Results indicated that although redundancy was generally low (most  $R^2$ 's < .10), the g-loaded scale showed significant unique predictive power for many SJT scales.

Robert J. Harvey, Virginia Tech

Submitter: Robert J. Harvey, harveyrj@vt.edu

### 344-9 Cognitive Processing of Personality Items and Motivation to Fake

The paper examines the effects of faking motivation on cognitive processes and self-ratings of personality test items. Processes and self-ratings as a job applicant are more similar to honest responding than a fake-good responding. Yet, there are important differences between honest responding and responding as a job applicant.

Neil M. A. Hauenstein, Virginia Tech

Patrick Gavan O'Shea, Human Resources Research Organization (HumRRO)

Kevin M. Bradley, Human Resources Research Organization (HumRRO)

Douglas Magill, University of Akron

Submitter: Neil M. A. Hauenstein, nhauen@vt.edu

### 344-10 The Role of Context in Contextualized Personality Assessments

A confirmatory factor analysis of scales from a Big 5 personality measure given under work, school and leisure contexts was conducted. Consistent with the hypothesis, the best fitting model included latent traits for each of the Big 5 traits and 3 latent traits for each of the contexts.

Eric D. Heggestad, University of North Carolina Charlotte

Andrew C. Loignon, University of North Carolina Charlotte

Katherine Frear, University of South Carolina Upstate

David J. Woehr, University of North Carolina Charlotte

Submitter: Eric D. Heggestad, edhegges@uncc.edu

### 344-11 Picture This: The Effects of Subtle Affective Stimuli in Organizations

This field experiment examined the impact of subtle affective cues on employees' affective experiences and behaviors. Results showed that a subtle affective stimulus (i.e., smiling picture) significantly enhanced employees' positive affect and reduced participants' negative affect, which in turn influenced their in-role performance, extra-role performance, and emotional exhaustion.

Xiaoxiao Hu, Old Dominion University

Yujie Zhan, Wilfrid Laurier University

Xiang Yao, Peking University

Rebecca C. Garden, Old Dominion University

Submitter: Rebecca C. Garden, gardenrc@gmail.com

### 344-12 Anger and Guilt: Impacts on Sensemaking and Ethical Decision Making

This study investigates the impact of experiencing anger and guilt when involved in an ethical quandary. By taking a sensemaking approach, results showed that guilt was generally more beneficial than anger for making ethical decisions, but both emotions drew participants' attention to particular aspects of the situation.

Genevieve Johnson, American Institutes for Research

Shane Connelly, University of Oklahoma

Submitter: Genevieve Johnson, johnson.gen@gmail.com

### 344-13 Working in Pajamas: Teleworker Impression Management and Emotional Exhaustion

Telework programs are increasingly commonplace in organizations, as these entities compete to attract and retain high-potential employees. Based on impression management theory and the conservation of resources (COR) model of stress and burnout, the authors theorize regarding the link between impression management and emotional exhaustion in a telework context.

Felicia O. Kaloydis, Worthings Consulting

Michael E. Kaloydis, Worthings Consulting

Charles A. Mokuolu, Harvard Business School

Submitter: Felicia O. Kaloydis, fk@worthingsconsulting.com

### 344-14 Subjective Fatigue as a Mediator of the Affect-Performance Relationship

An experience sampling study examined subjective fatigue as a mediator of the affect-performance relationship. Findings show that average fatigue, specifically the lack of motivation dimension of fatigue, is a significant mediator of the relationship between day affect and daily work performance.

Sophie A. Kay, Georgia Institute of Technology

Kelsey L. Merlo, Georgia Institute of Technology

Howard M. Weiss, Georgia Institute of Technology

Submitter: Sophie A. Kay, skay@gatech.edu

### 344-15 Expanding the View of Emotional Labor: A Socioanalytic Perspective

This poster examined the relationship between personality traits, which are based on socioanalytic theory, and job performance through emotional labor process. Findings confirm significant mediator effects of positive affectivity and deep acting on job performance, organizational commitment, and job satisfaction. Overall, ambition was the strongest predictor among the 7 personality traits.

Young-Jae Kim, University of Georgia

Brian J. Hoffman, University of Georgia

Submitter: Young-Jae Kim, youngjae.kim25@uga.edu

### 344-16 Emotion Regulation in Organizations: Content Review and Future Research Agenda

This poster reviews the emotion regulation (ER) literature by examining the: (a) definitions of emotion regulation, (b) types of organizational samples used in ER research, and (c) content of ER items. The samples and measures used are found reinforce a hedonistic paradigm. Implications and future directions of ER research are discussed.

Matthew L. LaPalme, University of Central Florida

Dana Joseph, University of Central Florida

Submitter: Matthew L. LaPalme, mlml90@gmail.com



**344-17 STEM Degree Attainment: The Tale of Two Predictors**

This poster examined how ability and interest fit codevelop from adolescence to early adulthood and subsequently predict the probability of receiving a college degree in the STEM field. Results confirmed the importance of these 2 predictors of STEM successes and further helped resolve conflicting perspectives regarding their causal relationship.

Huy Le, University of Texas at San Antonio  
Steven B. Robbins, ETS

Submitter: Huy Le, huyanhle@gmail.com

**344-18 Measuring Emotional Intelligence: A Low-Cost Alternative to the MSCEIT**

The results of a confirmatory factor analysis on the DANVA 2, STEU-B, and STEM-B indicate these 3 measures capture the 3 branch model of emotional intelligence. Results suggest this test battery can be used as a low cost measurement alternative to the MSCEIT.

Mallory A. McCord, University of Central Florida  
Katherine E. Ciarlante, University of Central Florida  
Dana Joseph, University of Central Florida

Submitter: Mallory A. McCord, m.mccord@knights.ucf.edu

**344-19 The Mediating Role of Attention in the Emotion-Performance Relationship**

Previous research linking emotions and performance focuses on individual differences. This study examines this link from a within-person perspective and investigates the within-person relationship between emotions, attention, and performance. Negative emotions impaired task-related attention and performance, whereas positive emotions facilitated task-related attention and performance.

Kelsey L. Merlo, Georgia Institute of Technology  
Sophie A. Kay, Georgia Institute of Technology  
Howard M. Weiss, Georgia Institute of Technology

Submitter: Kelsey L. Merlo, kmerlo@gatech.edu

**344-20 Emotional Labor: Response Differences Between Turkish and American Workers**

Responses differences to emotional labor were found between Turkish and American worker. There was no differences in their response to deep acting. Turkish workers showed none of the negative effects of surface acting. For Turkish workers the negative effects of surface acting were moderated by collectivism.

Ashley E. Nixon, Willamette University  
Savas Ceylan, Hacettepe University  
Carnot E. Nelson, University of South Florida  
Merve Alabak, Bilkent University

Submitter: Ashley E. Nixon, ashley.e.nixon@gmail.com

**344-21 Organizational Factors that Impact the Overqualification and Burnout Relationship**

This poster examined the direct and indirect effects of overqualification on feeling of emotional exhaustion on the job. From the sample of staff members at a large southern university, results indicated that overqualification related to emotional exhaustion directly and indirectly through perceived organizational support and leader-member exchange.

Tunji Oki, APTMetrics  
Lars U. Johnson, University of Houston  
Joseph G. Zaragoza, University of Houston

Submitter: Tunji Oki, tunjioki@gmail.com

**344-22 Surface Acting and Emotional Support among Supervisor-Subordinate Dyads**

Drawing on the conservation of resources theory and the social exchange theory, the authors propose that supervisor surface acting will lead to subordinate surface acting during supervisor-subordinate interactions. The exchange process of emotional support in the supervisor-subordinate dyadic relationship was tested as an important conceptual mechanism.

Yisheng Peng, Bowling Green State University  
Steve M. Jex, Bowling Green State University  
Wenqin Zhang, Nanjing University of Finance & Economics

Submitter: Yisheng Peng, pengyisheng2012@gmail.com

**344-23 No Pay, Yes Way!: Volunteers Engage in Emotional Labor**

Volunteers are expected to provide customer service to nonprofit organization clients. Emotional labor is important for good service, and volunteers engage in emotional labor similar to employees. Results indicate volunteers engage in emotional labor, and surface acting mediates the relationship between display rules and emotional exhaustion.

Kelly A. Prange, University of Nebraska-Omaha  
Joseph A. Allen, University of Nebraska-Omaha  
Lisa Leahy Scherer, University of Nebraska-Omaha  
Tara Augustin, University of Nebraska-Omaha

Submitter: Kelly A. Prange, kprange@unomaha.edu

**344-24 Individual-Level Predictors of Attitudes and Behaviors About "Near Misses"**

Near misses are work events that could have led to errors, and they are frequent but understudied phenomena. Data from a sample of working adults support how individual differences such as personality and perceived workload predict attitudes and reporting thresholds regarding near-miss events.

Kraig L. Schell, Angelo State University  
Evan Mulfinger, Rice University  
Fred Oswald, Rice University

Submitter: Kraig L. Schell, kraig.schell@angelo.edu

**344-25 Emotional Intelligence and State Affect in Competitive Versus Cooperative Negotiations**

Drawing on trait activation theory, the current study tests how both ability- and trait-based emotional self-regulation and perception interact with negotiation situations to influence outcomes via state affect. Moderated mediation analyses suggest self-regulation is more important in competitive contexts whereas perception is detrimental in cooperative contexts.

Dan V. Simonet, Montclair State University  
Robert P. Tett, University of Tulsa  
Anupama Narayan, University of Tulsa

Submitter: Dan V. Simonet, dvsimonet@gmail.com

**344-26 Rating Enhancement in Personality Assessment: Are Observer Ratings Immune?**

This poster explores whether self and observers are differentially influenced by social desirability in personality assessment. 217 targets rated their personalities and recommended another to do so, and then the recommender suggested another. All rater types exhibited the social desirability effect, with self-raters exhibiting the least susceptibility toward the socially desirable.

Alicia Stachowski, University of Wisconsin-Stout  
John Kulas, St. Cloud State University  
Derek Howe, University of Wisconsin-Stout  
Joshua Royes, University of Wisconsin-Stout

Submitter: Alicia Stachowski, stachowskia@uwstout.edu

**344-27 Examining the Replicability of Trait-Trait Interactions in Local Validation Studies**

This study examined the incremental predictive validity of trait-trait interaction terms beyond additive regression models using the Big 5 personality traits for supervisor-rated job performance. Across 141 criterion validity studies including 14,744 participants, none of the 10 trait-trait interaction terms provided substantial incremental prediction of performance.

Leah S. Teclé, The University of Tulsa  
Bradley J. Brummel, The University of Tulsa  
Jeff Foster, Hogan Assessment Systems  
Mindy K. Shoss, University of Central Florida

Submitter: Bradley J. Brummel, bradley-brummel@utulsa.edu

**344-28 Emotional Labor Strategies, Customer Detection Accuracy and Service Outcomes**

This poster examined the effects of employee emotional labor strategies and the congruence and incongruence effect of employee emotional labor and customer perception of employee emotional labor on customer trust, which in turn influences customer loyalty. The hypotheses were tested based on 385 service employees and customers dyads in restaurants.

Xiao-Yu Liu, University of International Business and Economics

Jing Wang, York University

Chen Zhao, Capital Normal University

Submitter: Liu-Qin Yang, liuqinyang@pdx.edu

### **345. Poster Session: 3:30PM-4:20PM Ballroom A-C Research Methods/Technology**

#### **345-1 Crowdsourcing the Development of a Job Satisfaction Measure**

This poster examined the viability of employing crowdsourced respondents to assist in the generation of a job satisfaction measure. It was found that the crowd was able to generate a psychometrically sound measure of job satisfaction, albeit with the direction and oversight of an academic project team.

Christopher M. Allred, North Carolina State University

Gabriel Pappalardo, North Carolina State University

M.K. Ward, North Carolina State University

Adam W. Meade, North Carolina State University

Submitter: Christopher M. Allred, cmallred@ncsu.edu

#### **345-2 Using Gamification to Improve Training Reactions and Learning**

The technology-enhanced training effectiveness model was applied to test training outcomes in an instruction design gamified with narrative. Participants reacted more positively to the gamified training than to traditional training, with no decreases in declarative knowledge. Narrative integration is demonstrated to be a cost-effective modification to training.

Michael B. Armstrong, Old Dominion University

Richard N. Landers, Old Dominion University

Submitter: Michael B. Armstrong, marms018@odu.edu

#### **345-3 Evidence-Based Understanding of Management Research Articles' Introductions: A Linguistic Approach**

Although several editorials have presented best-practice examples for writing introductions, evidence-based advice is lacking. Applying an applied linguistics model to the analysis of a sample of introductions of US-based and Indian management journals, rhetorical patterns of introductions were identified, illuminating the expectations of journal editors and reviewers.

Nida ul Habib Bajwa, Universität des Saarlandes

Cornelius J. König, Universität des Saarlandes

Thiemo Kunze, Universität des Saarlandes

Submitter: Nida ul Habib Bajwa, n.bajwa@mx.uni-saarland.de

#### **345-4 Participant-Defined Mapping: New Perspectives to Study Human-Space Interaction**

Participant-defined mapping, a visual data collection approach, provides data that can explain the underlying mechanisms of the relationships between spatial constructs and employee attitudes and behaviors. In this paper, participant-defined mapping technique is described, potential areas of application are reviewed, and an experimental example is provided.

Balca Bolunmez, George Mason University

Laura Fletcher, George Mason University

Frances J. Kim, George Mason University

Eden B. King, George Mason University

Submitter: Balca Bolunmez, bbolunme@gmu.edu

#### **345-5 Employee Technology Use: Mediating Processes and Individual Difference Moderators**

A moderated mediation model attempting to explain the relationship between behavioral intention and organizational technology use was tested. Although moderated was not supported, it was found that implementation plans mediate the intention-use relationship, with computer self-efficacy also playing a role. Results and implications are discussed.

Robbie C. Brusso, ICF International

Richard N. Landers, Old Dominion University

Submitter: Robbie C. Brusso, rcbusso@gmail.com

#### **345-6 Social Media and Ethics: The Role of Context and Personality**

This study examined the influence that social media presentation formats and personality characteristics have on perceptions of the 4 aspects of Jones (1991) issue-contingent model of moral intensity. Findings indicate social media format influences social consensus and reveal an interactive effect with

conscientiousness on both problem recognition and ethical sensemaking.

Rahul Chauhan, West Texas A&M University

Shane Connelly, University of Oklahoma

Submitter: Rahul Chauhan, rahul.s.chauhan@ou.edu

#### **345-7 Amazon Mechanical Turk Practical Guide for Researchers in I-O Psychology**

Amazon Mechanical Turk (MTurk) is an increasingly popular data source in the I-O psychology research community. This paper provides a summary of how MTurk samples are being used in top industrial-organizational psychology journals and practical recommendations for best practices in overcoming generalizability concerns and enhancing data quality from MTurk.

Janelle H. Cheung, Clemson University

Deanna K. Burns, Clemson University

Robert R. Sinclair, Clemson University

Michael T. Sliter, FurstPerson

Submitter: Janelle H. Cheung, janelle.h.cheung@gmail.com

#### **345-8 The Extent of P-Hacking in I-O Psychology**

Two studies investigate p-hacking in I-O research. Using 3,362 correlation coefficients published in 61 meta-analyses, Study 1 results suggest that p-hacking does not threaten meta-analytic inferences. Drawing on a database of 134,899 correlation coefficients, Study 2 results indicate p-hacking may affect up to 19% of research findings in I-O psychology.

James G. Field, Virginia Commonwealth University

Christopher A. Baker, Virginia Commonwealth University

Frank A. Bosco, Jr., Virginia Commonwealth University

Michael A. McDaniel, Virginia Commonwealth University

Sven Kepes, Virginia Commonwealth University

Submitter: James G. Field, j.g.field@hotmail.com

#### **345-9 Natural Language Classifiers and Sentiment Analysis for Open-ended Survey Responses**

This study utilized a natural language classifier (NLC: software that can read human language) to explore the statistical characteristics of sentiment in an employee engagement survey ( $n = 262$ ). A variable was conceptualized—negative sentiment ratio—that correlated significantly with outcomes of interest, namely job satisfaction, persistence, and organizational commitment.

