

Human Resources

Program Chair: Lynn Shore, Georgia State University

Workshop Chair: Lois Tetrick, University of Houston

	Start	Regular Program	Shared Program
Friday	11:15 am		75. Tour to McDonald's University • OS: McDonald's U.
	1:00 pm		79. Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gball 3
	5:00 pm		81. Critical Mgmt. Doctoral Workshop • HW: Dusable
	6:00 pm		85. Reception for the New Doctoral • S: Gball I
Saturday	7:30 am		87. Critical Management Studies: B • HW: Comiskey
	8:00 am	528. HR Doctoral Consortium • HW: Regency Ball B(S)	89. Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D 91. Critical Management Studies: P • HW: Columbian 92. Critical Management Studies: • HW: Buckingham 93. Critical Management Studies: P • HW: Comiskey 95. New Doctoral Student Consortiu • S: Gball I
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America • S: Alpine II
	9:00 am	529. HR Junior Faculty Consortium • HW: Regency Ball C(N)	
	10:00 am	530. HR Editors' Round Table • HW: Toronto	
	10:30 am		110. IAOM: Competing in Latin America • S: Alpine II
	1:30 pm		118. IAOM: Challenges & Approaches to Quality • S: Alpine II
	3:00 pm	531. HR: Strategic Research Agenda • HW: Toronto	123. Management of the Tenure Proce • S: Alpine II
	4:00 pm		125. Critical Management Studies: P • HW: Comiskey
	5:30 pm	532. HR Division Reception • HW: Regency Ball C(N)	
	6:00 pm		127. IAOM: Business Meeting & Dinner • S: Alpine II
	6:30 pm		128. Reception for Practitioner Ser • HE: Columbus C/D 130. Critical Management Studies: • HW: Comiskey
Sunday	7:30 am		131. Critical Management Studies: B • HW: Comiskey
	8:00 am		132. Launching an Academic-Practiti • HE: Columbus C/D
	8:30 am	533. HR Doctoral Consortium • HW: Regency Ball B(S) 534. Junior Faculty Consortium • HW: Regency Ball C(N) 535. HR Meeting of IR & HR Directors • S: Davos	
	9:00 am		139. OB & HR: Senior Faculty Consor • HE: Columbus K/L 142. Critical Management Studies: • HW: Columbian 143. Critical Management Studies: P • HW: Buckingham 145. Critical Management Studies: P • HW: Comiskey
	10:00 am	536. Linking the HR Classroom to HR • HE: Skyway 272	
	10:30 am		150. Mentoring Workshop • HW: Goldcoast
Monday	8:30 am	537. S: The World of Contingent Work • HW: Field	
	9:00 am	538. P: Issues in Compensation • HW: McCormick	271. JP: Big Five Pers. Dimensions • HE: GndBall C(N) 210. JS: Measurement Issues in SHRM • S: Gball 3
	10:40 am	539. P: Selection & Organizational Fit • HW: Field 540. P: Job Design • HW: McCormick	274. JP: Goal Orientation • HE: GndBall C(N) 182. Stigmatized Groups • HW: Regency Ball D(N)
	12:20 pm	541. P: HR's Impact on Org Performance • HW: Field	217. JS: Organizational Entry Journey • HE: GndBall B 219. JS: Feedback Based Interventions • HE: GndBall F
	1:00 pm	542. S: Individual Differences • HW: McCormick	
	2:30 pm	543. P: Recruitment and Entry • HW: Field 544. P: Dysfunctional Work Behaviors • HW: McCormick	185. Genetic Testing and Privacy • HW: Goldcoast 316. IP: Strategic Human Resources • HE: Wacker West (4)
	4:10 pm	545. Connecting Your Teaching Curri • HW: McCormick	227. JS: Work Safety Improvement • HE: GndBall B 231. JS: The Good, The Bad, and The Ugl • HW: Comiskey 233. JS: OB-HR Theme: Ind./Collectivism • S: Gball I
	5:30 pm	546. Ice Cream Social • HW: Goldcoast	
	8:30 am	547. S: HR & Strategy in Service Firms • HW: Field 548. P: Compensation Effectiveness • HW: McCormick	339. IP: Selection & Appraisal • HE: Wacker West (1) 191. Agreeing to Disagree • HW: Regency Ball D(N) 239. JS: Sexual Harassment Perspectives • S: Gball 3
	8:50 am		288. JP: Expatriates • HE: Columbus E/F
Tuesday	10:30 am	549. S: Multi-Rater Feedback Systems • HW: Field 550. P: Team & Leadership Processes • HW: McCormick	241. JS: Relational Experiences at Work • HW: Comiskey
	2:00 pm	551. P: Strategic Determinants of HR • HW: Field 552. P: Flexible Work Arrangements • HW: McCormick	290. JP: Balancing Work and Family • HE: Columbus E/F
	3:40 pm	553. HR Business Meeting • HW: Field	249. JS: Contingent Work Consequences • HE: GndBall F 251. JS: Management through Racial Lens • S: Gball 3 356. IP: Affective Reactions • HE: Wacker West (3)
	5:30 pm	554. HR Social Hour • HW: Water Tower	
	8:30 am	555. P: Strategic HR M Management • HW: Field	256. JS: Global Convergence in HRM • HW: Comiskey 360. IP: Personality/Dispositions • HE: Wacker West (2)
	9:00 am		294. JP: Job Satisfaction • HE: GndBall C(N)
Wednesday	10:40 am	556. P: Performance Assessment • HW: Field 557. S: HR Outsourcing • HW: McCormick	296. JP: Turnover and Retention • HE: GndBall C(N) 297. JP: Proc. and Dist. Justice • HE: GndBall D(N) 261. JS: Issues and Solutions in Global • HE: GndBall E 262. JS: Work and Vacation • HE: GndBall F

