

2012 SIOP Conference

San Diego, California

51-15 The Relationship of Big Five Personality Profiles to Job Performance

Although previous research has linked Big 5 personality traits with job performance, the majority of research has operated from a variable-oriented tradition, focusing on linear, additive relationships. This study operates from a person-oriented, configural perspective, linking Big 5 personality profiles to task performance, organizational citizenship, and counterproductive work behaviors.

Winnie Shen, University of South Florida
Paul R. Sackett, University of Minnesota

Submitter: Winnie Shen, wshen@usf.edu

51-16 Employee Gratitude and Organizational Citizenship Behavior: A Daily Investigation

This research was conducted to advance the OCB literature by introducing a novel, theoretically relevant antecedent: employee gratitude. Using a daily diary study design, the study found that employees' feelings of gratitude on a daily basis were a significant predictor of daily OCB, while controlling for markers of social exchange.

Jeffrey Spence, University of Guelph
Douglas J. Brown, University of Waterloo
Lisa M. Keeping, Wilfrid Laurier University
Huiwen Lian, University of Waterloo

Submitter: Jeffrey Spence, spencejr@uoguelph.ca

51-17 Work Ethic and Performance Outcomes: An Investigation of Motivational Mechanisms

The relationships between dimensions of work ethic and academic performance outcomes were examined, including student organizational citizenship behavior, counterproductive behavior, and grade point average. In addition, intrinsic, extrinsic, and amotivation were explored as mediating variables. Several meaningful relationships emerged, and dimensions of work ethic predicted different performance outcomes via motivation.

John P. Meriac, University of Missouri-St. Louis
Nicole Howland, University of Missouri-St. Louis
Amanda L. Thomas, University of Missouri-St. Louis

Submitter: Amanda Thomas, alcrhd@umsl.edu

51-18 Adaptation to Work Through Self-Development and Job Crafting

Employees can adapt to work by crafting their job and developing themselves. This study with 260 employees showed how leadership and workplace-goal orientation were related to job crafting and self-development and that employee adaptation partly mediated these relationships.

Karen Van Dam, Open University
Irina Nikolova, Open University

Submitter: Karen Van Dam, karen.vandam@ou.nl

51-19 The Impact of Gender Dissimilarity in the Empowerment-Performance Relationship

Using a sample of Chinese employees ($N = 420$, 75 teams), we found that team empowerment related to

supervisor-rated in-role and self-rated extra-role performance. Further, individual psychological empowerment mediated and employee-coworker gender dissimilarity moderated both stages of the team empowerment-performance relationships. Effects were weakest for those most dissimilar to their peers.

Derek R. Avery, Temple University
Mo Wang, University of Florida
Sabrina D. Volpone, Temple University
Le Zhou, University of Florida

Submitter: Sabrina Volpone, sabrinavolpone@aol.com

51-20 A Comparison of Work-Specific and General Personality Measures in China

This study found that the decreased between-subject variability and within-subject inconsistency in the frame of reference used improved validity. In addition, work-specific personality yielded significant incremental relationships with extra-role behaviors even after general personality is controlled.

Qiang Wang, Alliant International University
Nathan A. Bowling, Wright State University

Submitter: Qiang Wang, talenttree@gmail.com

51-21 Winning my Boss' Heart: LMX, Issue-Selling Tactics, and Issue-Seller's Credibility

We examined the consequence of issue selling on seller's credibility by 2 studies. We found a curvilinear relationship between sellers' leader-member exchange (LMX) and credibility, such that the positive relationship was attenuated at higher level of LMX. The curvilinear relationship was further moderated by selling tactics.

Erica Xu, Hong Kong Polytechnic University
Xu Huang, Hong Kong Polytechnic University
Wu Liu, Hong Kong Polytechnic University

Submitter: Erica XU, oulyyouguy@gmail.com

51-22 LGO, EXID, and KS: Moderating Role of Coworker Support

We examined the effects of individual characteristics, that is, learning goal orientation (LGO) and exchange ideology (EXID) on individual knowledge sharing and the moderation effects of coworker support. As expected, individual characteristics have a direct effect on knowledge sharing, and coworker support moderated the relationship between individual characteristics and knowledge sharing.