Phillip L. Gilmore, Infor Talent Science

Patricia E. Grabarek, Infor Talent Science

Submitter: Phillip L. Gilmore, phillipgilmore@gmail.com

#### **345-10 Assessing the Equivalence of Mobile-Based GMA Testing**

This study examines the equivalence of a test of general mental ability administered on computer, tablet, and smartphone via differential item functioning (DIF). Only 2 of 45 items in the test exhibited DIF. Potential causes for DIF are discussed along with implications for such tests in an operational setting.

Michael Grossenbacher, Wonderlic, Inc

Matthew I. Brown, Wonderlic, Inc.

Daniel Nguyen, Wonderlic Inc.

Submitter: Michael Grossenbacher, magrossenbacher@gmail.com

#### **345-11 Video Killed the Interview Star: Does Picture-in-Picture Affect Interview Performance?**

This poster explores how picture-in-picture (e.g., seeing yourself) affects online interview performance. The picture-in-picture window resulted in increased cognitive load but did not affect applicant reactions or performance. Although it is encouraging that interview outcomes were not affected by picture-in-picture, the increase in cognitive load from picture-in-picture is potentially problematic.

Ryan G. Horn, The George Washington University

Tara S. Behrend, The George Washington University

Submitter: Ryan G. Horn, ryanhorn@gwu.edu

#### **345-12 Knowing an Organization, Digitally: Simulation Games in the Socialization Process**

A lab study demonstrates that simulation games are less effective than informational packets at developing declarative knowledge and

mental models, supporting seductive detail theory; however, supporting malleable-self theory, simulation games are more effective at developing organizational value clarity, role clarity, P-O fit, work self-efficacy, positive reactions, and reduced stress.

Matt C. Howard, The Pennsylvania State University  
 Julia C. Rose, The Pennsylvania State University  
 Elif U. Dogru, The Pennsylvania State University  
 Laurie-Ann Millard, The Pennsylvania State University  
 Emily K. Mahla, The Pennsylvania State University  
 Fanlu Gui, The Pennsylvania State University  
 Juseob Lee, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu

### **345-13 A Theory of Training–Technology Fit and Virtual Reality: A Meta-Analysis**

The authors create training–technology fit theory, which integrates training scholarship on task–technology fit, working memory, fidelity, and entertainment. Then, a meta-analysis is performed that supports the new theory: technologies that require large amounts of working memory are best at improving outcomes that require little working memory to develop, and vice versa.

Matt C. Howard, The Pennsylvania State University  
 Juseob Lee, The Pennsylvania State University  
 Julia C. Rose, The Pennsylvania State University  
 Elif U. Dogru, The Pennsylvania State University  
 Laurie-Ann Millard, The Pennsylvania State University  
 Emily K. Mahla, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu

### **345-14 A Meta-Analysis of Virtual Reality Hardware, Software, and Participant Populations**

Several factors lead to a successful virtual reality (VR) intervention, most notably the hardware, software, and participant population. A meta-analysis is performed that demonstrates that specialized display hardware (i.e. head-mounted displays, etc.), video game elements (i.e. score, competition, etc.), workplace samples, and no-treatment control groups positively impact VR intervention effectiveness.

Matt C. Howard, The Pennsylvania State University  
 Juseob Lee, The Pennsylvania State University  
 Elif U. Dogru, The Pennsylvania State University  
 Julia C. Rose, The Pennsylvania State University  
 Emily K. Mahla, The Pennsylvania State University  
 Laurie-Ann Millard, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu

### **345-15 Do Mobile Devices Have an Impact on Working Memory?**

This research investigated whether mobile devices have a greater impact on working memory than computers. Repeated measures data was analyzed from 32 participants who completed complex span tasks on mobile devices and computers. Results indicated that tests took longer to on mobile devices, but no test score differences.

Kyle C. Huff, Georgia Gwinnett College

Submitter: Kyle C. Huff, kchuff@gmail.com

### **345-16 3D Game Delivery Method Impacts on Business Ethics Learning**

A quasi-experiment study evidenced that (a) the objectivist-based delivery method was optimal in increasing learning of business ethics via an online, 3D virtual reality game; (b) ease of game use predicted perceptions of game usefulness and effectiveness, and (c) women outperformed men and perceived the game more favorably than men.

Suzu Jagger, University of Roehampton  
 Hannah-Hanh D. Nguyen, University of Hawaii at Manoa  
 Diane Sloan, University of Northumbria

Submitter: Hannah-Hanh D. Nguyen, hhnguyen@hawaii.edu

### **345-17 Sharing Political and Religious Information on Facebook: Coworker Reactions**

This poster investigated coworker liking as a mediator in the relationship between Facebook information disclosure and 3 work outcomes. Although

religious disclosure had no significant effects, political belief disclosure on Facebook related to lower trust, helping behavior, and job performance ratings from coworkers, all mediated by reduced coworker liking.

Felicia O. Kaloydis, Worthings Consulting

Erin M. Richard, Florida Institute of Technology

Submitter: Felicia O. Kaloydis, fk@worthingsconsulting.com

### **345-18 Careless Survey Responses: Emotional, Cognitive, Behavioral, and Workplace Nomological Network**

A nomological network of emotional (e.g., affect), behavioral (e.g., distractions), cognitive (e.g., ambivalence), and workplace (e.g., job involvement) variables was examined in relation to 8 careless response indices using data from 518 participants. Careless response indices should be selected based on the type of careless responding one wishes to detect.

Christopher J. Lake, University of Minnesota-Duluth

Jessa L. Youso, University of Minnesota

Areanna M. Lakowske, University of Minnesota-Duluth

Michael Ward, University of Minnesota-Duluth

Alison G. Shrift, University of Minnesota-Duluth

Mackenzie Raboin, University of Minnesota Duluth

Submitter: Christopher J. Lake, lakec@d.umn.edu

### **345-19 Dear Computer, Teach Me Manners: Virtual Employment Interview Training**

In an attempt to expand research on interview training, this study introduces virtual interview training. Participants completed a virtual interview which provided automatic feedback on their nonverbal behavior. In a subsequent mock interview, participants reported less fear and showed better interview performance. The latter effect was mediated by nonverbal behavior.

Markus Langer, Universität des Saarlandes

Cornelius J. König, Universität des Saarlandes

Patrick Gebhard, Deutsches Forschungszentrum für Künstliche Intelligenz

Elisabeth André, Universität Augsburg

Submitter: Markus Langer, Markus\_Langer@gmx.net

### **345-20 Testing Pretraining Interventions for Virtual Reality Training: Investigating Seductive Details**

In Study 1, a habituation pretraining intervention, targeting cognitive overload, was not effective in improving trainee learning outcomes from a virtual reality training program, and a "think-aloud" metacognitive strategy pretraining intervention, targeting distraction, worsened learning outcomes. In Study 2, an attentional advice pretraining intervention, targeting distraction, significantly improved learning outcomes.

Juseob Lee, The Pennsylvania State University

Matt C. Howard, The Pennsylvania State University

Elif U. Dogru, The Pennsylvania State University

Julia C. Rose, The Pennsylvania State University

Laurie-Ann Millard, The Pennsylvania State University

Emily K. Mahla, The Pennsylvania State University

Fanlu Gui, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu

### **345-21 Extending the Uncanny Valley Theory to Simulations**

Two studies investigate the disordinal interaction between environment and control within simulations through expanding the uncanny valley theory beyond animatronics. The quantity (Study 1) and realism (Study 2) of environment and control predict learning outcomes but not reactions, indicating that the uncanny valley phenomenon may operate subconsciously in simulations.

Juseob Lee, The Pennsylvania State University

Matt C. Howard, The Pennsylvania State University

Julia C. Rose, The Pennsylvania State University

Elif U. Dogru, The Pennsylvania State University

Emily K. Mahla, The Pennsylvania State University

Laurie-Ann Millard, The Pennsylvania State University

Fanlu Gui, The Pennsylvania State University

Submitter: Matt C. Howard, mch248@psu.edu



### 345-22 Mimicking Expertise: Using Eyetracking to Develop Better Cybersecurity Training

The human element is the weakest aspect of organizations' cybersecurity infrastructures. This study used a qualitative analysis of eyetracking rendered images to identify differences between experts' and novices' approaches to determining the trustworthiness of emails, websites and social network posts. These differences could be used to better inform cybersecurity training.

Matthew J. Mol, University of Tulsa

Bradley J. Brummel, The University of Tulsa

Submitter: Matthew J. Mol, matthew-mol@utulsa.edu

### 345-23 Rethinking Intelligence Tests: Using Multidimensional IRT to Assess Ability

This poster tested whether multidimensional item response theory (MIRT) could improve prediction of job-related outcomes while minimizing adverse impact. Cognitive ability data from applicants and incumbents were modelled using CTT, unidimensional IRT, and MIRT. Results showed that MIRT demonstrated criterion-related validity and was the only method that exhibited little adverse impact.

Kyle Morgan, Aon Hewitt

Submitter: Kyle Morgan, kyle.morgan@aonhewitt.com

### 345-24 Auto Detection Versus Self-Report: Best Practices in Mobile Device Research

As mobile device research evolves, it's critical to understand how accurate our classification of participants to device groups is to draw meaningful comparisons and conclusions. This study compares the accuracy of device detection methods. Results are expected to guide future research by providing best practice recommendations for device identification.

Jessica R. Petor, Select International

Ted B. Kinney, Select International

Luye Chang, Select International

Amie D. Lawrence, Select International

Don M. Moretti, Sears Holdings Corporation

Submitter: Jessica R. Petor, M.S., jessicapetor@gmail.com

### 345-25 #HireMe: Examining the Validity of SNS Applicant Evaluation

This study examined the relationship between social networking site (SNS)-derived applicant evaluation ratings and employee job performance, as well as the overlap between SNS-derived ratings and other methods of assessment. Limited validity evidence was found, which highlights a potential concern regarding the use of SNS evaluation in applicant selection contexts.

Amber N. Schroeder, Western Kentucky University

Sarah C. Adams, Western Kentucky University

Hayden K. Hickey, Western Kentucky University

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

### 345-26 Determinants of Nonresponse to Online Applicant Reactions Surveys

Differences between respondents' and nonrespondents' attributes and personality were assessed for a web-based applicant reactions survey. Results indicated respondents had significantly more Internet knowledge, were more conscientious and agreeable than nonrespondents. Manipulating the justice of a selection system had no effect on the response rate of applicants to a follow-up.

Jack W. Stoughton, III, CEB

Richard D. Yentes, North Carolina State University

Lori L. Foster, North Carolina State University

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

### 345-27 The Impact of Participant Experience on Policy-Capturing Results

This study examines how actual participant experience impacts the results of policy-capturing studies. Results suggest that an individual's actual experience may influence overall behavioral intentions (i.e. level-2 main effects), but not the evaluation of any specific factor (i.e., cross-level interactions) thus not impacting the substantive conclusions of the study.

Ronald P. Vega, Fors Marsh Group

Xue Lei, George Mason University

Seth A. Kaplan, George Mason University

Submitter: Ronald P. Vega, ronvega27@gmail.com

### 345-28 ESEM to Examine Multidimensional Method Variance with Unmeasured Latent Constructs

Sources of common method variance (CMV) are likely multidimensional, yet traditional confirmatory factor analysis models for CMV assume unidimensionality. If this assumption is not met, undercorrection for CMV occurs. This poster explains and demonstrates the use of exploratory structural equation modeling (ESEM) for modeling multidimensional CMV.

Larry J. Williams, University of North Dakota

Alyssa K. McGonagle, Wayne State University

Submitter: Alyssa K. McGonagle, alyssa.mcgonagle@gmail.com

### 345-29 Mobile Versus PC Web Surveys: Differences in Demographics and Engagement

Mobile devices have an ever-growing presence in the workplace, now serving as an additional mode for organizations to survey their employees. This study examined differences in demographics of respondents and engagement between surveys taken on mobile devices versus PCs. Significant differences were found for all variables, and implications are discussed.

Vivian A. Woo, Sirota

Shuang Yueh Pui, Sirota

Anthony W. Caputo, Sirota

Submitter: Vivian A. Woo, vwoo@sirota.com

### 346. Symposium/Forum: 3:30PM-4:20PM 201 A

#### The Many "I"s of a Team: Person-Centric Perspectives on Teamwork

This symposium revitalizes the person-centric perspective on work teams. Four papers will delve into the role of personal experiences in teams, personality traits, decision rules, and even pronouns, to understand the many "I"s of a team.

Joseph D. McDonald, Georgia Institute of Technology, *Chair*

Noshir Contractor, Northwestern University, *Co-Chair*

Benjamin R. Jones, Georgia Institute of Technology, *Co-Chair*

Gahyun Jeon, Northwestern University, Leslie A. DeChurch, Georgia Institute of Technology, Roger Leenders, Northwestern University, Noshir Contractor, Northwestern University, *Local Environment Richness and Intergroup*

*Interaction Influence Perceptions of Interdependence*

Neal Outland, DePaul University, Shanique G. Brown, DePaul University, Suzanne T. Bell, DePaul University, Jessica N. Cooperstein, Melissa Vazquez, DePaul University, Noshir Contractor, Northwestern University, *Predicting*

*Multi-team Processes: Other-Orientation Composition*

Joseph D. McDonald, Georgia Institute of Technology, *What Makes Teamwork Attractive? A Policy Capturing Study*

Benjamin R. Jones, Georgia Institute of Technology, Lindsay E. Larson, Georgia Institute of Technology, Zachary Gibson, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, *We and They: Pronouns and Individuals' Psychological Representations of Groups*

Submitter: Joseph D. McDonald, joe.mcdonald@gatech.edu

### 347. Panel Discussion: 3:30PM-4:20PM 201 B

#### Facilitating Successful I-O Internships: Considerations, Challenges, and Opportunities

This panel examines the process of facilitating successful internships from the organization's perspective. Panelist with varied relevant experiences will provide advice, cautions, and recommendations for other organizations looking to host substantive and fruitful internships for both the company as well as the intern. Audience participation and questions are encouraged.

Maura J. Mills, Hofstra University, *Chair*

Kimberly Happich, PepsiCo, *Panelist*

Evelyn E. Rogers, E. Rogers Associates, Inc., *Panelist*

Brian J. Ruggeberg, Aon Hewitt, *Panelist*

Peter J. Rutigliano, Sirota Consulting, *Panelist*

Comila Shahani-Denning, Hofstra University, *Panelist*

Submitter: Maura J. Mills, Maura.Mills@hofstra.edu

### 348. Alternative Session Type: 3:30PM-4:20PM 201 C

#### Using Data Visualization to Explain I-O Concepts

Communicating complicated I-O concepts and statistics to nontechnical audiences is an important, though challenging task, for the I-O practi-

tioner. In this session, panelists will describe typical problems they have encountered when trying to present results to stakeholders and how visual aids are used to bridge the knowledge gap.

Michael J. Cullen, University of Minnesota, *Chair*

Brittany J. Marcus-Blank, University of Minnesota, *Presenter*

Bethany H. Bynum, Human Resources Research Organization, *Presenter*

Courtney T. Van Overberghe, CEB, *Presenter*

Shonna D. Waters, Department of Defense, *Presenter*

Submitter: Brittany J. Marcus-Blank, marcu093@umn.edu

### 349. Symposium/Forum: 3:30PM-4:20PM 201 D

#### Measuring Leadership and Followership: Clarifying Constructs and Items

Measurement of leadership can be a very complicated and difficult issue for leadership researchers. This symposium presents four papers addressing the construct of leadership and approaches for how best measure it from both a leader-centric perspective as well as a broader followership perspective.