12:20 pm

202.HRM lessons from 13 countries • HW: Water Tower
270.JS: Outsourcing: Driver of Change • S: Gball 3**Saturday 8:00 am****528. HR Doctoral Consortium**

- 8:00-5:30 Hyatt West: Regency Ball B(S)
Preregister with Sandy Wayne at (312) 996-2799 or sjwayne@uic.edu.
Organizer: Sandy J. Wayne, U. of Illinois, Chicago
Coordinators: Talya N. Bauer, Portland State U.; Joseph J. Martocchio, U. of Illinois, Urbana-Champaign
Presenters: Maureen L. Ambrose, U. of Colorado; Daniel M. Cable, U. of North Carolina, Chapel Hill; Angelo S. DeNisi, Texas A&M U.; Robert L. Dipboye, Rice U.; Chris Earley, Indiana U.; Cynthia V. Fukami, U. of Denver; Robert Gatewood, U. of Georgia; Herbert G. Heneman III, U. of Wisconsin, Madison; Mark Huselid, Rutgers U.; Susan E. Jackson, Rutgers U., New Brunswick; Maria L. Kraimer, U. of Illinois, Chicago; Amy L. Kristof-Brown, U. of Iowa; Bruce M. Meglino, U. of South Carolina; Mark Mendenhall, U. of Tennessee, Chattanooga; Robert H. Moorman, West Virginia U.; Raymond A. Noe, Ohio State U.; Miguel A. Quinones, Rice U.; Eduardo Salas, Navy Personnel Research and Development Center; David O. Ulrich, U. of Michigan; Kevin J. Williams, State U. of New York, Albany; Patrick M. Wright, U. of Quebec; Jing Zhou, Texas A&M U., College Station

Saturday 9:00 am**529. HR Junior Faculty Consortium**

- 9:00-5:00 Hyatt West: Regency Ball C(N)
The fee for participation is \$40. Preregister with Debra Cohen at (202) 994-7055, by fax at (202) 994-4930
Organizer: Debra J. Cohen, George Washington U.
Coordinators: Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville
Presenters: Richard J. Klimoski, George Mason U.; Gary C. McMahan, U. of Texas, Arlington; Craig J. Russell, U. of Oklahoma; Donald Schwab, U. of Wisconsin; M. Susan Taylor, U. of Maryland; Arup Varma; Ellen M. Whitener, U. of Virginia