Yongsu Yoo, Seoul National University
Soojin Lee, Seoul National University
Minyoung Cheong, Seoul National University
YeunJoon Kim, Seoul National University
Seokhwa Yun, Seoul National University

Submitter: yongsu yoo, ysyoo1217@gmail.com

51-23 Measurement-Related Moderators on OCB's Relationships With Organizational Variables: A Meta-Analysis

This study meta-analyzed 105 samples and examined the moderating role of 3 measurement features of OCB

(response format, source of ratings, and inclusion of antithetical items) on relationships between OCB and a variety of organizational behaviors. Results showed that each measurement feature moderated relationships between OCB and some organizational variables.

Zhiqing E. Zhou, University of South Florida
Paul E. Spector, University of South Florida
Xinxuan Che, University of South Florida

Submitter: Zhiqing Zhou, zhiqing@mail.usf.edu

51-24 Downsizing in a Growing Economy: Examining the Financial Outcomes

Financial outcomes of downsizing in Fortune 1000 companies during a time of growing economy were examined. Downsizing companies were consistently outperformed by nondownsizing companies following the downsizing. Only by the third year after downsizing the differences became insignificant. The finding suggested that downsizing does not enhance immediately companies' competitiveness.

Kenneth P. De Meuse, Korn/Ferry International
Guangrong Dai, Lominger International

Submitter: Guangrong Dai, daigr@yahoo.com

51-25 The Frog's Pond Matters: Budget Cuts and Faculty Job Outcomes

Utilizing multilevel modeling relying on departmental- and faculty-level data from a university experiencing severe budget cuts, this study tested the hypothesis that faculty in departments less affected by the budget cuts would report more negative outcomes compared to faculty in more affected units.

Lixin Jiang, Washington State University Vancouver
Tahira M. Probst, Washington State University Vancouver
Wendi L. Benson, Washington State University Vancouver

Submitter: Lixin Jiang, lixin.jiang@email.wsu.edu

51-26 Extending the TPB to Predict Employee Engagement in Organizational Change

This study proposes the theory of planned behavior as a framework for the integration of psychological variables and process-related change management variables to explain employees' support of organizational change. The results demonstrate that the framework explains a substantial amount of variance in employees' intention to support the change.

Karsten Mueller, University of Mannheim
Oliver Kohnke, SAP Deutschland AG u. Co. KG
Tammo Straatmann, University of Mannheim
Sven-Oliver Spiess, University of Osnabrück
Regina Kempen, University of Osnabrück
Tim R. Wolf, University of Mannheim

Submitter: Karsten Mueller,
karsten.mueller@psychologie.uni-mannheim.de

51-27 LMX and Perceived Effectiveness of Employee Surveys: A Longitudinal Analysis

In a longitudinal design, this study examined the role of leader-member exchange (LMX) in perceived employee survey effectiveness. In line with hypotheses, results highlight the role of LMX in employee survey effectiveness and the importance of high quality employee survey follow-up processes. Practical implications are discussed.

Tammo Straatmann, University of Mannheim
Kate Hattrup, San Diego State University
Tim R. Wolf, University of Mannheim
Karsten Mueller, University of Mannheim
Britta Seggewiß, University of Mannheim

Submitter: Karsten Mueller,
karsten.mueller@psychologie.uni-mannheim.de

51-28 The Role of Commitment Targets for Employee Readiness for Change

This study examined the relationships between employee commitment to various organizational constituencies and individual readiness for change. Perceived attitudes toward and support for change by commitment targets was expected to act as a moderator. Results support these hypotheses. Implications for practice and commitment construct are discussed.

Britta Seggewiss, University of Mannheim
Thorsten Fauth, University of Mannheim
Tammo Straatmann, University of Mannheim
Karsten Mueller, University of Mannheim
Kate Hattrup, San Diego State University

Submitter: Karsten Mueller,
karsten.mueller@psychologie.uni-mannheim.de

51-29 Socially Responsible and Sustainable Human Resources: An Operations Perspective

Operational concepts zero inventory, flexibility through postponement, free riding, supply chain surplus, changing the givens, outsourcing, and the bullwhip effect can highlight the differences between market-driven and socially responsible, sustainable human resource management. Eight questions for managers contrast the risk of neglecting employee stakeholders with social responsibility and long-term sustainability.