Patrick T. Coyle, Lycoming College, *Chair*

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

M.K. Ward, North Carolina State University, Anna M. Kurtz, North Carolina State

University, Bart Craig, North Carolina State University, *Implicit Leadership*

*Theories Research and the Effect of Prompts*

Micah Roediger, Virginia Tech, Patrick T. Coyle, Lycoming College, Yashna

Shah, Virginia Tech, Ruth-Anne E. Poli, Virginia Tech, Derek A. Burns, Virginia

Tech, Roseanne J. Foti, Virginia Tech, *Using Correspondence Analysis To*

*Measure Implicit Leader and Follower Theories*

Melissa K. Carsten, Winthrop University, Mary Uhl-Bien, *Measuring Follower-*

*ship: Examining Multiple Paradigms and Methodologies*

Tiffany Hansbrough Keller, Fairleigh Dickinson University, Robert G. Lord,

Durham University, Birgit Schyns, Durham University, *Remember and Know*

*Judgments as a Screen for Measurement Development*

Submitter: Patrick T. Coyle, coylep23@vt.edu

### 350. Alternative Session Type with multiple papers:

3:30PM-4:20PM

203 A

#### Now Leaving Survey Land, Welcome to OD Land

Three companies describe postsurvey OD techniques designed to create planned organization change in response to employee feedback. Using a "Yes, But..." format, presenters will explain how their technique complements the prior presentations, culminating in a set of practical change management approaches for the audience to discuss with panelists.

Paul M. Mastrangelo, CEB, *Chair*

Ken Oehler, Aon Hewitt, *Discussant*

Kevin Loo, JetBlue Airways, Meisha-ann Martin, Flex, Marc Vicino, JetBlue

Airways, *Have You Heard? Communicating Changes From the Prior*

*Employee Survey*

Paul M. Mastrangelo, CEB, Tina Drews, Salt River Project, Stephanie Winn, Salt River

Project, *Using a Peer-Nominated Action Team to Create Organization Change*

Kate Scott, Parametric Technology Corp., PTC, *The Hackathon: Turning*

*Employee Optimism into Contribution during Business Transformation*

Submitter: Paul M. Mastrangelo, docpmm@gmail.com

### 351. Special Events: 3:30PM-4:20PM

203 B

#### Executive Board Special Session: New Strategies for Driving Visibility and Impact Through SIOP Publications

Through its publications and communications, SIOP is actively engaged with the public, policy makers, organizations, communities of practice, and the scientific community. This session will feature the editors and leaders of SIOP's publications/communications portfolio. It will cover forthcoming SIOP publications, discuss impact, and provide tips to aspiring authors and editors.

Deborah E. Rupp, Purdue University, *Chair*

Alexander Alonso, Society for Human Resource Management, *Co-Chair*

John C. Scott, APTMetrics, Inc., *Panelist*

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

Nancy T. Tippins, CEB, *Panelist*

Morrie Mullins, Xavier University, *Panelist*

Scott Tonidandel, Davidson College, *Panelist*

Fred Oswald, Rice University, *Panelist*

Submitter: Deborah E. Rupp, ruppdp@purdue.edu

### 352. Symposium/Forum: 3:30PM-4:20PM 204 A

#### New Directions in Impression Management and Faking in Employment Interviews

This symposium includes 4 papers surrounding impression management and faking in job interviews. These studies investigate the impact of applicant faking on the psychometric properties of the interview, on subsequent performance, as well as antecedents of IM. They also describe how IM may affect applicants when used by interviewers.

Nicolas Roulin, University of Manitoba, *Co-Chair*

Joshua S. Bourdage, University of Calgary, *Co-Chair*

Cornelius J. König, Universität des Saarlandes, *Discussant*

Anne-Kathrin Buehl, Universität Ulm, Klaus G. Melchers, Universität Ulm, Therese

Macan, University of Missouri-St Louis, Barbara Körner, Universität Zürich, *How*

*Does Faking Affect the Psychometric Properties of Selection Interviews?*

Leann Schneider, Jackson Leadership, Deborah M. Powell, University of Guelph,

*Does Deceptive Impression Management Predict Job Performance?*

Annika Wilhelmy, Universität Zürich, Martin Kleinmann, University of Zurich,

Klaus G. Melchers, Universität Ulm, *How Interviewer Impression Manage-*

*ment Serves as a Signal for Applicants*

Joshua S. Bourdage, University of Calgary, Rima Tarraf, University of Western

Ontario, Nicolas Roulin, University of Manitoba, *Target Acquired: A Theoreti-*

*cal Model of Impression Management Target Antecedents*

Submitter: Nicolas Roulin, nicolas.roulin@umanitoba.ca

### 354. Panel Discussion: 3:30PM-4:20PM

204 C

#### How to Sell the Value of I-O (Part II)

This panel will cover examples and lessons learned in the process of selling the value of our profession to different audiences. The authors want to equip the sessions' attendees with a useful toolkit they can use to better represent the value I-O psychology brings to the table.

Irina F. Cozma, Development Dimensions International (DDI), *Chair*

Tobin V. Anselmi, Microsoft Corporation, *Panelist*

Jazmine Espejo Boatman, Development Dimensions International (DDI), *Panelist*

Ted B. Kinney, Select International, *Panelist*

Ken Lahti, Psychobabble, *Panelist*

Nathan J. Mondragon, HireVue, *Panelist*

Submitter: Irina F. Cozma, irina.cozma@ddiworld.com

### 355. Panel Discussion: 3:30PM-4:20PM

205 A

#### Alternative Ways of Working: Flexible Advantage

Technological advancements, a global talent pool, and a volatile global economy have all contributed to rapid changes in the ways that work has traditionally been conceptualized. Organizations are increasingly shifting their cultures to embrace novel work arrangements designed to capitalize on employee wellbeing and ultimately, organizational productivity.

Bennett A. Price, PepsiCo, Inc., *Chair*

Andrea M. Bizarro, PepsiCo, Inc., *Co-Chair*

Timothy C. Lisk, Cornerstone, *Panelist*

Victoria J. Smoak, PepsiCo, Inc., *Panelist*

Aaron J. Kraus, Liberty Mutual Insurance, *Panelist*

Leslie M. Golay, Wells Fargo, *Panelist*

Submitter: Andrea M. Bizarro, andrea.bizarro@uconn.edu

### 356. Debate: 3:30PM-4:20PM

205 B

#### Can Technology Like Deep Learning Eliminate Adverse Impact Forever?

With the creation of convolution deep learning networks gender, race, and age can be predicted with unprecedented accuracy. As these technologies continue to push beyond superhuman accuracy can they be used to eliminate adverse impact completely? This debate will articulate the opinions, assumptions, and potential solutions of both sides.

Dave Winsborough, Winsborough Ltd., *Moderator*

Ben Taylor, HireVue, *Presenter*

Emilee Tison, DCI Consulting Group, Inc., *Presenter*

Emily Pelosi, CenturyLink, *Presenter*

Isacc Thompson, Redhat, *Presenter*

Submitter: Benjamin J. Taylor, bentaylorche@gmail.com

**357. Symposium/Forum: 3:30PM-4:20PM 206 A****Advancing the Validity of Vocational Interests in the Workplace**

Despite recent positive empirical findings relating vocational interests to work outcomes, more research is needed to understand the validity of interests. This symposium presents 3 studies that examine the validity of vocational interests for predicting work related outcomes and explore new ways of understanding their utility in the workplace.

Christopher D. Nye, Michigan State University, *Chair*

Murray R. Barrick, Texas A&M University, *Discussant*

Q. Chelsea Song, University of Illinois at Urbana-Champaign, Colin Jian Ming Wee, University of Illinois at Urbana-Champaign, Katherine Earl, University of Illinois at Urbana-Champaign, James Rounds, University of Illinois at Urbana-Champaign, *Revisiting Interest Congruence and Job Satisfaction: Fourth Time's the Charm*

Brenton M. Wiernik, University of Minnesota, Deniz S. Ones, University of Minnesota, *What's Your Greatest Passion? Intraindividual Interest Profiles and Work Performance*

Rong Su, Purdue University, Caitlin M. Porter, Purdue University, Bart Wille, Ghent University, Filip De Fruyt, Ghent University, *Relative Importance of Personality and Interests in Predicting Career Success*

Submitter: Christopher D. Nye, nyechris@msu.edu

**358. Roundtable/Conversation Hour: 3:30PM-4:20PM 207 A****Acquisition of KSAOs Through Online Games and Virtual Team Collaborations**

Video games are growing in popularity, and with it, a new generation of workers who spend considerable time acquiring virtual experiences. Research has yet to explore which, if any, KSAO's can be built and transferred through online gaming. This session's objective is to connect researchers interested in exploring this topic.

Mgrdich A. Sirabian, Wayne State University, *Host*

Nathan Weidner, Missouri S&T, *Host*

Matthew S. Prewett, Central Michigan University, *Host*

Submitter: Mgrdich A. Sirabian, sirabianian@gmail.com

**359. Panel Discussion: 3:30PM-4:20PM 207 B****Next Generation Performance Management Systems:****Research Meets Practical Application**

Research and position papers for several years have decried the shortcomings of performance management and have offered recommendations for improvement. This discussion will address some of the challenges faced and lessons learned as performance management process owners take steps to bring their systems into alignment with expert recommendations.

Jamie L. Winter, Development Dimensions International (DDI), *Chair*

Janette Frankl, Ashley Furniture Industries, Inc., *Panelist*

James R. Kauffman, Development Dimensions International (DDI), *Panelist*

Kenneth E. Podratz, UPS, *Panelist*

Submitter: James R. Kauffman, jim.kauffman@ddiworld.com

**361. Panel Discussion: 3:30PM-4:20PM 207 D****Leaving the Pack: Discussions on Entrepreneurship in I-O Psychology**

This session will provide practical advice to I-O psychologists interested in starting their own consulting practice. Discussion topics will include support systems for aspiring I-O entrepreneurs and guidance from experienced academics and practitioners who have made the move to break from the pack into the role of an entrepreneur.

Iris D. Rivera, IRIS Consulting, LLC., *Chair*

Russell A. Matthews, Bowling Green State University, *Panelist*

Matthew S. O'Connell, Select International, Inc., *Panelist*

Kizzy M. Dominguez, KPC, *Panelist*

Cathleen A. Swody, Thrive Leadership, *Panelist*

Submitter: Iris D. Rivera, idrivera@irisconsultingllc.com

**362. Symposium/Forum: 3:30PM-4:20PM 303 A****Latest Findings in Conditional Reasoning: Writing JMs and New Scales**

Presentations included will describe the latest measurement and theoretical developments in the identification and assessment of implicit personality as framed within the paradigm of conditional reasoning. Primary focus will be on novel theoretical and measurement development. Supporting data will be presented. Presentations are followed by comments from an expert discussant.

Jeremy L. Schoen, Georgia Gwinnett College, *Chair*

Mark N. Bing, University of Mississippi, *Discussant*

Jeremy L. Schoen, Georgia Gwinnett College, Rustin D. Meyer, Georgia Institute of Technology, *Defining and Discovering JMs: A Method and Suggestions*  
Katherine A. Schnure, Spencer Stuart International, *Narcissism and Conditional Reasoning*

Justin A. DeSimone, University of Cincinnati, Jeremy L. Schoen, Georgia Gwinnett College, *A Psychometric Assessment of the Conditional Reasoning Test for Integrity*

Elizabeth M. Grimaldi, The Pennsylvania State University, Michael E. Hoffman, The Pennsylvania State University, James M. LeBreton, The Pennsylvania State University, *Measurement Issues Associated with the CRT-A: Examination of Sex DIF*

Submitter: Jeremy L. Schoen, jeremy.schoen@gmail.com

**363. Panel Discussion: 3:30PM-4:20PM 303 B****Managing Organizational Culture: Whose Job Is It Anyway?**

The growing popularity of the chief culture officer (CCO) role has raised questions about how to effectively implement a specialized role to help manage organizational culture. Organizations undertake the management of organizational culture in various ways, making it worthwhile to discuss the effectiveness of different approaches.

Alice Wastag, Denison Consulting, *Chair*

Angie Mannino, Baptist Health, *Panelist*

Gayle Karen Young, Wikimedia Foundation, *Panelist*

Bryan E. Adkins, Denison Consulting, *Panelist*

Donna Brighton, Brighton Leadership Group, *Panelist*

Submitter: Alice Wastag, alicewastag@yahoo.com

**365. Symposium/Forum: 3:30PM-4:20PM 303 D****Leading by Distance: Challenges and Considerations Round Virtual Team Management**

This symposium is focused on exploring some of the key challenges leaders and managers face when operating in virtual work structures. Specific consideration is given to summarizing managers' apprehensions and difficulties when working virtually, as well as on recommendations for effective leadership in a variety of virtualized work settings.

José M. Peiró, University of Valencia, *Chair*

Justine Massu, Université Paris Descartes, *Co-Chair*

Justine Massu, Université Paris Descartes, Xavier Caroff, Université Paris Descartes, Helene Souciet, Université Paris Descartes, Todd Lubart, Université Paris Descartes, *Predicting Managers' Intention to Implement Telework*

Charles P. Scott, Florida Institute of Technology, Trevor N. Fry, Florida Institute of Technology, *Failure to Launch: Barriers to Shared Leadership in GVTs*

Scott A. Cassidy, University of Guelph, Harjinder Gill, University of Guelph, *Teamwork in the Age of Skype: Communication, Trust, and Performance*

José M. Peiró, University of Valencia, Vicente Penarroja, University Autonomous of Barcelona, Virginia Orengo, University of Valencia, Ana Zornoza, University of Valencia, *Training by Feedback Enhances Team Performance Through Team Emotions Management*

Submitter: Justine Massu, justinemassu@gmail.com

**367. Special Events: 4:30PM-5:30PM Hilton California A-D****Closing Plenary**

James L. Outtz, Outtz and Associates, *Presenter*

Laszlo Bock, Google, Inc., *Presenter*





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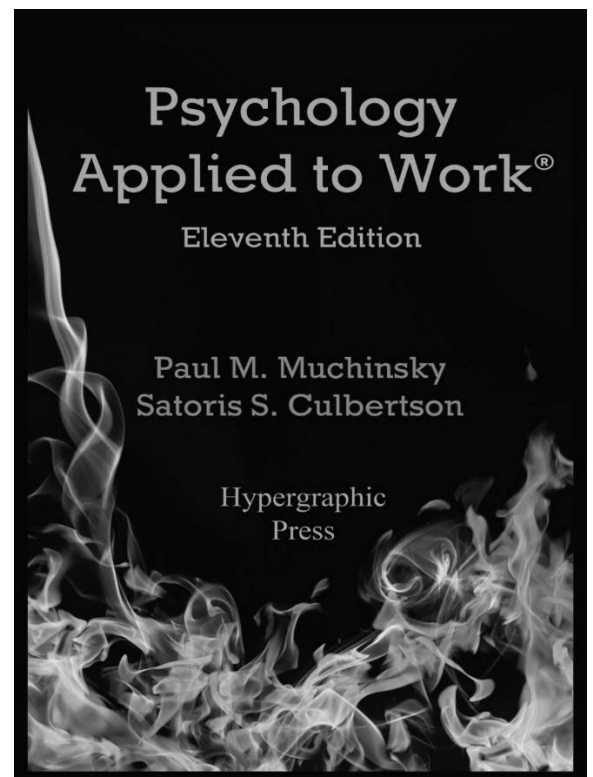