Saturday 10:00 am**530. Editors' Round Table: Joint Session Junior Faculty and Doctoral Consortia**

- 10:00-12:00 Hyatt West: Toronto
By invitation only
Organizers: Debra J. Cohen, George Washington U.; Sandy J. Wayne, U. of Illinois, Chicago
Panel: Edward Conlon, U. of Notre Dame; Rodger W. Griffith, Georgia State U.; John R. Hollenbeck, Michigan State U.; Gregory B. Northcraft, U. of Illinois, Urbana-Champaign; Paul Swiercz, Aston U.; Lois E. Tetrack, U. of Houston; David O. Ulrich, U. of Michigan; Robert P. Vecchio, U. of Notre Dame

Saturday 3:00 pm**531. Establishing a Research Agenda for Strategic HRM: Issues and Opportunities**

- 3:00-5:30 Hyatt West: Toronto
Organizer: Diana L. Deadrick, Old Dominion U.
Coordinators: Mary R. Watson, Vanderbilt U.; Patrick M. Wright, U. of Quebec
: Mark Huselid, Rutgers U.

Facilitators: Peter J. Dowling, U. of Tasmania; Barry A. Gerhart, Vanderbilt U.; Thomas A. Kochan, Massachusetts Institute of Technology; Mary R. Watson, Vanderbilt U.; Patrick M. Wright, U. of Quebec

Saturday 5:30 pm**532. HR Division Reception**

- 5:30-7:30 Hyatt West: Regency Ball C(N)
Organizer: Lois E. Tetrack, U. of Houston

Sunday 8:30 am**533. HR Doctoral Consortium**

- 8:30-12:00 Hyatt West: Regency Ball B(S)
Preregister with Sandy Wayne at (312) 996-2799, by fax (708) 479-4697.
Organizer: Sandy J. Wayne, U. of Illinois, Chicago
Coordinators: Talya N. Bauer, Portland State U.; Joseph J. Martocchio, U. of Illinois, Urbana-Champaign
Presenters: Timothy T. Baldwin, Indiana U., Bloomington; Alison E. Barber, Michigan State U.; Michael A. Campion, Purdue U., West Lafayette; Daniel C. Feldman, U. of South Carolina; Gerald R. Ferris, U. of Illinois, Urbana-Champaign; Stephen W. Gilliland, U. of Arizona; Stanley M. Gully, Rutgers U.; K. Michele Kacmar, Florida State U.; Jerome A. Katz, St. Louis U.; Brian S. Klaas, U. of South Carolina; Deniz S. Ones, U. of Minnesota; Jean M. Phillips, Rutgers U.; Christopher Robert, U. of Illinois; Sara L. Rynes, U. of Iowa; Daniel B. Turban, U. of Missouri, Columbia; Ellen M. Whitener, U. of Virginia

534. Junior Faculty Consortium

- 8:30-12:00 Hyatt West: Regency Ball C(N)
Preregister with Debra Cohen at (202) 994-7055, by fax at (202) 994-4930.
Organizer: Debra J. Cohen, George Washington U.
Coordinators: Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville
Presenters: Robert Gatewood, U. of Georgia; Stephen J. Havlovic, Simon Fraser U.; K. Michele Kacmar, Florida State U.; Judith A. Tansky, Ohio State U.; Dianna Stone; Chuck Williams, Texas Christian U.; Larry J. Williams, Virginia Commonwealth U.

535. UCIRHRP Meeting: Directors of Industrial Relations and Human Resources Programs.

- 8:30-10:30 Swiss: Davos
Preregister with Michael Moore at (517) 355-1801 or moorem@pilot.msu.edu.
Organizer: Michael J. Jedel, Georgia State U.

