

2012 SIOP Conference

San Diego, California

Amy M. Wax, Georgia Institute of Technology, Leslie A. DeChurch, Georgia Institute of Technology, Toshio Murase, Northwestern University, Noshir Contractor, Northwestern University, *Dissecting Complex Team Processes Using Network Analysis*

Michael R. Kukenberger, University of Connecticut, John E. Mathieu, University of Connecticut, Lauren D'Innocenzo, University of Connecticut, *Vertical and Shared Leadership Process Dimensions in Project Teams*
 Prasad Balkundi, SUNY at Buffalo, David A. Waldman, Arizona State University, Benjamin M. Galvin, University of Washington Bothell, *Surrogates and Pariahs*

Submitter: Amy Wax, amymwax@gmail.com

72. Posters: 3:30 PM–4:20 PM**Douglas Pavilion BCD****Counterproductive Behavior/Workplace Deviance****72-1 Work Environment Factors and Cyberloafing: A Follow-Up to Askew**

This study is a followup to Askew et al.'s (2010) study on work environment factors and cyberloafing. It was found that employees who perceive they can hide their computer use are much more likely to cyberloaf than their counterparts. This effect was obscured in Askew et al.'s original study.

Kevin L. Askew, University of South Florida
 Michael D. Coovert, University of South Florida
 Meng Uoy Taing, University of South Florida
 Alexandra Ilie, University of South Florida
 Jeremy Bauer, University of South Florida

Submitter: Kevin Askew, kaskew2@mail.usf.edu

72-2 Organizational Climate and Burnout: The Mediating Role of Victimization

Using the job demands–resources model (JD–R) and conservation of resources theory, this study proposes that aggression experienced at work will mediate the positive relationship between poor organizational climate and employee burnout. Data suggested that aggression experienced at work partially mediated the relationship between poor climate and burnout.

Bedi Akanksha, Bishop's University
 Francois Courcy, University of Sherbrooke
 Paquet Maxime, Research and Intervention Centre for Healthy Workplaces

Steve Harvey, Bishop's University

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72-3 Applying the Normative Conflict Model to Organizational Deviance

This study extends the normative conflict model of group dissent (Packer, 2008) to identify conditions that give rise to constructive versus destructive organizational deviance. Results show that affective commitment and normative conflict interact to determine the type of deviance that employees express in the workplace.

Melissa Gutworth, The College of New Jersey
 Jason Dahling, The College of New Jersey

Submitter: Jason Dahling, dahling@tcnj.edu

72-4 The Effects of Intent Attributions on Responses to Abusive Supervision

Data were collected in 2 waves from 268 full time employees. Abusive supervision was positively associated with counterproductive work behaviors. In addition, abusive supervision was more strongly associated with counterproductive work behaviors when subordinates perceived the intent of the abuse to be either malevolent or benevolent.

Kevin J. Eschleman, Air Force Research Laboratory
 Nathan A. Bowling, Wright State University
 Jesse S. Michel, Florida International University

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72-5 Power of the Circumplex: Anger and Neglect Predicting Counterproductive Behaviors

This study was conducted to investigate the relationship between the FFM and AB5C models of personality and counterproductive work behaviors using self- and observer reports. The results demonstrate incremental validity of the AB5C across rating sources.

Erik N. Gonzalez-Mule, University of Iowa
 David S. DeGeest, University of Iowa
 Michael K. Mount, University of Iowa

Submitter: Erik Gonzalez-Mule, egonzalezmule@iowa.uiowa.edu

72-6 Machiavellianism to Unethical Behavior: The Moderating Role of Leadership

Drawing on the cognitive-affective system theory of personality, this study identifies “good” and “bad” leadership as a moderator of the employee Machiavellianism to unethical behavior and social undermining relationships. Machs are sensitive to those in leadership positions because leaders have the ability to affect a Mach's level of success.

Rebecca L. Greenbaum, Oklahoma State University
 Aaron Hill, University of Nevada
 Gabi M. Eissa, Oklahoma State University
 Mary Bardes, Drexel University
 Matthew J. Quade, Oklahoma State University

Submitter: Rebecca Greenbaum, rebecca.greenbaum@okstate.edu

72-7 Relationship Between Idiocentrism and Counter Productive Workplace Behaviors

This study investigates the relationship between idiocentrism and counterproductive workplace behaviors (CWB). The effects of hostility and workplace hostile attribution (WHAS) on this relationship were also evaluated.

Jillian M. Hobig, Central Michigan University
 Kimberly E. O'Brien, Central Michigan University

Submitter: Jillian Hobig, hobig1jm@cmich.edu

72-8 Claimant Takes Nothing: Mental Injuries and the Workers' Compensation System

A study of workers' compensation claims for mental injuries in the workplace was conducted to determine what factors influenced the success of these claims. The



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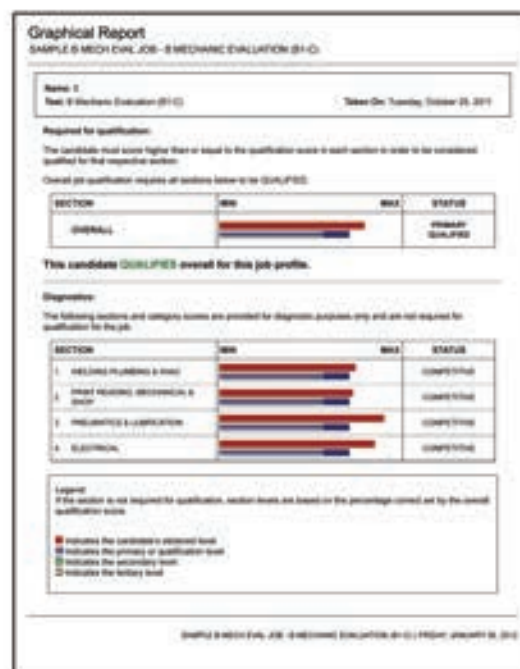
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- At **Kellogg Company** in Louisville, KY, Matt Niswonger, Employee Relations Manager, needed selection procedures for a new position titled Electrical Mechanical Technician/Electrical Instrumentation Technician. We validated a multiple-choice test 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.

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