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- 88 Women and Career Development: Stereotypes, Challenges, and Obstacles, 303 B, 3:30PM
- 120 Allies: Finding, Supporting, Developing, and Encouraging Allies in Organizations, 207 A, 8:00AM
- 135-2 Perspective Taking and Sexual Harassment in the Workplace, Ballroom A-E, 9:00AM
- 135-3 Effects of Diversity Management and Ethical Leadership on Well-Being, Ballroom A-E, 9:00AM
- 135-4 Strategically Evaluating Outreach for Individuals With Disabilities and Veterans, Ballroom A-E, 9:00AM
- 135-5 The Differential Impact of Developmental Experiences on Career Success, Ballroom A-E, 9:00AM
- 135-6 Inequitable Gender Climates Adversely Impact Women in Male-Dominated Fields, Ballroom A-E, 9:00AM
- 135-7 Warmth Perceptions Drive Intragroup Bias Among Immigrants in the Workplace, Ballroom A-E, 9:00AM
- 135-8 Crime Reports' Impact on Racial Bias in Interpersonal Interactions, Ballroom A-E, 9:00AM
- 135-9 Gender Context and Work Outcomes: A Meta-Analysis, Ballroom A-E, 9:00AM
- 135-12 The Effect of Maternity Leave Length on Women's Career Outcomes, Ballroom A-E, 9:00AM
- 135-13 Team Inclusion Over Time: Patterns and Outcomes, Ballroom A-E, 9:00AM
- 135-14 Mirrors or Mismatches: Management Ethnic Representativeness and Perceived Mistreatment, Ballroom A-E, 9:00AM
- 135-15 Building Diversity Training Programs That Appeal to Resistant Trainees, Ballroom A-E, 9:00AM
- 135-18 Development and Preliminary Validation of the Older Worker Ageism Scale, Ballroom A-E, 9:00AM
- 135-20 Pygmalion in the Pipeline: How Managers' Perceptions Influence Minority Turnover, Ballroom A-E, 9:00AM
- 135-21 Publication Bias in Stereotype Threat on Test Performance: A Meta-Analysis, Ballroom A-E, 9:00AM
- 135-23 The Influence of Leader Characteristics on Perceptions of Everyday Sexism, Ballroom A-E, 9:00AM
- 135-24 Acknowledging Age in Service Contexts: Does "What" Make a Difference?, Ballroom A-E, 9:00AM
- 135-27 The Benefits of Beauty: Mediators of Attractiveness Bias in Interviews, Ballroom A-E, 9:00AM
- 135-28 Disability Dimensions: Course, Risk, and Mortality Salience Predict Workplace Bias, Ballroom A-E, 9:00AM
- 151 Current State of Diverse Teams: Going Beyond the Diversity-Performance Link, 201 D, 10:30AM
- 166 Allies in the Workplace and Public Sphere, 203 A, 11:00AM
- 175 Inclusive Leadership: Fulfilling the Promise of Diversity From the Top, 201 D, 12:00PM
- 178 I-O Versus the Media: Who Are Millennials, Anyway?, 204 A, 12:00PM
- 197 Teaching Diversity During Times of Turbulence: A SIOP Teach-In, 203 B, 1:30PM
- 199 Women at the Top: Perspectives on Getting There and Staying, 204 B, 1:30PM
- 233 Novel Approaches for Enhancing Diversity Training Effectiveness in the Workplace, 303 D, 3:30PM
- 271 What About the T? Transgender Workplace Research, 303 A, 8:30AM
- 279-1 Interpersonal Implications of Religious Identity Management in Selection, Ballroom A-E, 10:30AM
- 279-2 Composition and Compensation: How Racial Stigma-by-Association Affects Salaries, Ballroom A-E, 10:30AM
- 279-3 Ask and You Shall Receive? Reactions to Religious Accommodation Requests, Ballroom A-E, 10:30AM
- 279-4 Work Group Inclusion: Scale Validation and Relationship to Outcomes, Ballroom A-E, 10:30AM
- 279-5 Inclusion Values, Inclusion Practices, and Intellectual Capital Predicting Organizational Outcomes, Ballroom A-E, 10:30AM
- 279-8 Transform or Conform? Exploring Transformational Leaders' Influence on Minority Inclusion, Ballroom A-E, 10:30AM
- 279-9 Dialectical Thinking and Fairness-Based Perspectives on Affirmative Action, Ballroom A-E, 10:30AM
- 279-10 Mediators of Relationships Between Perceived Underemployment and Outcomes Among Immigrants, Ballroom A-E, 10:30AM
- 279-12 An Examination of the Factors Underlying Occupation-Based Stereotypes, Ballroom A-E, 10:30AM
- 279-13 Gender Uncensored: Perceptions of Transgender Job Candidates, Ballroom A-E, 10:30AM
- 279-15 The Glass Cliff: Context and Method Matter, Ballroom A-E, 10:30AM
- 279-17 Misfit Versus Moral Outrage: Evaluations of Lesbian and Gay Leaders, Ballroom A-E, 10:30AM
- 279-18 Religiosity, Buffering the Relation Between Discrimination and Negative Work Outcomes, Ballroom A-E, 10:30AM
- 279-19 Enhancing Attitudes Toward Diversity Training: Framing, Format, and Goal Orientation, Ballroom A-E, 10:30AM
- 279-20 Diversity Climate: In the Midst of Multicultural Programming and Harassment, Ballroom A-E, 10:30AM
- 279-21 Are You Man Enough to Do This Job?, Ballroom A-E, 10:30AM
- 279-23 Examining the Glass Cliff as a Model of Intersecting Identities, Ballroom A-E, 10:30AM
- 279-24 Differences Between Groups Are Often Overstated: A Theoretical/Quantitative Review., Ballroom A-E, 10:30AM
- 279-25 Gender-Based Performance Gaps Among the Business School Elite, Ballroom A-E, 10:30AM
- 328 Science-Guided Diversity Programs in Organizations: From Design to Evaluation, 203 A, 1:30PM
- 338 Putting the I in Team: Unlocking Team Potential Through Inclusion, 207 C, 1:30PM
- 343 Mentoring Session for Women in I-O Psychology: Unusual Career Paths, 303 D, 1:30PM

**Innovation/Creativity**

- 6 Defining and Measuring Advanced Constructs in the Wild, 201 D, 10:30AM
- 49 More Than the Person: The Role of Context in Proactivity, 201 B, 1:30PM
- 276 Distinguished Scientific Contributions Award: Contrarian Thoughts and Attention to Phenomena: A Scientific Journey, 203 B, 9:00AM
- 301-4 Examining (Dis)Agreeableness and Creative Performance in an Applied Sample, Ballroom A-E, 12:00PM
- 301-5 Learning Goal Orientation and the Creativity-Deviance Relationship, Ballroom A-E, 12:00PM
- 301-6 Creative Problem Solving in Teams and Individuals, Ballroom A-E, 12:00PM

- 301-7 Learning Orientation, Help-Seeking Behavior, Psychological Safety, and Creativity, Ballroom A-E, 12:00PM
- 301-9 Examining the Impact of Dual Leadership on Team Innovation, Ballroom A-E, 12:00PM
- 301-11 Social Networks, Coworker Relationships and Creativity: A Meta-Analysis, Ballroom A-E, 12:00PM
- 301-13 Bottom-Line Mentality and Creativity: Moderating Effect of Self-Efficacy and Justice, Ballroom A-E, 12:00PM
- 301-14 Detecting Who Is Going to Innovate, Ballroom A-E, 12:00PM
- 301-16 Differential Effects of Creativity Rater Training on Quality and Originality, Ballroom A-E, 12:00PM
- 301-18 Creative Climate Measurement: A Multilevel Scaling Approach, Ballroom A-E, 12:00PM
- 301-19 Development of a Creative Work Analysis, Ballroom A-E, 12:00PM
- 301-21 Different Sources of Moderate Time Pressure: Implications for Creative Performance, Ballroom A-E, 12:00PM
- 301-23 Exploring the Proactivity Personality–Creativity Relationship: Mediating and Moderating Effects, Ballroom A-E, 12:00PM
- 301-28 Reexamining the Relationship Between Need for Cognition and Creativity, Ballroom A-E, 12:00PM
- 301-30 Structure of Idea Sharing Network and Dark Side of Personality, Ballroom A-E, 12:00PM

#### Job Analysis/Job Design/Competency Modeling

- 58 Advancing the State of the Art in Job Analysis Research and Practice, 206 A, 1:30PM
- 148 Functional Job Architecture: Practical Solutions for Large-Scale Job Analysis, 201 A, 10:30AM
- 169-13 Integrative Job Crafting Model's Relationship With Psychological Health at Work, Ballroom A-E, 12:00PM
- 189-2 The Desire and Capability to Job Craft, Ballroom A-E, 1:00PM
- 214-5 More Than Error: Meaningful Variability in Job Analysis Skill Ratings, Ballroom A-E, 3:30PM
- 234-17 Job Analytic Comparisons of Managerial and Leadership Competencies, Ballroom A-E, 4:30PM
- 274-25 Telework Intensity: Its Effects on Work Outcomes and Psychological Variables, Ballroom A-E, 9:00AM
- 304 The Skills Gap and Workforce Readiness: Implications for Talent Management, 201 C, 12:00PM

#### Job Attitudes/Engagement

- 23-1 Measuring Social Exchange: Meta-Analytic Estimates of Dominant Predictors and Structure, Ballroom A-E, 11:00AM
- 23-2 Model Comparison of Job Satisfaction: Private and Public Academicians, Ballroom A-E, 11:00AM
- 23-3 Am I Engaged? Differences Between Manager and Employee Engagement Perceptions, Ballroom A-E, 11:00AM
- 23-4 More Than the Job: Understanding Stress by Incorporating Personal Characteristics, Ballroom A-E, 11:00AM
- 23-6 Achievement Goals as Antecedents of Work Engagement, Ballroom A-E, 11:00AM
- 23-7 Does Calling Make You Happy?: Examining Mechanisms and Moderators., Ballroom A-E, 11:00AM
- 23-8 Effects of Social Exclusion and Perceived Intentionality on Multiple-Goal Regulation, Ballroom A-E, 11:00AM
- 23-9 The Role of Ambivalent Perceptions of Politics in Predicting OCB, Ballroom A-E, 11:00AM
- 23-10 Relating External and Internal Attachment Orientations to Organizational Commitment, Ballroom A-E, 11:00AM
- 23-11 Job Engagement, Performance Strategies, and Performance in Basic Training, Ballroom A-E, 11:00AM
- 23-12 Balancing Act: Employee Response to Ideological Contract Breach, Ballroom A-E, 11:00AM
- 23-14 The Role of Resiliency During Career Transitions, Ballroom A-E, 11:00AM
- 23-15 Normative Commitment Orientation: A Mindset of Obligation, Ballroom A-E, 11:00AM
- 23-16 Suspicion of Electronic Performance Monitoring and Employee Outcomes, Ballroom A-E, 11:00AM
- 23-17 Leaders' Learning and Avoid Goal Orientations Impact Engagement and Burnout, Ballroom A-E, 11:00AM
- 23-18 The Dual Impact of Diversity and Talent Management on Engagement, Ballroom A-E, 11:00AM
- 23-19 I Want to But I Can't: Frustrations Experienced by Job Crafters, Ballroom A-E, 11:00AM
- 23-20 Contractors Versus Employees: Measurement Equivalence and Moderation of Job Satisfaction, Ballroom A-E, 11:00AM
- 23-21 Workplace Fun: Effects on Employee Engagement, Ballroom A-E, 11:00AM
- 23-22 The Meta-Analytic Relationships Between Personality, Job Satisfaction, and Life Satisfaction, Ballroom A-E, 11:00AM
- 23-23 Values, Value Congruence, and Employee Commitment: A Comparative Multitarget Study, Ballroom A-E, 11:00AM
- 23-24 Psychological Need Fulfillment Associated With Exerting Extra Effort at Work, Ballroom A-E, 11:00AM
- 23-25 Examining the Relationship Between Net Promoter Scores and Employee Attitudes, Ballroom A-E, 11:00AM
- 23-26 The Relative Importance of Three Drivers of Employee Engagement, Ballroom A-E, 11:00AM
- 23-27 Job Engagement Magnifies the Relationship Between Job Resources and Performance, Ballroom A-E, 11:00AM
- 23-28 Importance of Work-Related Needs Between Job Crafting, Burnout, and Engagement, Ballroom A-E, 11:00AM
- 23-29 Aggressive Humor and Work Outcome Relationships, Ballroom A-E, 11:00AM
- 23-31 Prediction Markets: Real-Time Feedback for Organizational Development Initiatives, Ballroom A-E, 11:00AM
- 23-32 Positive and Proactive: Relative Importance of Personality for Predicting Engagement, Ballroom A-E, 11:00AM
- 80 Contemporary Approaches to Person–Environment Fit Research, 205 A, 3:30PM
- 160 No Consensus on the Census: Survey Program Best Practices, 207 C, 10:30AM
- 174 Amplifying Employee Voice: New Directions in Employee Listening, 201 C, 12:00PM
- 311 The Changing Nature of Work: Evidence and Implications, 204 C, 12:00PM
- 350 Now Leaving Survey Land, Welcome to OD Land, 203 A, 3:30PM

#### Job Performance/Citizenship Behavior

- 19 Foundations of Organizational Citizenship Behavior: Reviews and Future Research Recommendations, 303 A, 10:30AM
- 87 Workplace Mindfulness: New Directions for Research and Practice, 303 A, 3:30PM
- 214-1 A Cross-Cultural Comparison of a Job Performance Rating Survey, Ballroom A-E, 3:30PM
- 214-3 Examining the Structure and Measurement Invariance of Student Citizenship Behavior, Ballroom A-E, 3:30PM
- 214-6 Taking a Meta-Perspective: Korean Self–Supervisor Agreement on Work Performance Ratings, Ballroom A-E, 3:30PM
- 214-7 Person–Group Fit and Job Performance: A Moderated Mediation Model, Ballroom A-E, 3:30PM
- 214-8 Within-Person Variability in Job Performance: Within-Person and Between-Person Effects, Ballroom A-E, 3:30PM
- 214-9 Peer-Rated Contextual/Citizenship Performance: Matching Construct to Rating Source, Ballroom A-E, 3:30PM
- 214-10 Popularity Procurement and Pay Off: Workplace Popularity and Its Influences, Ballroom A-E, 3:30PM

- 214-12 Multilevel Effects of Constraints and Control on Organizational Citizenship Behaviors, Ballroom A-E, 3:30PM
- 214-14 Inside-Out: Social Intelligence, LMX and Work Outcomes, Ballroom A-E, 3:30PM
- 214-16 Dynamic Goal-Setting and Task Performance: A Computational Model, Ballroom A-E, 3:30PM
- 214-17 Going the Extra Mile and Feeling Energized: Enrichment Perspective, Ballroom A-E, 3:30PM
- 214-18 The Authenticity Ideal: Examining Relational Authenticity, Voice, and OCBs, Ballroom A-E, 3:30PM
- 214-19 Workload and Cognitive Overload: An Examination of Potential Moderators, Ballroom A-E, 3:30PM
- 214-20 An Experimental Evaluation of Gratitude Journaling in the Workplace, Ballroom A-E, 3:30PM
- 214-21 Linking Core Self-Evaluations to Organizational Citizenship: A Risk Orientation Perspective, Ballroom A-E, 3:30PM
- 214-22 Meta-Analysis of Self-Ratings and Objective Measures of Performance, Ballroom A-E, 3:30PM
- 214-23 Trait Psychopathy and Job Performance in Leadership Jobs, Ballroom A-E, 3:30PM
- 214-24 KSAs and Helping Behavior: A Social Network Model, Ballroom A-E, 3:30PM
- 214-25 Organizational Citizenship and Counterproductive Work Behaviors: Ulterior Motives in Play?, Ballroom A-E, 3:30PM
- 214-26 Evaluation of OCBs and CWBs: Behavior or Task Framing?, Ballroom A-E, 3:30PM
- 214-28 Empirically Investigating the Positive Humor and Organizational Citizenship Behavior Relationship, Ballroom A-E, 3:30PM
- 214-29 Measuring Proactive and Reactive Helping: Development of a Scale, Ballroom A-E, 3:30PM
- 215 Master Collaboration: Organizational Citizenship Behaviors: Recent Developments in Research and Practice, 201 A, 3:30PM