Sunday 10:00 am**536. Linking the HR Classroom to HR Practice: A Best Practices Approach**

- 10:00-12:00 Hyatt East: Skyway 272
Organizer: Diana L. Deadrick, Old Dominion U.
Coordinator: Mary A. Gowan

Facilitators: Mary A. Gowan, Stella Nkomo, U. of North Carolina, Charlotte; Rebecca A. Thacker, Ohio U., Athens

Monday 8:30 am

537. Symposium: The Pluralistic World of Contingent Work

- ♦ 8:30-10:20 Hyatt West: Field

Chairs: Melissa S. Cardon, Columbia U.; Donna Blencero, Arizona State U.

: George Marron, Arizona State U.

: Glen E. Kreiner, Arizona State U., Main

Contingent Work and Institutional Commitment, Melissa S. Cardon, Columbia U.

The Role of Perceptions of Marginalization in Understanding Commitment and Perceived Organizational Support Among Contingent Workers, Tracey Honeycutt Sigler, Western Washington U.; Courtney Shelton Hunt, Northern Illinois U.

Are 'Contingent Workers' Contingent?: Exploring the Significance of the Varied Psychological Contracts of Temporary Workers, David Finegold, U. of Southern California; Laurie Bassi, American Society for Training and Development; Alec R. Levenson, Milken Institute; Ann Majchrzak, U. of Southern California; Mark Van Buren, American Society for Training and Development

'Second-Class Citizen'ship Behavior: Psychological Contracts and Prosocial Behavior in a Faculty Population, Donna Blencero, Arizona State U.; Glen E. Kreiner, Arizona State U., Main; George Marron, Arizona State U.; Delia Saenz, Arizona State U.

Discussants: Melissa Barringer, U. Massachusetts, Amherst; Scott A. Johnson, Arizona State U.

Monday 9:00 am

538. Paper: Issues in Compensation

- ♦ 9:00-10:20 Hyatt West: McCormick

Chair: Joseph J. Martocchio, U. of Illinois, Urbana-Champaign

The Role of Organizational Justice in Pay and Employee Benefit Satisfaction, and Its Effects on Work Attitudes, Michel Tremblay, CIRANO; Bruno Sire, U. of Toulouse; David B. Balkin, U. of Colorado, Boulder

The Construct of Contingent Pay Satisfaction: Adding a New Dimension to the Pay Satisfaction Questionnaire, Michael C. Sturman, Louisiana State U.; Jeremy C. Short, Louisiana State U.

Cultural Specifics and Universals in Employee Responses to Pay Contingencies, Christine M. Hagan, Florida Atlantic U.; Mark F. Peterson, Florida Atlantic U.

Wealth Creation and Managerial Pay: MVA and EVA as Determinants of Executive Compensation, Anand S. Desai, Kansas State U.; Ali Fatemi, Kansas State U.; Jeffrey P. Katz, Kansas State U.

Discussants: James H. Dulebohn, Georgia State U.; Greg Hundley, Purdue U.

Monday 10:40 am

539. Paper: Person - Organization Fit and Employee Selection

- ♦ 10:40-12:00 Hyatt West: Field

Chair: K. Michele Kacmar, Florida State U.

The Use of Person-Group fit for Employment Selection: A Missing Link in Person-Environment Fit, James D. Werbel, Iowa State U.

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Personality and Personnel Selection: Reexamining the Impact of Motivated Distortion on Construct Validity, Brent Smith, Cornell U.

An Examination of Calculator Use on Employment Tests of Mathematical Ability, Susan M. Burroughs, U. of Tennessee, Knoxville; Mark N. Bing, U. of Tennessee, Knoxville

College Grade Point Average as a Selection Device: Ethnic Group Differences and Adverse Impact of a Forgotten Predictor of Job Performance, Philip L. Roth, Clemson U.; Philip Bobko, Gettysburg College

Discussants: Robert E. Ployhart, Michigan State U.; Craig J. Russell, U. of Oklahoma

540. Paper: Job Design and Work Place Accommodation

- ♦ 10:40-12:00 Hyatt West: McCormick

Chair: Richard J. Klimoski, George Mason U.

