

**Manchester Grand Hyatt**

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**278-18 Regulatory Fit and the Utilization of Corrective Task Feedback**

Regulatory fit theory (Higgins, 2000) is tested as an explanation of variability in the utilization of corrective task feedback. Results indicated support for regulatory fit as a determinant of depth of feedback processing and behavioral utilization of corrective task feedback.

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**278-19 Feedback Seeking: the Interaction of Self-Evaluation Motives and Feedback Source**

This study investigated the role of self-evaluation motivations in feedback seeking and reactions to feedback. Specifically, this was evaluated in light of whether the source was expected to provide motivation-congruent feedback. Results suggest that individuals motivated by self-evaluation were most sensitive to match between motivation and feedback source.

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**278-20 Differential Importance of Performance Dimensions: A Relative Weight Analysis**

This study used relative weight analysis and bootstrapping to assess the relative importance and statistical significance of task, teamwork, and customer service performance in predicting overall performance ratings in an organizational sample of customer service representatives. Differences in the relative importance of these dimensions across genders were also examined.

Vanessa M. Lammers, University of Missouri-St. Louis  
 Deborah Lee, University of Missouri-St. Louis  
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**278-21 When Employees Use Feedback as a Political Strategy**

This study investigated the effect of employees' perception of organizational politics (POP) on 3 different feedback behaviors: feedback seeking behavior, feedback mitigating behavior, and feedback avoiding behavior. The effect was found to be largely driven by employees' attempt to protect their public image especially when seeking or mitigating feedback.

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**2012 SIOP Conference****278-22 Performance Ratings Have Large Rater and Small Ratee Components, Usually**

A relatively new application of random coefficient modeling for decomposing variance in performance ratings into ratee and rater components is demonstrated using over 2,000 ratings. Rater effects dominated in most, but not all dimensions, and rater familiarity affected rater, but not ratee, variance components.

Thomas A. O'Neill, University of Calgary  
 Julie J. Carswell, Sigma Assessment Systems  
 Matthew J. W. McLarnon, University of Western Ontario  
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**278-23 Adequate Notice in Performance Appraisal and Appraisal Reactions**

This paper reviews the literature on relationships between adequate notice in performance appraisal and employee reactions to performance appraisal as to identify mediators and moderators of these relationships and to test these mechanisms using meta-analysis. Implications for future research and organizations are discussed.

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 Matthew M. Piszczek, Michigan State University  
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 Raymond N. Trau, University of Western Australia  
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**278-24 Does Simplifying the Rating Task Improve the Rating?**

This study compared 2 types of response formats (DA and TA) in terms of rater accuracy and cognitive load experienced. Also tested was a mediational hypothesis that response format leads to cognitive load, which, in turn, leads to rater accuracy. Little advantage was found for DA.

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**278-25 The Real Relationship Between Organizational Citizenship Behavior and Organizational Variables**

We examined the possible impact that measurement artifacts in commonly used organizational citizenship behavior (OCB) measures might have on observed relationships between OCB and 15 potential predictors using both self- and supervisor-reported data. Results suggest that accepted conclusions about OCB's relationships with many variables might be incorrect.

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**278-26 Generalizing With Student Samples in E-Commerce and Service Recovery**

This study manipulated failure severity, justice, and problem resolution subsequent to an online service failure situation with 2 participant samples. Results were similar for both groups and substantiated that interac-





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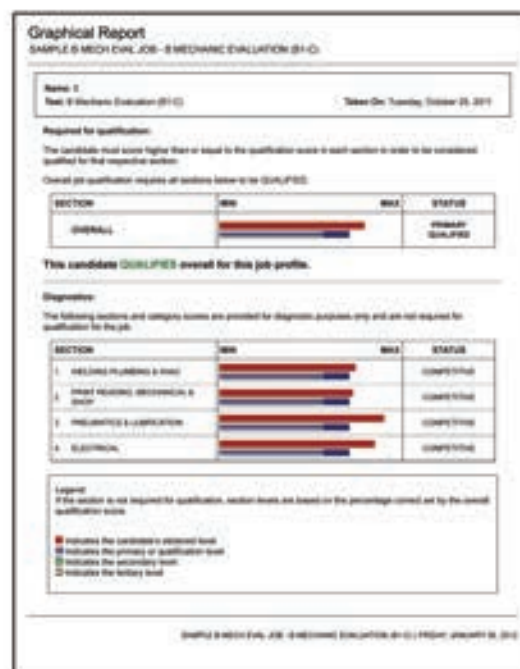
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- At **Kellogg Company** in Louisville, KY, Matt Niswonger, Employee Relations Manager, needed selection procedures for a new position titled Electrical Mechanical Technician/Electrical Instrumentation Technician. We validated a multiple-choice test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