### Judgment/Decision Making

- 229 Cross-Fertilizing JDM and IOOB: Advances in Applied Judgment and Decision Making, 207 D, 3:30PM
- 322-2 General Mental Ability and Conscientiousness Predict Optimal Shortcut Behaviors, Ballroom A-E, 1:00PM
- 322-3 Metacognitive Awareness and Information Search While Problem Solving, Ballroom A-E, 1:00PM
- 322-7 Facial Dominance of Transgressor and Trust Restoration, Ballroom A-E, 1:00PM
- 322-10 Black Respondents' Reactions to Diversity Cues in Testimonials and Video SJTs, Ballroom A-E, 1:00PM
- 322-12 Continuous Learning: Choosing and Allocating Resources to Strengths Versus Weaknesses, Ballroom A-E, 1:00PM
- 322-16 Moral Disengagement as a Mediator of Individual Differences and Ethicality, Ballroom A-E, 1:00PM
- 322-17 The Ultimate Attribution Error With Ingratiation in Job Applicants, Ballroom A-E, 1:00PM
- 322-20 Anticipated Self-Discrepancy and Job Sector Attraction, Ballroom A-E, 1:00PM
- 322-22 The Impact of Mindfulness on the Evaluation of Diverse Applicants, Ballroom A-E, 1:00PM
- 322-25 Making Decisions With Individual Assessments: Mechanical Versus Clinical Combination, Ballroom A-E, 1:00PM
- 322-26 Perspective Taking, Attributions, and Conflict Resolution, Ballroom A-E, 1:00PM
- 322-27 Knowledge of Precise Anchoring Does Not Reduce Its Effectiveness, Ballroom A-E, 1:00PM
- 322-28 Sunk Costs in Managerial Decision Making: A Fantasy Football Approach, Ballroom A-E, 1:00PM
- 322-29 Modeling Expert Assessment Judgment: Man Versus Model of Man, Ballroom A-E, 1:00PM

### Leadership

- 1 Opening Plenary, Hilton California A-D, 8:30AM
- 3 Identifying High Potential: From Bad HR to Good Behavioral Science, 201 A, 10:30AM
- 36 Bridging the Gap: Challenges of Leadership in Healthcare, 205 B, 12:00PM
- 62 Overview and Selected Findings From a Multiorganizational, Multilevel Leadership Study, 303 A, 1:30PM
- 113-4 Volatility in Leader-Member Relationship Quality: Implications for Daily Well-Being?, Hilton Pacific D, 6:00PM
- 113-8 Follower Political Skill, Leader-Member Exchange, and Performance: A Followership Perspective, Hilton Pacific D, 6:00PM
- 136 Distinguished Professional Contributions Award: Leadership: New Directions/Paradigms for Identifying & Developing Leaders, 201 A, 9:00AM
- 144 Leader Analytics: Big Data Meets Small(er) Numbers, 207 D, 9:00AM
- 147-2 Sexual Orientation and Leadership: Are Gay Men at an Advantage?, Ballroom A-E, 10:30AM
- 147-3 Measuring the Effects of Contextual Constraints on Perceptions of Leadership, Ballroom A-E, 10:30AM
- 147-4 Leader Approachability: What Is It and What's It Good For?, Ballroom A-E, 10:30AM
- 147-6 Supervisor Undermining and Performance: Mediating Roles of Self-Esteem and Creativity, Ballroom A-E, 10:30AM
- 147-7 The Influence of Gender Stereotypes on Perceptions of Authentic Leaders, Ballroom A-E, 10:30AM
- 147-8 The Measurement of Explicit and Implicit Romance of Leadership, Ballroom A-E, 10:30AM
- 147-9 Leaders' Identity and Reputation Interact to Explain Leader Well-Being, Ballroom A-E, 10:30AM
- 147-10 Perceptual Disconnects in Leadership Emergence: A Dyadic Approach, Ballroom A-E, 10:30AM
- 147-11 Passive Leadership, Trust, and Perceptions of Justice, Ballroom A-E, 10:30AM
- 147-12 Back Stabbers Versus Guardian Angels: Supervisory Retaliation for Skip-Level Voice, Ballroom A-E, 10:30AM
- 147-13 Managers' Attributions and Responses to Voice: A Matter of Context, Ballroom A-E, 10:30AM
- 147-14 Reciprocal Effects of Procedural Justice and Trustworthiness During a Merger, Ballroom A-E, 10:30AM
- 147-15 Culture and Downward Influence Tactics: A Meta-Analysis of Correlates, Ballroom A-E, 10:30AM
- 147-16 Assertiveness and Leadership Perceptions: The Role of Gender and LMX, Ballroom A-E, 10:30AM
- 147-18 Why Is Your Boss Making You Sick? A Longitudinal Investigation, Ballroom A-E, 10:30AM
- 147-19 Advancing the CIP Model of Leadership: A Scale Development Effort, Ballroom A-E, 10:30AM
- 147-20 Leader Goal Orientation and Effectiveness: Mediating Effects of Transformational Leadership, Ballroom A-E, 10:30AM
- 147-21 The Impact of Self-Constraint on Nonverbal Behaviors of Charismatic Leadership, Ballroom A-E, 10:30AM
- 147-22 Who (or What) to Blame: Subordinate Attributions of Leader Errors, Ballroom A-E, 10:30AM
- 147-23 Military Leadership, Members' Morale, Identification, and Intentions to Stay, Ballroom A-E, 10:30AM
- 147-24 A Meta-Analysis of the Chinese Triad-Model of Paternalistic Leadership, Ballroom A-E, 10:30AM
- 147-25 LMX, Organizational Cynicism, and Organizational Politics: A Cross-Lagged Examination, Ballroom A-E, 10:30AM
- 147-26 Impact of Role Model Similarity on Women's Leadership Outcomes, Ballroom A-E, 10:30AM
- 147-27 Sources of Stability and Fluidity in Workers' Implicit Leadership Theories, Ballroom A-E, 10:30AM
- 147-28 The Effects of Perceived Ethical Leadership on Employee Emotional Exhaustion, Ballroom A-E, 10:30AM
- 147-29 Humble Leadership and Engagement Interact to Predict Employee Turnover, Ballroom A-E, 10:30AM



- 147-30 Follower Preferences for Transformational Leadership: Roles of Personality and Beliefs, Ballroom A-E, 10:30AM
- 147-31 A Taxonomy of Virtual Team Leadership Effectiveness Behaviors, Ballroom A-E, 10:30AM
- 147-32 Pride: Bright and Dark Consequences for Leader Emergence and Effectiveness, Ballroom A-E, 10:30AM
- 165 High-Potential Programs: Pitfalls, Precautions, and Pearls of Wisdom, 303 D, 10:30AM
- 186 The Art and Science of Executive Assessment: Research and Practice, 303 B, 12:00PM
- 220 Leadership Learning: Strategies for Acceleration , 203 A, 3:30PM
- 240 Executive Board Special Session: A Conversation With SIOP Leadership, 203 A, 5:00PM
- 243 Leadership Demands for 21st Century Healthcare: A Multilevel Approach, 204 B, 5:00PM
- 249 Leadership in a New Light: Rethinking Our Understanding of Leadership, 207 D, 5:00PM
- 266 Combining Science and Practice to Develop World Class Distributed Leaders, 206 A, 8:30AM
- 291 Novel Directions in Sleep and Leadership Research, 205 B, 10:30AM
- 297 Develop Me! Novel Approaches to Enhance Leadership, 303 A, 10:30AM
- 301-1 The Dual-Motivational Effects of Ethical Leadership on Employee Knowledge Sharing, Ballroom A-E, 12:00PM
- 301-2 Achievement Facilitators or Hindrances? The Differential Effects of Authoritarian Leadership, Ballroom A-E, 12:00PM
- 301-3 Who Speaks Up and Who Remains Silent Under Abusive Supervision?, Ballroom A-E, 12:00PM
- 301-10 Leader-Follower Calling Similarity and Follower Outcomes, Ballroom A-E, 12:00PM
- 301-12 Characteristics of Effective Leadership in Multiteam Systems, Ballroom A-E, 12:00PM
- 301-15 Commute Stressor and Effective Leader Behaviors: An Ego Depletion Perspective, Ballroom A-E, 12:00PM
- 301-17 Leaders' Use of Alternative Mental Models: Deliberate but Don't Implement, Ballroom A-E, 12:00PM
- 301-20 Exploring the Link of Abusive Supervision and Organizational Loyalty, Ballroom A-E, 12:00PM
- 301-22 Servant Leadership and Feedback-Seeking Behavior: A Conditional Mediation Approach, Ballroom A-E, 12:00PM
- 301-24 Reconceptualizing Learning Agility: The Accelerated Learning Model, Ballroom A-E, 12:00PM
- 301-25 Charismatic Stories as a Basis for Leader Development, Ballroom A-E, 12:00PM
- 301-26 Leader Influence Tactics and Subordinates' Knowledge Sharing: Mediation and Moderation, Ballroom A-E, 12:00PM
- 301-27 Adaptive Emotion Regulation Strategies in Leadership, Ballroom A-E, 12:00PM
- 301-29 The Impact of Leader Error on Leadership Ratings, Ballroom A-E, 12:00PM
- 303 Who Follows Whom? Predicting the Emergence of Informal Leader-Follower Networks, 201 B, 12:00PM
- 335 The Amazon Culture: Should It be Emulated or Denigrated?, 206 A, 1:30PM
- 341 Current Perspectives on Person-Centered Leadership Research, 303 B, 1:30PM
- 349 Measuring Leadership and Followership: Clarifying Constructs and Items, 201 D, 3:30PM
- 351 Executive Board Special Session: New Strategies for Driving Visibility and Impact Through SIOP Publications, 203 B, 3:30PM
- 365 Leading by Distance: Challenges and Considerations Around Virtual Team Management, 303 D, 3:30PM

#### Legal Issues/Employment Law

- 14 Competencies and Content Expertise for I-O Psychology Expert Witnesses, 206 A, 10:30AM
- 52 Big Data Analytics and Employment Decisions: Opportunities and Challenges, 203 B, 1:30PM
- 67-5 Sexual Harassment Training That Promotes Reporting: An Organizationally Sensible Approach, Ballroom A-E, 2:00PM
- 67-17 Correction for Multiple Testing in Adverse Impact Analysis, Ballroom A-E, 2:00PM
- 79 Contemporary Issues in Occupational Credentialing, 204 B, 3:30PM
- 89 Opening the Black Box: Legal Implications of Big Data Algorithms, 303 C, 3:30PM
- 163 A View From the Trenches: EEOC/OFCCP Practitioner Update, 303 B, 10:30AM
- 208 No Longer an Afterthought? Reasonable Alternatives and Title VII Litigation, 303 D, 1:30PM
- 232 Beyond Frequentist Paradigms in Legal Scenarios: Consideration of Bayesian Approaches, 303 C, 3:30PM
- 292 Implications of Revisions to FLSA Exemptions for Organizations and Employees, 206 A, 10:30AM

#### Measurement/Statistical Techniques

- 8 Measurement Equivalence of Psychological Measures: Gender, Culture, and Sampling Sources, 203 B, 10:30AM
- 21 Your Attention Please! Measuring, Predicting, and Preventing Insufficient Effort Responding, 303 C, 10:30AM
- 54 Handling Big(ish) Data in R: An Introductory and Interactive Tutorial, 204 B, 1:30PM
- 69-1 A Meta-Analysis of Perceived Authentic Leadership and Follower Job Satisfaction, Ballroom A-E, 3:30PM
- 69-2 Best-Practice Recommendations for Transforming Data in I-O Psychology Research, Ballroom A-E, 3:30PM
- 69-3 Disposition or Ability? Using IRT to Solve the Mindfulness Mystery, Ballroom A-E, 3:30PM
- 69-4 Creating Expectancy Charts: A New Approach, Ballroom A-E, 3:30PM
- 69-5 Probing Moderated Regression: Don't Rely on Hypothesis Testing, Ballroom A-E, 3:30PM
- 69-6 Examination of Measurement Invariance of Resilience Before and After Deployment, Ballroom A-E, 3:30PM
- 69-7 CFA Convergence and Admissibility Problems for MTMM Data (Largely) Solved, Ballroom A-E, 3:30PM
- 69-8 An R Package for I-O Psychology Simulation Building: iopsych, Ballroom A-E, 3:30PM
- 69-9 Does Self-Efficacy Really Mediate the Training-To-Performance Relationship? No, Ballroom A-E, 3:30PM
- 69-10 The Consequences of Ignoring Multilevel Data Structure: A Simulation, Ballroom A-E, 3:30PM
- 69-11 Development of New Procrastination Scale, Ballroom A-E, 3:30PM
- 69-12 Comparing Stress Across Individuals, Objective Measure of Subjective Stress Appraisals, Ballroom A-E, 3:30PM
- 69-13 Quiet Please: Development and Validation of a Workplace Intrusions Measure, Ballroom A-E, 3:30PM
- 69-14 Measurement Equivalence Among Components of Interpersonal Perceptions, Ballroom A-E, 3:30PM
- 69-15 Modeling Nonlinear Organizational Dynamics: An Introduction to Generalized Additive Models, Ballroom A-E, 3:30PM
- 69-16 Too Soon to Say: Measuring Emergent Constructs for Nascent Teams, Ballroom A-E, 3:30PM
- 69-17 Structure Matters: Common, Higher-Order and Bifactor Models of General Factors, Ballroom A-E, 3:30PM
- 69-18 The Development and Application of Swarm Optimization for Personnel Selection, Ballroom A-E, 3:30PM
- 69-19 Differential Functioning of the Utrecht Work Engagement Scale Across Gender, Ballroom A-E, 3:30PM
- 69-20 A Bifactor Model of Burnout? Rethinking the Structure of Burnout., Ballroom A-E, 3:30PM

- 69-21 Rasch Forced-Choice Computerized Adaptive Testing for Ranking Data, Ballroom A-E, 3:30PM
- 69-22 Reevaluating the Measurement of Follower Characteristics Using Item Response Theory, Ballroom A-E, 3:30PM
- 69-23 Understanding the NPI Using Item Response Theory, Ballroom A-E, 3:30PM
- 69-24 Network Psychometrics and the Analysis of Organizational Surveys, Ballroom A-E, 3:30PM
- 69-25 Addressing Time Constraints in Surveys: Planned Missingness Versus Short Forms, Ballroom A-E, 3:30PM
- 69-26 Predicting Employee Outcomes With Different Measures of Workload, Ballroom A-E, 3:30PM
- 94 M. Scott Myers Award: From Research to Practice: Evolution of High-Stakes Workplace Personality Assessment, 201 B, 5:00PM
- 98 Unobtrusive Measurement in I-O: Overcoming Practical, Methodological, and Ethical Issues, 203 A, 5:00PM
- 101 Putting Analytics to Use: Let's Get Down to Business, 204 B, 5:00PM
- 113-6 Comparative Accuracy of Alternative Path-Based Model Selection Strategies, Hilton Pacific D, 6:00PM
- 125 Friday Seminar: Person-Centered Analyses, 205 A, 8:00AM
- 155 Machine Learning in I-O Psychology: Introduction, Application, and Future Directions, 204 B, 10:30AM
- 202 Making Big Data Smart: Challenges in Measurement, Analysis, and Validity, 207 B, 1:30PM
- 212 Friday Seminar: Big Data Predictive Analytics: A Hands-On Workshop Using R, 205 A, 3:00PM
- 262 Emerging Trends in Organizational Surveys: Possibilities and Implications, 204 B, 8:30AM
- 273 Analytics: A Uniquely I-O Perspective, 303 C, 8:30AM
- 281 Testing Mediation: The Endogeneity Problem and the Solution, 201 A, 10:30AM
- 286 Exciting New Adventures in Thurstonian Measurement for Self-Report Data, 203 B, 10:30AM
- 300 Death by a Thousand Items: Challenges From Survey Fatigue, 303 D, 10:30AM