An Examination of Ergonomic Training on Organizational Strain: A Person-Environment Fit Perspective, Angela K. Miles, Florida State U.; Pamela L. Perrewe, Florida State U.

 Trust in Lean Production Systems: Lean Job Design and Workers' Trust in Management at Korean Automobile Plants, Dongyoub Shin, Yonsei U.; Jiman Lee, INSEAD

Job Category and Adaptation to Change, Robert C.

Satterwhite, Georgia Institute of Technology; Linda Hoopes, ODR, Inc.; Jack Feldman, Georgia Institute of Technology

Limits on ADA Effectiveness: The Mediating Role of Beliefs in Requesting Accommodation, David C. Baldrige, U. of Connecticut; John F. Veiga, U. of Connecticut

Discussants: Scott J. Behson, State U. of New York, Albany; Ellen Ernst Kossek, Michigan State U.

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Monday 12:20 pm

541. Paper: Impact of Human Resources on Organizational Performance

- ♦ 12:20-2:10 Hyatt West: Field

Chair: Debra J. Cohen, George Washington U.

Human Resource Management Practices and Voluntary Turnover: Theoretical and Empirical Integration, Ty

Menna, U. of Arkansas, Fayetteville; John E. Delery, U. of Arkansas, Fayetteville; Nina Gupta, U. of Arkansas, Fayetteville; Kent S. Faught, U. of Arkansas, Fayetteville

Designing a HR System: The Roles of HR Specialists and Senior Managers, John F. Mc Mackin, Dublin City University Business School; Kathy Monks, Dublin City University Business School

Drug Testing Programs and Their Impact on Workplace Accidents, Frank S. Lockwood, Tallahassee Community College; Brian S. Klaas, U. of South Carolina; John E. Logan, U. of South Carolina; William R. Sandberg, U. of South Carolina

Relational Principal-Agent Contracts, Employment Risk, and Firm Survival, Luis R. Gomez-Mejia, Arizona State U.,

Main; Manuel Nuñez-Nickel, Universidad de Jaen; Isabel Gutierrez, U. Carlos III
Discussants: Janet H. Marler, Cornell U.; Ellen M. Whitener, U. of Virginia

Monday 1:00 pm

542. Symposium: **Incorporating Personality in Theories and Research on Organizational Processes: Individual Differences in Behavior and Affect in Organizations**

- 1:00-2:10 Hyatt West: McCormick

Chair: Stéphane Côté, U. of Michigan

Jobs, Careers, and Callings: Individual Differences in Goals for Reemployment, Amy Wrzesniewski, U. of Michigan

When Emotions Run Amok: Exploring the Roles of Affect in Counterproductive Behavior at Work, Suzy Fox, U. of South Florida; Paul E. Spector, U. of South Florida; Don Miles, U. of South Florida

Integrity in the Executive Suite: Leaders who Lie, Cheat, and Steal, Judith M. Collins, Michigan State U.; Paul M. Muchinsky, U. of North Carolina, Greensboro

A Conditional Model of the Role of Individual Differences in Organizations, Stéphane Côté, U. of Michigan; Debbie S. Moskowitz, McGill U.

Individual Differences in Feedback Propensities and Their Relationship to Training Performance, David Herold, Georgia Institute of Technology

Discussant: Benjamin Schneider, U. of Maryland

Monday 2:30 pm

543. Paper: **Recruitment and Organizational Entry**

- 2:30-3:50 Hyatt West: Field

Chair: Mary A. Gowan, U. of Central Florida

Establishing Person-Organization Fit During Organizational Entry, Daniel M. Cable, U. of North Carolina, Chapel Hill; Charles K. Parsons, Georgia Institute of Technology

Effects of Message Framing in Job Advertisements on Organizational Attractiveness, Todd Jay Thorsteinson, U. of Idaho; Scott Highhouse, Bowling Green State U.; Tania Fay, U. of Idaho

The Role of Salary Negotiations in Recruitment Outcomes, Christopher O. L. H. Porter, Michigan State U.; Donald E. Conlon, Michigan State U.; Alison E. Barber, Michigan State U.