Wendy S. Becker, Shippensburg University
Submitter: Wendy Becker, wsbecker@ship.edu

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

Understanding the Role of Affect in Cross-Cultural Competence

Models of cross-cultural competence typically recognize affect as an important component of intercultural effectiveness, but little empirical research has examined relationships between affective variables and cross-cultural outcomes. Four studies are presented that examine the roles of emotional understanding, emotion regulation ability, and trait affectivity in cross-cultural contexts.



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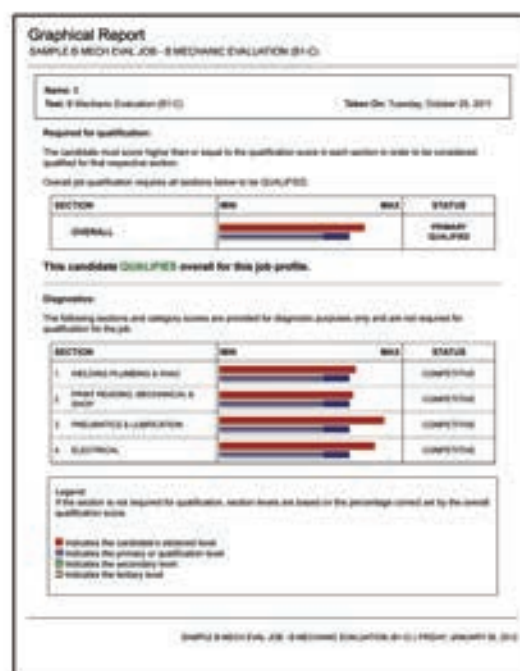
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- At **Kellogg Company** in Louisville, KY, Matt Niswonger, Employee Relations Manager, needed selection procedures for a new position titled Electrical Mechanical Technician/Electrical Instrumentation Technician. We validated a multiple-choice test for him and included performance assignments as part of the employee selection process.
- Debra Proper, Manager, Employee Services at **ArcelorMittal** in Burns Harbor, IN, had a requirement for new Machinists, Mobile Equipment Mechanics, and HVAC Technicians. To meet her hiring needs, we validated tests and provided scrambled versions for increased test security. Those tests are ready for use online through our website as ArcelorMittal identifies candidates.
- We worked with Rhonda Brown, Talent Manager – North American Tire Manufacturing and James Giles, Regional Training and Development Manager for **Goodyear Tire and Rubber Company**, to validate a test for Machinists to be used at facilities nationwide.
- At **Westinghouse**, Blairsville, PA, Kelly Conroy, Sr. Communications Specialist, employed us to develop testing for Electrical & Instrumentation Apprentice, Tool & Die Machinist Apprentice, and Mechanical Apprentice programs. We designed and validated a battery of tests specific to each apprenticeship, all of which included basic skills tests and additional assessments targeted to measure skills and abilities needed to succeed in each particular area of study.
- William Smith, Manager II Mechanical Training at **BNSF Railway Corporation** in Overland Park, KS, asked our help to develop measures administered online and in hands-on format for the job of Railroad Electrician. Job experts assisted in the selection of multiple-choice items and actual work activities as well as in the development of cutting scores.
- At **Diamond Innovations**, Worthington, OH, Lisa Beaty, Human Resources Generalist, engaged our services to assess knowledge and skill measures for the job of Equipment Maintenance Mechanic. The final test was designed to help select employees capable of installing, troubleshooting, and performing preventive maintenance and repair work in a highly automated manufacturing facility.
- For **Heinz Portion Control**, Mason, OH, we looked at the jobs of Maintenance Groups A, B and C. We were able to review and validate suitable maintenance tests assessing job knowledge for each of the three levels. Plant Manager, Sean Blankley, and Employee Development Coordinator, Bill Davis, facilitated the projects for Heinz.
- We worked with Linda Pohl, Human Resources Manager at **Winchester Ammunition** in Oxford, MS, to validate tests for the position of Adjuster. Along with basic skills measures, the test battery included a basic mechanical knowledge test and a mechanical performance assignment.

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



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