#### Motivation/Rewards/Compensation

- 35 When Fit and Misfit Lead to Counterintuitive Results., 205 A, 12:00PM
- 209-5 Motivating Learning in High-Need Students: A Measurement and Feedback Approach, Ballroom A-E, 2:00PM
- 209-10 Self-Efficacy, Achievement- Versus Learning-Oriented Effort, and Complex Task Learning, Ballroom A-E, 2:00PM
- 209-12 Examining Incremental Velocity Effects on Affective Reactions During Goal Pursuit, Ballroom A-E, 2:00PM
- 209-15 Rethinking the Effect of Learning Goal Orientation on Job Performance, Ballroom A-E, 2:00PM
- 209-19 The Impact of Self-Efficacy and Incentives on Multiple-Goal Resource Allocation, Ballroom A-E, 2:00PM
- 209-21 Relationship of Pay Increases to Satisfaction, Commitment, and Turnover Intentions, Ballroom A-E, 2:00PM
- 209-22 Regulatory Fit Theory in Organizational Sciences: Clarifying Issues and Methods, Ballroom A-E, 2:00PM
- 209-25 Self-Schema Characteristics, Motivational Orientation, and Work Performance: A Within-Person Approach, Ballroom A-E, 2:00PM
- 209-27 When Hurrying Offsets the Benefits of Time-Based Goal Setting, Ballroom A-E, 2:00PM

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

- 15 Let's Stop and Reflect: What Is Workplace Civility?, 207 A, 10:30AM
- 42 Workplace Safety Research: What Is Next?, 303 A, 12:00PM
- 64 More Stressed Than Ever? Emerging Contemporary Workplace Stressors, 303 C, 1:30PM
- 85 Resilience: Clarifying Conceptual Issues in Current Research, 207 C, 3:30PM
- 110 Get Smart About Occupational Health and Well-Being, 303 B, 5:00PM
- 113-2 Applying I-O Science and Methods to Diagnose Safety Culture Maturity, Hilton Pacific D, 6:00PM
- 113-10 Development and Validation of the Workplace Interruptions Measure, Hilton Pacific D, 6:00PM
- 116 Job Stress, Burnout, and Organizational Health: Aligning Science and Solutions, 203 A, 8:00AM
- 130 Bridging Aging Research and Policy Making: An International Perspective, 204 B, 8:30AM
- 169-1 Sleep, Incivility, and Physical Health Outcomes Within Nurses, Ballroom A-E, 12:00PM
- 169-2 The Antecedents and Outcomes of Work Ability: A Meta-Analysis, Ballroom A-E, 12:00PM
- 169-3 Daily Workload Anticipation, Approach Coping, and Employees' Stress Mindset, Ballroom A-E, 12:00PM
- 169-4 Improving Utilization of Mental Health Treatment in High Stress Occupations, Ballroom A-E, 12:00PM
- 169-5 Work, Interrupted: Measuring Subjective Interruption Experience and Its Strain Outcomes, Ballroom A-E, 12:00PM
- 169-6 Measurement Invariance of Three Burnout Inventories Across Sex, Ballroom A-E, 12:00PM
- 169-7 Chronic Pain Interference at Work: The Role of Negative Affectivity, Ballroom A-E, 12:00PM
- 169-8 A New Lens on Safety Leadership: Applying a Pattern-Oriented Approach, Ballroom A-E, 12:00PM
- 169-9 Role Overload and Health Behaviors: Demonstrating Behavioral Adaptation Longitudinally, Ballroom A-E, 12:00PM
- 169-10 Work Stressors, OCB, and CWB: The Role of Physical Activity, Ballroom A-E, 12:00PM
- 169-11 Are Workplace Safety Constructs Susceptible to Impression Management?, Ballroom A-E, 12:00PM
- 169-12 Effect of Customer Entitlement on Employee Coping and Emotional Exhaustion, Ballroom A-E, 12:00PM
- 169-14 The Role of Individual Differences in a Model of Workplace Safety, Ballroom A-E, 12:00PM
- 169-15 Correlates of Instrumental and Emotional Social Support: A Meta-Analytic Examination, Ballroom A-E, 12:00PM
- 169-16 Unifying the Climate Literature Within a Total Worker Health Framework, Ballroom A-E, 12:00PM
- 169-17 Illegitimate Tasks as an Impediment to Employee Satisfaction and Motivation, Ballroom A-E, 12:00PM
- 169-18 Safe and Sound at Work: The Role of Positive Affectivity, Ballroom A-E, 12:00PM
- 169-19 Effects of Challenge Stressors on Thriving at Work, Ballroom A-E, 12:00PM
- 169-20 Understanding What "Feeling Supported" Means by Assessing Supportive Coworker Behaviors, Ballroom A-E, 12:00PM
- 169-21 Job Demands and Resources: Organizational Communication and Nontask Organizational Conflict, Ballroom A-E, 12:00PM
- 169-22 Distracted Driving on the Job: Modified Stages of Change Model, Ballroom A-E, 12:00PM
- 169-23 Increasing Employee Wellness Program Participation: Motivating Behaviors and Person-Organization Fit, Ballroom A-E, 12:00PM
- 169-24 Measuring Work Ability. Evaluating the German Work Ability Survey-R, Ballroom A-E, 12:00PM
- 169-25 Measurement Equivalence of a Safety Climate Measure Within Multilevel Data, Ballroom A-E, 12:00PM
- 169-26 Do Conscientiousness and Agreeableness Predict Citizenship Better for Older Workers?, Ballroom A-E, 12:00PM
- 194 Exploring Strategies to Buffer the Detrimental Impacts of Customer Mistreatment, 201 C, 1:30PM
- 213 Friday Seminar: Integrating the Science of Employee Health, Well-Being, and Safety Into I-O Psychology Practice, 205 B, 3:00PM

- 221 Working Longer: Factors Related to Continued Work for Older Workers, 203 B, 3:30PM
- 228 Somebody to Lean On: Context-Specific Support at Work, 207 C, 3:30PM
- 235 Mindfulness in the Workplace: Current Research, Practice, and Future Directions, 201 A, 5:00PM
- 254-1 Perceiver Beware: Sleepiness Biases Incivility Interpretations, Ballroom A-E, 8:00AM
- 254-2 Evaluation of Psychology-Based Safety Training in the Australian Fishing Industry, Ballroom A-E, 8:00AM
- 254-3 Pet-Friendly Workplace Policies, Employee Stress, and Perceived Organizational Support, Ballroom A-E, 8:00AM
- 254-4 Family-to-Work Conflict and Safety Performance in Two High Risk Industries, Ballroom A-E, 8:00AM
- 254-5 Effects of Safety Communication and Climate on Truckers' Safety Performance, Ballroom A-E, 8:00AM
- 254-6 Mindfulness in the Relationship Between Workplace Stressors and Strains, Ballroom A-E, 8:00AM
- 254-7 Long-Term Effects of Work Interruptions on Employee Well-Being, Ballroom A-E, 8:00AM
- 254-8 Safety-Supporting Factors: A Multisource, Multilevel Approach, Ballroom A-E, 8:00AM
- 254-9 Incivility and Job Strain Relationships: Mediating Effect of Employees' Attributions, Ballroom A-E, 8:00AM
- 254-11 Stress Intervention, Supervisors' Emotional Exhaustion, Abusive Supervision, and Team Performance, Ballroom A-E, 8:00AM
- 254-12 Trickle-Down Effect of Leaders' Resilience on Followers' Work Outcomes, Ballroom A-E, 8:00AM
- 254-13 Self-Reported Physical Activity Mediates Personality Traits and Physical Fitness Outcomes, Ballroom A-E, 8:00AM
- 254-14 Supervisor-Subordinate Discrepancies in Perceptions of Subordinate Stress: Implications for Support, Ballroom A-E, 8:00AM
- 254-15 Dispositional, Attitudinal, and Motivational Predictors of Workplace Safety, Ballroom A-E, 8:00AM
- 254-16 Tend and Befriend: The Prosocial Behavioral Patterns of Stressed Supervisors, Ballroom A-E, 8:00AM
- 254-17 Effect of Occupational Tenure on Safety Climate and Safety Behavior, Ballroom A-E, 8:00AM
- 254-18 Effects of Positive Cognitive Interventions on Stress and Well-Being, Ballroom A-E, 8:00AM
- 254-19 Examining the Underlying Assumptions and Measurement of Incivility and Bullying, Ballroom A-E, 8:00AM
- 254-20 Fit Employees: Fit Organizations? Organizational Support for Employee Fitness Goals, Ballroom A-E, 8:00AM
- 254-21 Aggressive Humor at Work: Exponential Risk for Health and Performance?, Ballroom A-E, 8:00AM
- 254-22 Inconspicuous Intolerance: The Relationship Between Incivility, Discrimination, and Employee Outcomes, Ballroom A-E, 8:00AM
- 254-23 What Predicts Snacking at Work? A Daily-Survey Study, Ballroom A-E, 8:00AM
- 254-25 A Meta-Analysis of the Relationships Between Recovery Experiences and Outcomes, Ballroom A-E, 8:00AM
- 254-26 Effects of Standing While Working: An Experience Sampling Approach, Ballroom A-E, 8:00AM
- 264 Promoting Mindfulness@Work: Effects on Performance, Health and Relational Outcomes, 205 A, 8:30AM
- 270 Employment and Income: Effects of Economic Stress on Occupational Health, 207 D, 8:30AM
- 282 The Power of Doing: Connecting Overqualification to Proactive Behaviors, 201 B, 10:30AM
- 302 Alliance Special Session: Meet the Experts: An International Panel on Work and Health, 201 A, 12:00PM
- 320 When Does Job Insecurity Hurt? Evidence for Moderating Variables, 303 B, 12:00PM
- 326 We Heard the Calls: Aging and Work Research Moves Ahead, 201 D, 1:30PM
- 339 Ensuring Enterprise Security: Three Diverse Approaches, 207 D, 1:30PM

#### Organizational Culture/Climate

- 65 Strong Cultures: Unlocking the Secret Sauce, 303 D, 1:30PM
- 118 Maximizing Organizational Productivity: Leader Strategies for Promoting Inclusive Climates, 204 A, 8:00AM
- 248 Next Generation Methods of Assessing Organizational Culture, 207 C, 5:00PM
- 279-6 Effects of Strategic Climates and Process Climates on Employee Outcomes, Ballroom A-E, 10:30AM
- 279-7 Implementation in Child Welfare: Leadership, Climate, Attitudes, and Citizenship Behavior, Ballroom A-E, 10:30AM
- 279-11 How Organizational Policies Influence the Likelihood of Reporting Sexual Harassment, Ballroom A-E, 10:30AM
- 279-14 The Influence of Psychosocial Safety Climate on Employees' Personal Initiative, Ballroom A-E, 10:30AM
- 279-16 Change It Up: Workgroup Culture Change and Workgroup Turnover, Ballroom A-E, 10:30AM
- 279-22 Managers at Iconic Companies Are More Likely to Derail, Ballroom A-E, 10:30AM
- 279-26 Person-Corporate Social Responsibility Fit: Role of CSR in Fit, Ballroom A-E, 10:30AM
- 323 Mergers and Acquisitions: Impact of Integrating Organizational Cultures, 201 A, 1:30PM
- 363 Managing Organizational Culture: Whose Job Is It Anyway?, 303 B, 3:30PM

#### Organizational Justice

- 4 Workplace Obesity Discrimination: New Targets, Novel Measures, and Surprising Outcomes, 201 B, 10:30AM
- 23-5 Organizational Justice Adherence and Violation From the Actor's Perspective, Ballroom A-E, 11:00AM
- 23-13 The Consequences of Perceived Workplace Favoritism in Organizations, Ballroom A-E, 11:00AM
- 56 New Roles for Individual Differences in Organizational Justice Research, 205 A, 1:30PM

#### Organizational Performance/Change/Downsizing/OD

- 22 Big Data, Big Business, and Big Brother? Debating Identified Surveys, 303 D, 10:30AM
- 78 IGNITE + Panel: Lessons From the Field: Change (Sometimes) Happens, 204 A, 3:30PM
- 100 Invited Session: I-Os at the M&A Table: Bringing Rigor to Culture Integration, 204 A, 5:00PM
- 126 Friday Seminar: The Benefits (and Costs) of Giving Your Employees Voice, 205 B, 8:00AM
- 153 The Military and I-O Psychology: A Century Long Partnership, 203 B, 10:30AM
- 318 Improving Organizational Change Outcomes. Asserting Leadership in the Field, 207 D, 12:00PM
- 355 Alternative Ways of Working: Flexible Advantage, 205 A, 3:30PM

#### Performance Appraisal/Feedback/Performance Management

- 2 Recent Trends in Performance Management, 203 A, 10:30AM



- 40 20 Years of Innovation in 360° Feedback: Evolution or Devolution?, 207 C, 12:00PM
- 77 What Does Good Performance Management Look Like? An Appreciative Inquiry, 203 B, 3:30PM
- 121 Interactive Discussion: Where Have All the Ratings Gone?, 207 C, 8:00AM
- 132 Performance Management Is Broken, So How Do We Fix It?, 207 B, 8:30AM
- 142 The Demise of the Performance Review: Is Rating Research Irrelevant?, 207 A, 9:00AM
- 206 Feedback at Work: Bridging Science and Practice, 303 B, 1:30PM
- 209-1 Mindfulness Serves as Self-Regulatory Buffer in Presence of Negative Feedback, Ballroom A-E, 2:00PM
- 209-2 Response Volume and Rating Confidence Levels Effects on Rating Quality, Ballroom A-E, 2:00PM
- 209-6 The Importance of Rater's Personality in Weighting Job Performance Dimensions, Ballroom A-E, 2:00PM
- 209-8 K BARS System: Ongoing Performance Management for Municipal Police, Ballroom A-E, 2:00PM
- 209-11 Measuring Rating Accuracy and Overestimating Accuracy Effects, Ballroom A-E, 2:00PM
- 209-14 Do Raters Always Disagree? A Meta-Analysis That Considers Time, Ballroom A-E, 2:00PM
- 209-18 Multirater Feedback and Rater Gender: 360 Bias Protection, Ballroom A-E, 2:00PM
- 209-28 Considering Conditional Effects Within the Performance Trend, Attribution, Rating Linkage, Ballroom A-E, 2:00PM
- 209-31 Using Quality and Quantity as Cues to Disengage From Tasks, Ballroom A-E, 2:00PM
- 209-32 Feedback Intervention Perceptions: Development and Validation of a Measure, Ballroom A-E, 2:00PM
- 269 Feedback Effectiveness Within and Without Performance Management, 207 C, 8:30AM
- 280 Revolutionizing Performance Management: Industry Fad or Data-Driven Advancement?, 203 A, 10:30AM
- 295 Getting From "Rank and Yank" to Enabling Employee Performance, 207 C, 10:30AM
- 310 Just Talk to Them: Keys to Making Performance Management Work, 204 B, 12:00PM
- 359 Next Generation Performance Management Systems: Research Meets Practical Application, 207 B, 3:30PM