Recruitment and Job Choice: The Effects of Early Recruitment Practices on the Decision to Apply to an Organization, Christopher Jon Collins, U. of Maryland; Cynthia Kay Stevens, U. of Maryland

Discussants: Marcie A. Cavanaugh, Cornell U.; James A. Breugh, U. of Missouri, St. Louis

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544. Paper: **Dysfunctional Workplace Behaviors: Violence, Sexual Harassment, Non-Contingent Punishment, and Aggression**

- 2:30-3:50 Hyatt West: McCormick

Chair: Jonathan Monat, California State U., Long Beach

Workplace Violence in Public Schools: Risk Factors, Consequences, and Intervention Strategies, Robert R. Sinclair, U. of Tulsa; Lee W. Croll, U. of Tulsa; James E. Martin, Wayne State U.

The Effects of Event Appraisal and Coping on Outcomes of Sexual Harassment, Paul Jacques, State U. of New York, Binghamton; Nagaraj Sivasubramaniam, State U. of New York, Binghamton; William D. Murry, State U. of New York, Binghamton

Winner of HR Divisions Best Student Paper Award

Subordinates as Targets of Noncontingent Punishment: A Victimology Perspective, William H. Bommer, Georgia State U.; Karl F. Aquino, Georgia State U.

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Attributional Style, Negative Affect, Self-Control, and Personal History as Predictors of Workplace Aggression, Scott C. Douglas, Florida State U.; Mark J. Martinko, Florida State U.

Discussants: David A. Waldman, Arizona State U., West; Suzanne Masterson, U. of Cincinnati

Monday 4:10 pm

545. **Connecting Your Teaching Curriculum to the American Compensation Association Body of Knowledge Study**

- 4:10-5:20 Hyatt West: McCormick

Organizer: Stella Nkomo, U. of North Carolina, Charlotte

Speakers: Debra J. Cohen, George Washington U.; Pat Llantino, American Compensation Association

Monday 5:30 pm

546. **Ice Cream Social**

- 5:30-6:30 Hyatt West: Goldcoast

Recipient of the Heneman Career Achievement Award, sponsored by Irwin-McGraw Hill, will be announced.

Tuesday 8:30 am

547. Symposium: **Human Resource Practices, Business Strategy, and Performance in Service Organizations**

- 8:30-10:10 Hyatt West: Field

Chair: Patrick M. Wright, Cornell U.

Customer Segmentation and High Performance Work

Practices: Segment Strategies, Human Resource Practices, and Performance in Insurance, Brent Keltner, Rand Corporation

What Makes a High-Performance Workplace? Evidence from Retail Bank Branches, Larry W. Hunter, U. of Pennsylvania

Determinants of Performance in Telecommunications

Customer Service and Sales, Rosemary Batt, Cornell U.

Discussant: John E. Delery, U. of Arkansas, Fayetteville

548. Paper: **Compensation System Effectiveness**

- 8:30-10:10 Hyatt West: McCormick

Chair: Ronald Jay Karren, U. of Massachusetts, Amherst

A Goal-setting Framework for Gainsharing Effectiveness, Elaine C. Hollensbe, U. of Kansas; James P. Guthrie, U. of Kansas

The Cost of Agency: The Effect of Managerial Stockholdings on Employee Participation in Company Financial Returns, Nien-Chi Liu, National Tsinghua U.; Avner Ben-Ner, U. of Minnesota

How Do Company Differences in Pay for Performance Strategy Influence Intrinsic Motivation, Extrinsic

Motivation, and Overall Motive?, Meiyu Fang, National Central U.; Barry A. Gerhart, Vanderbilt U.