## Personality

- 16 Attachment Theory and Its Applications to the Workplace, 207 B, 10:30AM
- 18 Temporal Individual Differences Across Multiple Levels and Applied Contexts, 207 D, 10:30AM
- 29 Personality Computer Adaptive Testing (CAT): A Meow or a ROAR?, 201 D, 12:00PM
- 83 Digging Deeper Into the Darkness: Advances in Dark Personality Research, 207 A, 3:30PM
- 84 Novel Insights Into Leader Personality: Traits, States, and Dynamics, 207 B, 3:30PM
- 154 IGNITE Session: I-O Hot Topics Debate: Dual or Duel?, 204 A, 10:30AM
- 177 New and Emerging Research on the Dark Triad of Personality, 203 B, 12:00PM
- 234-1 Agility: The Personality-Related Foundations of Adaptive Performance, Ballroom A-E, 4:30PM
- 234-2 Preliminary Development of Hierarchical Unfolding Cybernetic Big Five Trait Measures, Ballroom A-E, 4:30PM
- 234-3 Too Much of a Good Thing? Nonlinear Personality-Performance Relations, Ballroom A-E, 4:30PM
- 234-4 Self-Control Over Time: Implications for Work, Relationship, and Well-Being Outcomes, Ballroom A-E, 4:30PM
- 234-5 Stereotype Activation as an Explanatory Mechanism for Generational Differences, Ballroom A-E, 4:30PM
- 234-6 How Well Does the Dark Triad Capture Dark Side Personality?, Ballroom A-E, 4:30PM
- 234-7 A Way to Decrease Applicant Faking, Ballroom A-E, 4:30PM
- 234-8 Subjective Well-Being and Retirement: How Personality Moderates Retirement Satisfaction, Ballroom A-E, 4:30PM
- 234-9 Meta-Analytic Moderators of the Negatively Worded Personality Item Effect, Ballroom A-E, 4:30PM
- 234-10 HEXACO Traits and Perceptions of Politics as Predictors of Revenge, Ballroom A-E, 4:30PM
- 234-11 Validating Measures of Acquisitive and Protective Self-Monitoring, Ballroom A-E, 4:30PM
- 234-12 Testing Measures of Acquisitive and Protective Self-Monitoring for DIF, Ballroom A-E, 4:30PM
- 234-13 Impression Management: A Model of Target Characteristics, Ballroom A-E, 4:30PM
- 234-14 Personality and Job Satisfaction in Older Adults: A Relative-Weights Analysis, Ballroom A-E, 4:30PM
- 234-15 Convergent and Discriminant Validity of Dark Tetrad Measures, Ballroom A-E, 4:30PM
- 234-16 Meta-Analysis of Reliability and Gender in Machiavellianism and Psychopathy, Ballroom A-E, 4:30PM
- 234-18 Faking-Related DIF Found for Almost Half of Leadership Training Items, Ballroom A-E, 4:30PM
- 234-19 Authenticity in Leaders: Instrument Development and Validation Study, Ballroom A-E, 4:30PM
- 234-20 Impact of Social Desirability and Difficulty on Item Response Latency, Ballroom A-E, 4:30PM
- 234-21 Gender Differences in Leadership Interests Across Generations: A Meta-Analysis, Ballroom A-E, 4:30PM
- 234-23 Confirmatory Factor Analysis in Personality Assessment: Revision of Current Standards, Ballroom A-E, 4:30PM
- 234-24 Epigenetic Set-Point Adjustment Model of Personality Change, Ballroom A-E, 4:30PM
- 234-25 Can Cognitive Ability Affect the Measurement of Personality for Applicants?, Ballroom A-E, 4:30PM
- 234-26 Type A Behavior and Undergraduate GPA: A Meta-Analysis, Ballroom A-E, 4:30PM
- 234-27 An O\*NET-Based Framework of Personality-Related Job Characteristics, Ballroom A-E, 4:30PM
- 234-28 Developing Measures of Acquisitive and Protective Self-Monitoring Using IRT, Ballroom A-E, 4:30PM
- 234-29 The Effect of Hypercompetitiveness on Knowledge Sharing: An Interactional Perspective, Ballroom A-E, 4:30PM
- 265 Rethinking the Study of Vocational Interests at Work, 205 B, 8:30AM
- 296 Exploring the Psychometric Properties of Personality Derailment Scales, 207 D, 10:30AM
- 344-2 Predicting Performance and Person-Job Fit With Guilt and Shame Proneness, Ballroom A-E, 2:00PM
- 344-3 Theoretically Modeling the Personality-Performance Relationship at Narrow Levels, Ballroom A-E, 2:00PM
- 344-6 The Validity of Compound Trait Estimates of Narrow Personality Traits, Ballroom A-E, 2:00PM
- 344-8 SJTs, Personality, and *g*: Discriminant Validity, But Some *g*-Related Issues, Ballroom A-E, 2:00PM
- 344-9 Cognitive Processing of Personality Items and Motivation to Fake, Ballroom A-E, 2:00PM
- 344-10 The Role of Context in Contextualized Personality Assessments, Ballroom A-E, 2:00PM
- 344-17 STEM Degree Attainment: The Tale of Two Predictors, Ballroom A-E, 2:00PM
- 344-24 Individual-Level Predictors of Attitudes and Behaviors About "Near Misses", Ballroom A-E, 2:00PM
- 344-26 Rating Enhancement in Personality Assessment: Are Observer Ratings Immune?, Ballroom A-E, 2:00PM
- 344-27 Examining the Replicability of Trait-Trait Interactions in Local Validation Studies, Ballroom A-E, 2:00PM

- 357 Advancing the Validity of Vocational Interests in the Workplace, 206 A, 3:30PM  
 362 Latest Findings in Conditional Reasoning: Writing JMs and New Scales, 303 A, 3:30PM

#### Research Methodology (e.g., Surveys)

- 32 IGNITE Debate: Should We Trust or Avoid Online Convenience Samples?, 204 A, 12:00PM  
 75 Formally Modeling I-O Psychology Phenomena: Instructional Exemplars, 201 D, 3:30PM  
 103 Impact of Research Reproducibility and Study Registration on I-O Psychology, 205 B, 5:00PM  
 159 Toward a More Flexible, Real Data Relative Importance Analysis, 207 B, 10:30AM  
 167 Friday Seminar: Careless Survey Responding, 205 A, 11:30AM  
 179 The Future of the Publication Process in I-O Psychology, 204 B, 12:00PM  
 201 Modern Tools and Samples for the Ubiquitous Workplace Survey, 206 A, 1:30PM  
 223 From Insights to Action: Making Survey Comments Work for You, 204 B, 3:30PM  
 241 Distinguished Early Career Contributions-Practice Award: The Scientific Method and the Myth of the "Theoretical Contribution", 203 B, 5:00PM  
 289 Alliance Special Session: Big Data: Grappling With Definitions and Issues With International Implications, 204 C, 10:30AM  
 293 Qualitative Methods for I-O Psychology Graduate Research, 207 A, 10:30AM  
 294 Introduction to Reproducible Research using R, RStudio, and R Markdown, 207 B, 10:30AM  
 345-1 Crowdsourcing the Development of a Job Satisfaction Measure, Ballroom A-E, 3:30PM  
 345-3 Evidence-Based Understanding of Management Research Articles' Introductions: A Linguistic Approach, Ballroom A-E, 3:30PM  
 345-4 Participant-Defined Mapping: New Perspectives to Study Human-Space Interaction, Ballroom A-E, 3:30PM  
 345-7 Amazon Mechanical Turk Practical Guide for Researchers in I-O Psychology, Ballroom A-E, 3:30PM  
 345-8 The Extent of P-Hacking in I-O Psychology, Ballroom A-E, 3:30PM  
 345-18 Careless Survey Responses: Emotional, Cognitive, Behavioral, and Workplace Nomological Network, Ballroom A-E, 3:30PM  
 345-23 Rethinking Intelligence Tests: Using Multidimensional IRT to Assess Ability, Ballroom A-E, 3:30PM  
 345-26 Determinants of Nonresponse to Online Applicant Reactions Surveys, Ballroom A-E, 3:30PM  
 345-27 The Impact of Participant Experience on Policy-Capturing Results, Ballroom A-E, 3:30PM  
 345-28 ESEM to Examine Multidimensional Method Variance With Unmeasured Latent Constructs, Ballroom A-E, 3:30PM  
 345-29 Mobile Versus PC Web Surveys: Differences in Demographics and Engagement, Ballroom A-E, 3:30PM

#### Staffing (e.g., Recruitment, Applicant Reactions, Selection System Design, Succession Planning, Workforce Planning)

- 10 Marching Through Military Veteran Selection, Performance, and Retention, 204 B, 10:30AM  
 47 Helping Organizations Win the War for Talent, 203 A, 1:00PM  
 57 Armed and Able: Industrial-Organizational Psychology Applied to Armed Jobs, 205 B, 1:30PM  
 67-1 Religious Displays and Their Effects on Organizational Image, Ballroom A-E, 2:00PM  
 67-2 Cybervetting: A Multitrait-Multimethod Test of the Common Antecedents Model, Ballroom A-E, 2:00PM  
 67-3 The Financial Impact of Strategic Development and High Potential Programs, Ballroom A-E, 2:00PM  
 67-4 The Interaction Between Regulatory Focus and Warning Types on Faking, Ballroom A-E, 2:00PM  
 67-6 Hiring Ex-Offenders in Light of the EEOC Guidance, Ballroom A-E, 2:00PM  
 67-7 Effects of Predictor Weighting Methods on Incremental Validity, Ballroom A-E, 2:00PM  
 67-8 Pareto-Optimal Selection Design: Genuinely Useful in Practice?, Ballroom A-E, 2:00PM  
 67-9 Effects of Political Climate and Machiavellianism on Job Pursuit Intentions, Ballroom A-E, 2:00PM  
 67-10 Optimal In-Baskets: Budgeting for Better Performance, Ballroom A-E, 2:00PM  
 67-11 Developing a Structural Framework for Social Media Assessments in Hiring, Ballroom A-E, 2:00PM  
 67-12 Evaluations of Tattooed Applicants: The Usefulness of Identity Management Strategies, Ballroom A-E, 2:00PM  
 67-13 Content of Qualitative Feedback Provided During Structured, Confidential Reference Checks, Ballroom A-E, 2:00PM  
 67-14 Don't Select Until You Check: Expected Background Checking Practices, Ballroom A-E, 2:00PM  
 67-15 Let's Choose One of Each: Partition Dependence in Personnel Selection, Ballroom A-E, 2:00PM  
 67-16 How Comparable Are Face-to-Face Versus Technology-Mediated Selection Interviews?, Ballroom A-E, 2:00PM  
 67-18 How Policy Interventions May Enhance Women Striving for Leadership Positions, Ballroom A-E, 2:00PM  
 67-19 Do Clothes Make the Man or Just a Sham?, Ballroom A-E, 2:00PM  
 67-20 Fairness Reactions to Personnel Selection Methods in China, Ballroom A-E, 2:00PM  
 67-21 E-Recruiting: Examining Personality, P-O fit, and Organizational Attractiveness, Ballroom A-E, 2:00PM  
 67-22 Applicant Attraction: Offering the Right Information to the Right People, Ballroom A-E, 2:00PM  
 67-23 The Utility Gain of Leaving Professional Judgment Out of Prediction, Ballroom A-E, 2:00PM  
 67-24 A Futurist Approach: Identifying Emerging Work Skills, Ballroom A-E, 2:00PM  
 67-25 Workaholism and Work-Family Balance in Recruitment: Conflicting Values?, Ballroom A-E, 2:00PM  
 67-26 Impact of Accountability on Structured Interview Ratings: A Field Study, Ballroom A-E, 2:00PM  
 67-27 Does Wording of Job Ads Affect Women's Application Decisions?, Ballroom A-E, 2:00PM  
 67-28 Job Seekers' Perceptions of Diversity Mixed Messages, Ballroom A-E, 2:00PM  
 67-29 Generational Differences in the Workplace: Less Than Meets the Eye, Ballroom A-E, 2:00PM  
 67-30 LinkedIn Versus Resumes: The Impact of Person-Organization Fit, Ballroom A-E, 2:00PM  
 109 New Insights Into Adverse Impact: Origination, Motivation, and Scale Weighting, 303 A, 5:00PM  
 119 Social Media Strikes Selection: Challenges of the Technological Era, 206 A, 8:00AM  
 145 Creating and Sustaining Unmanned Aerial Systems: Opportunities for I-O Psychology, 303 A, 9:00AM  
 164 Implementing Deep Organizational Change in HR-Focused Consent Decree Situations, 303 C, 10:30AM  
 170 Big Data Science Needs: Theory, Training, and Beyond, 203 A, 12:00PM  
 187 Ex-Offenders Navigating the Hiring Process: Insights From Research and Practice, 303 C, 12:00PM  
 191 Hospital(ity): The Intersection of the Healthcare and Hospitality Industries, 207 A, 1:00PM  
 205 Understanding the Professional and Research Needs of Employee Selection Practitioners, 303 A, 1:30PM  
 237 The Talent War: Hiring Practices in Silicon Valley, 201 C, 5:00PM

- 284 Assessment in the Digital Age: When Candidates Go Mobile, 201 D, 10:30AM
- 290 Candidate Experience: Why It Matters and What You Can Do, 205 A, 10:30AM
- 314 Social Media for Employment Decisions: The Risk, Reward, and Unknown, 206 A, 12:00PM
- 332 The Quarterback Problem: When Predicting Success Is Difficult, 204 C, 1:30PM
- 336 Unraveling the Mystery of High-Potential Programs, 207 A, 1:30PM

#### Strategic HR/Utility/Changing Role of HR

- 43 Successful Strategic Research Partnerships: Best Practices and Lessons Learned, 303 B, 12:00PM
- 131 Influencing for Change: Organizational Adoption of Paradigm-Shifting Strategies, 204 C, 8:30AM
- 156 Understanding and Overcoming Resistance to Teleworking, 204 C, 10:30AM
- 180 Rise of HR: Wisdom From Seventy-Three HR Thought Leaders, 204 C, 12:00PM
- 200 Closing the Digital Gap: Barriers and Inertia in Talent, 204 C, 1:30PM
- 224 Helping People Execute Business Strategies, 204 C, 3:30PM
- 238 Transforming Big and Small Data to Big Insight, 201 D, 5:00PM
- 321 Workforce Analytics: Real Data, Real Decisions, 303 C, 12:00PM

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

- 20 I-O Academic Career Options: Faculty at Teaching Intensive Institutions, 303 B, 10:30AM
- 38 Dos and Don'ts of Graduate School: Surviving and Thriving 2.0, 207 A, 12:00PM
- 59 From Grad Student to Professional: Things I Wish I Knew, 207 A, 1:30PM
- 70 Developing Publication Process Savvy, 203 A, 3:30PM
- 71 Theme Track: Creating Impact With(in) SIOP, 204 C, 3:30PM
- 99 Executive Board Special Session: Revised Guidelines for Education at the Master's and Doctoral Level, 203 B, 5:00PM
- 117 Executive Board Special Session: Understanding and Supporting the Needs of Those Who Practice I-O, 203 B, 8:00AM
- 123 MythBusters: Debunking Common Early Career Mythconceptions, 303 A, 8:00AM
- 137 Distinguished Teaching Contributions Award: Teaching Through the Lens of Research on Training and Learning, 201 B, 9:00AM
- 184 School's Out for Summer, School's Out Forever: Gaining Applied Experience, 207 D, 12:00PM
- 190 Early I-O Education: Enhancing Visibility in High School and Undergraduate School, 203 A, 1:00PM
- 207 Why Survey Data Fails—and What to Do About It, 303 C, 1:30PM
- 234-30 A Look in the Mirror: The Mastery-Oriented I-O Psychologist, Ballroom A-E, 4:30PM
- 242 IGNITE + Panel Discussion Combination: Technology Training in I-O Psychology, 204 A, 5:00PM
- 246 I-O Master's Programs: Issues, Challenges, and Opportunities, 207 A, 5:00PM
- 255 Executive Board Special Session: Growing the Impact of I-O Through Local I-O Groups, 203 B, 8:00AM
- 258 Mastering Your Future: Sage Advice for Early-Career Master's-Level I-O Psychologists, 201 C, 8:30AM
- 277 Invited Session: Teaching I-O Psychology- Tips, Tricks, and Pitfalls to IGNITE Learning, 204 A, 9:00AM
- 309 Formalized Programs for Providing Graduate Students With Professional Practice Experience, 204 A, 12:00PM
- 315 Growing Local Communities of Work Psychologists Globally, 207 A, 12:00PM
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- 342 Developing National Research Policy With Use-Inspired Science for Organizational Research, 303 C, 1:30PM
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- 28 Redefining State-of-the-Art: High-Fidelity Simulations Best Practices, 201 C, 12:00PM
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- 345-5 Employee Technology Use: Mediating Processes and Individual Difference Moderators, Ballroom A-E, 3:30PM
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- 345-19 Dear Computer, Teach Me Manners: Virtual Employment Interview Training, Ballroom A-E, 3:30PM
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- 345-24 Auto Detection Versus Self-Report: Best Practices in Mobile Device Research, Ballroom A-E, 3:30PM
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- 91-5 Accuracy of Cross-Validated R-Squared Estimates With Predictor Selection, Ballroom A-E, 4:30PM
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- 91-7 Specific Abilities May Increment Psychometric *g* for High Ability Populations, Ballroom A-E, 4:30PM
- 91-8 What Was That? Investigating Distractions on Test Performance and Reactions, Ballroom A-E, 4:30PM
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- 91-13 Thinking, Fast and Slow: A Conceptual Framework for SJT Performance, Ballroom A-E, 4:30PM
- 91-14 Including Moderator Effects when Deriving Job-Component Validation (JCV) Models, Ballroom A-E, 4:30PM
- 91-15 Exploration of Physical Ability Test (PAT) Weighting and Cutoff Strategies, Ballroom A-E, 4:30PM
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- 91-29 Simulating the Power of Bayesian Estimation in Personnel Selection, Ballroom A-E, 4:30PM
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- 322-23 Effects of Proactive Personality and Conscientiousness on Training Motivation, Ballroom A-E, 1:00PM
- 322-24 Understanding How Videogame Experience Influences Learning Outcomes in Training Simulations, Ballroom A-E, 1:00PM

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- 26 Break It Up! A New Focus in Work Recovery, 201 A, 12:00PM
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- 172 Exploring Pregnancy Bias in Field Settings: Emergence, Consequences, and Remediation, 201 A, 12:00PM
- 185 Work Interruptions: Expanding Research on Types, Sources, and Moderators, 303 A, 12:00PM
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- 274-3 Beneficial Work–Life Spillover: The Importance of Family-Supportive Supervisors on Engagement, Ballroom A-E, 9:00AM
- 274-4 Applying the Job Demands–Resources Model to the Work–School Interface, Ballroom A-E, 9:00AM
- 274-5 A Self-Determination View of Work–Family Balance, Ballroom A-E, 9:00AM
- 274-6 Disentangling Causal Literature Surrounding the Motherhood Penalty and Fatherhood Bonus, Ballroom A-E, 9:00AM
- 274-7 Job-Demands and Family-Demands Resources Model: The Relation of Couple Crossover, Ballroom A-E, 9:00AM
- 274-8 Preoccupation With Work: Job Involvement, Psychological Detachment, and Job Performance, Ballroom A-E, 9:00AM
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- 274-10 A Measure of Shift Flextime Availability, Use, and Consequences, Ballroom A-E, 9:00AM
- 274-11 Work–Family Challenges of Parents of Children With Autism Spectrum Disorders, Ballroom A-E, 9:00AM
- 274-12 Work–Family Conflict, Fairness, Family Cohesion, and Well-Being: A Dyadic Approach, Ballroom A-E, 9:00AM
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- 274-24 Interpersonal Conflict, Acculturation, and Work-to-Family Conflict Among Chinese Immigrants, Ballroom A-E, 9:00AM
- 274-26 Consequences and Antecedents of Positive and Negative Work-Related Conversations, Ballroom A-E, 9:00AM
- 274-27 Retaining Volunteers: Meaningfulness as a Personal Resource for Employed Mothers, Ballroom A-E, 9:00AM
- 274-28 Attitudinal Trends Toward Working Women and Mothers, Ballroom A-E, 9:00AM
- 274-29 Gender Bias in the Measurement of Workaholism, Ballroom A-E, 9:00AM
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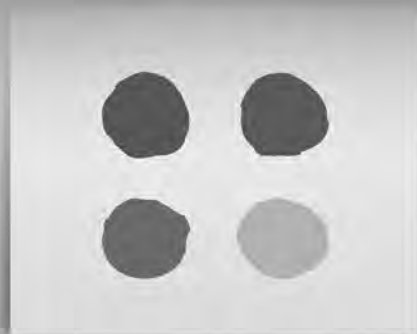
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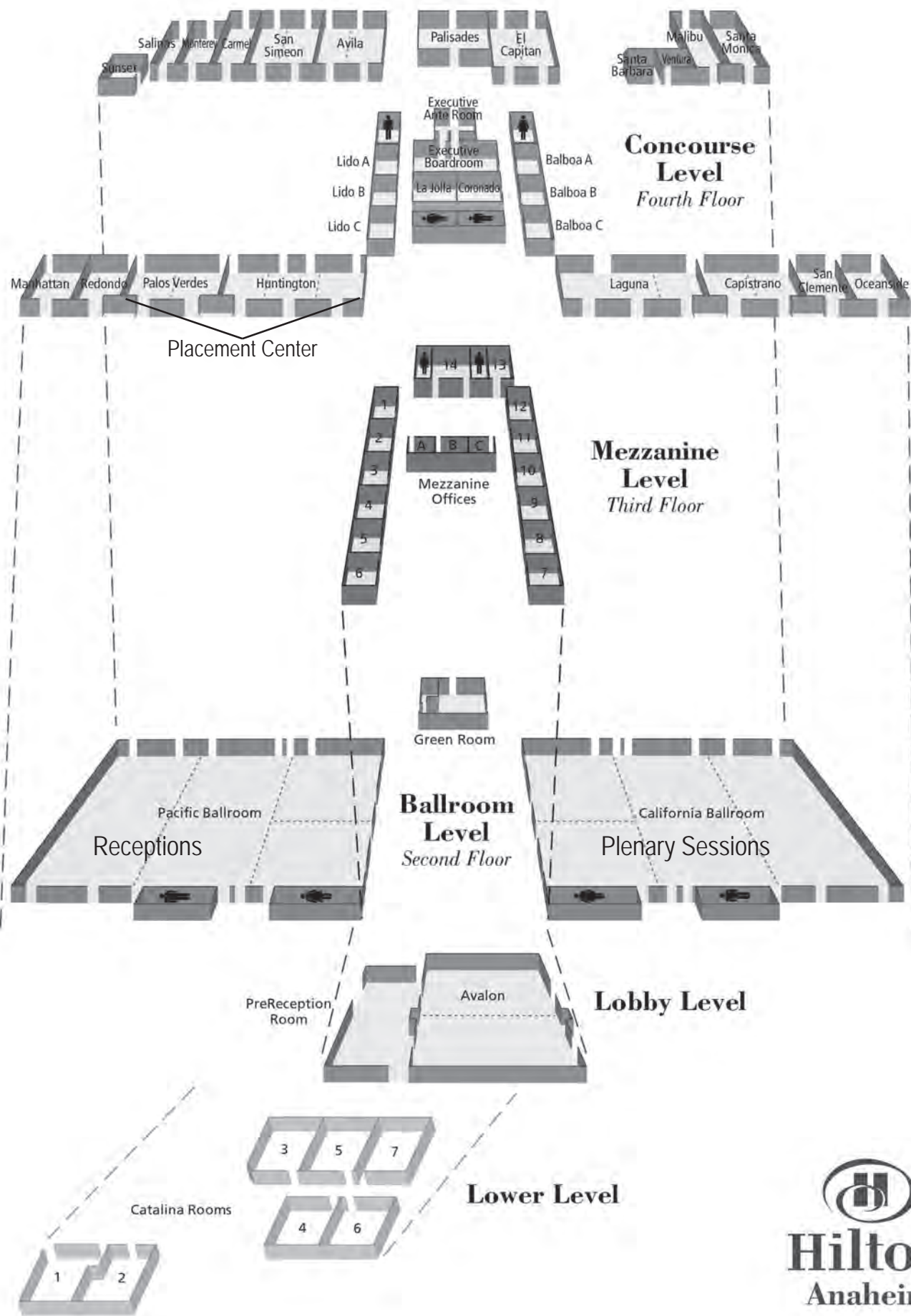


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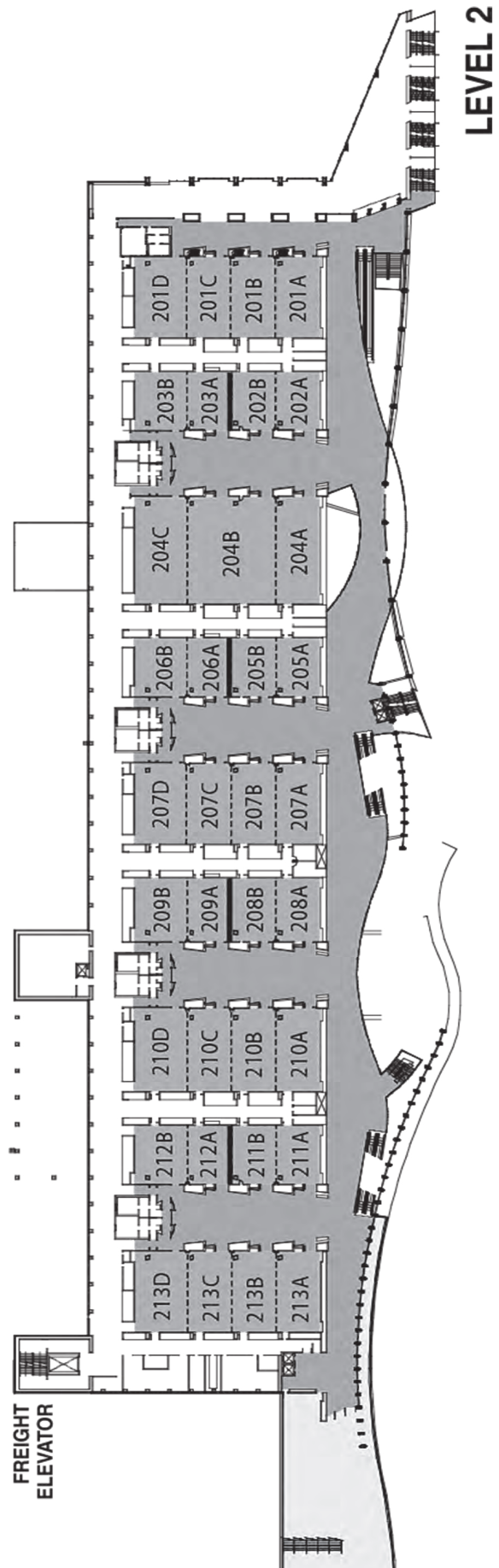
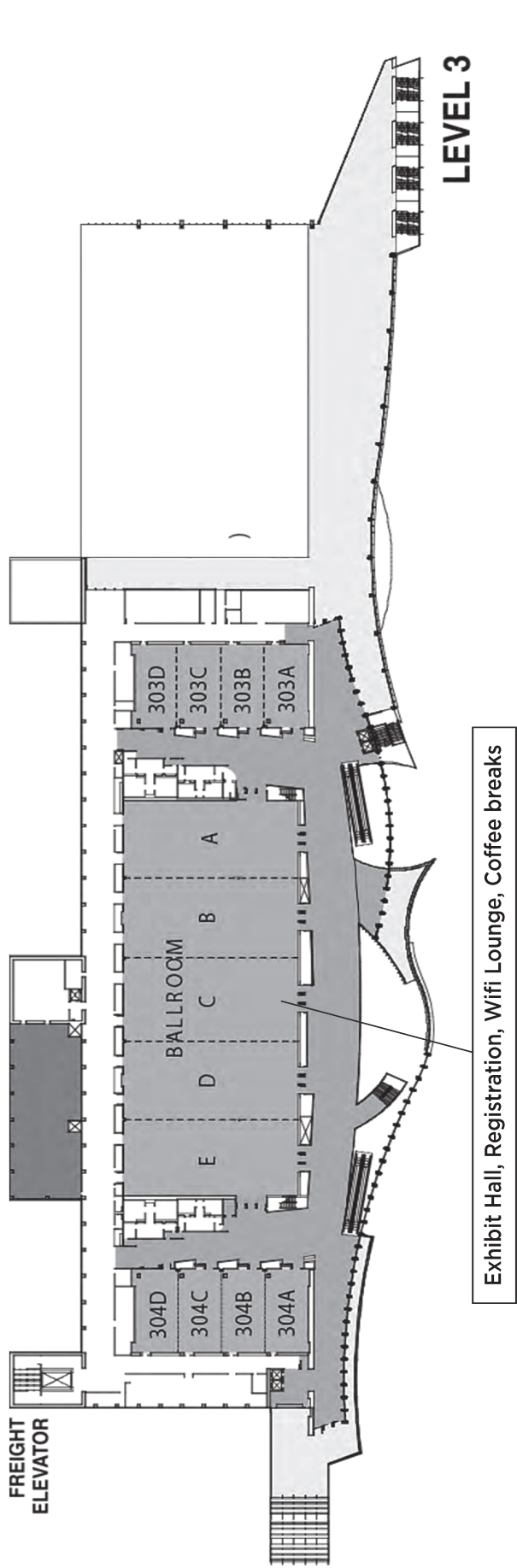
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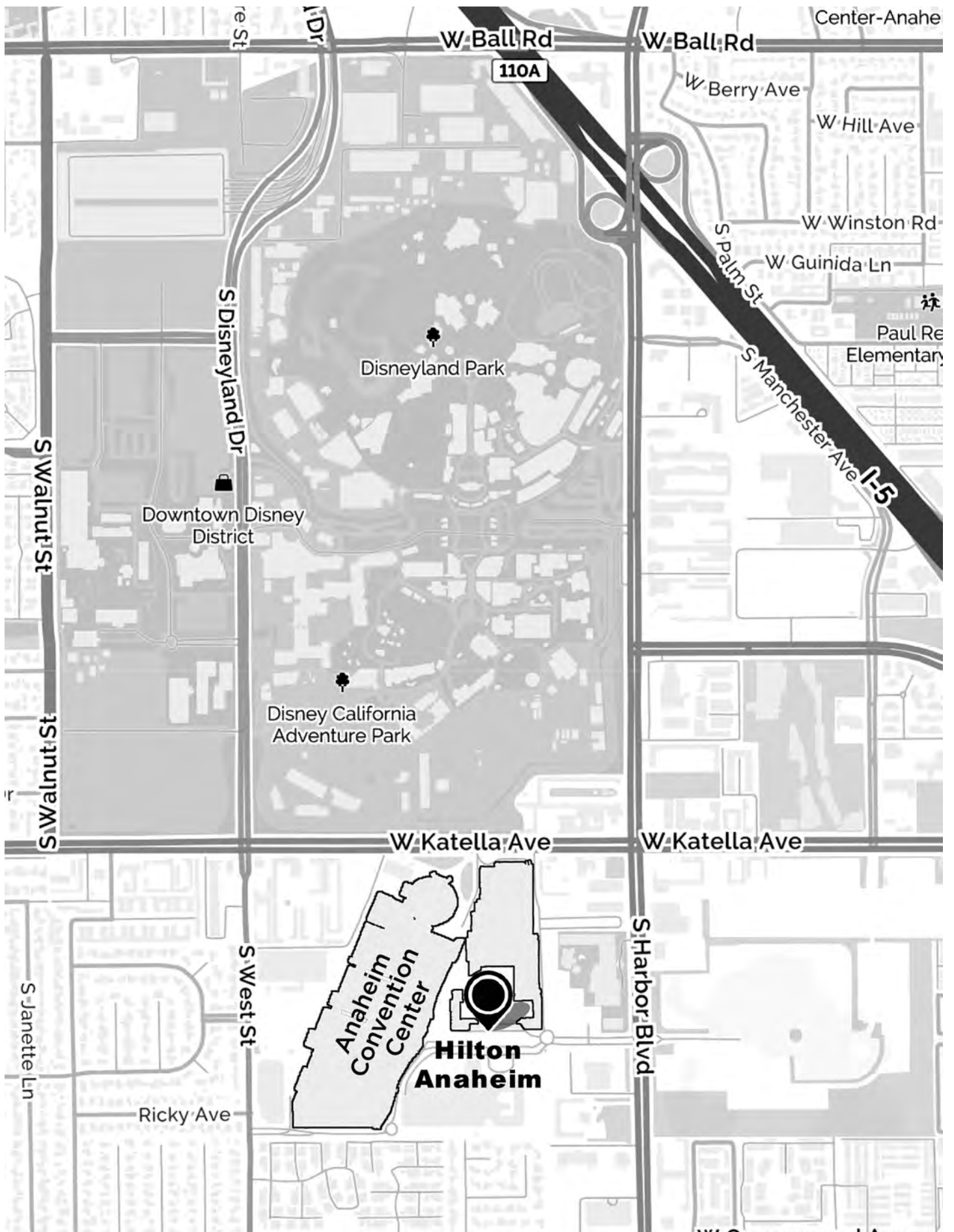
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