A Comparative Examination of Traditional and Non-Traditional Compensation Systems, Atul Mitra, Lyon College; Nina Gupta, U. of Arkansas, Fayetteville

Discussants: Daniel G. Gallagher, James Madison U.; Paul Mulvey, North Carolina State U.

Tuesday 10:30 am

549. Symposium: New Approaches to Understanding Employees' Affective and Behavioral Responses to Multi-Rater Feedback Systems

- ♦ 10:30-11:50 Hyatt West: Field

Chair: Raymond A. Noe, Ohio State U.

Organizer: Marcia J. Simmering, Louisiana State U.

Toward Greater Understanding of the Construct Validity of Managerial Performance Ratings, Steven E. Scullen, North Carolina State U.

Self-Ratings and Reactions to Feedback: It's Not How You Finish but Where You Start, Lisa M. Keeping, U. of Akron; Jeanne D. Makiney, U. of Akron; Paul E. Levy, U. of Akron; Myungho Moon, U. of Akron; Lynn M. Gillette, U. of Akron

What Leads to Employee Development? An Investigation of Situational Influences, Personality, and Reactions to Feedback, Marcia J. Simmering, Louisiana State U.; Jason A. Colquitt, U. of Florida; Christopher O. L. H. Porter, Michigan State U.; Raymond A. Noe, Ohio State U.

Discussant: Cheri Ostroff, Arizona State U.

550. Paper: Team and Leadership Processes

- ♦ 10:30-11:50 Hyatt West: McCormick

Chair: Anson Seers, Virginia Commonwealth U.

Who is Supporting Whom?: Quality Team Effectiveness and Perceived Organizational Support, John Howes, AlliedSignal Inc.; Russell Salvador Cropanzano, Colorado State U.; Alicia Ann Grandey, Colorado State U.; Carolyn Mohler, Colorado State U.

Preference for Team-Based Rewards: Construct Development and Initial Validation, Michelle K. Duffy, U. of Kentucky;

Jason D. Shaw, Drexel U.; Eric M. Stark, Washington

Personality and Preferred Managerial Style: Evidence from the U. S. and New Zealand, Charles D. Stevens, North Dakota State University; James P. Guthrie, U. of Kansas; Ronald A. Ash, U. of Kansas; Charles Joseph Coate, Geneseo College-SUNY

The Makings of a Team Leader: The FFM and Cognitive Ability, Simon Taggar, Memorial U. of Newfoundland; Sudhir Saha, Memorial U. of Newfoundland

Discussants: Elizabeth Ravlin, U. of South Carolina; Christine Marie Riordan, U. of Georgia

Tuesday 2:00 pm

551. Paper: Strategic Determinants of Human Resource Practices

- ♦ 2:00-3:20 Hyatt West: Field

Chair: David B. Balkin, U. of Colorado, Boulder

The Shamrock Organization: Determinants and Consequences of Externalization, Venkat Bendapudi, Ohio State U., Columbus; Ronald A. Ash, U. of Kansas

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Strategic and Environmental Determinants of HRM

Innovations in Post-Socialist Poland, Marc Glenn

Weinstein, U. of Oregon; Krzysztof Obloj, U. of Warsaw

Do Part Timers Pull Their Own Weight: Evidence from a Software-Intensive Industry, James W. Bronson, U. of Wisconsin, Whitewater; William L. Dougan, U. of North Dakota

Information Value in High Involvement Work Systems: The Adoption of Participation in Hospitals, Gil A. Preuss, Case Western Reserve U.

Discussants: Susan E. Jackson, Rutgers U., New Brunswick; Judith A. Tansky, Ohio State U.

552. Paper: Flexible Work Arrangements

- ♦ 2:00-3:20 Hyatt West: McCormick

Chair: Charles E. Lance, U. of Georgia

An Individual-Level Model of Telecommuting, David G.

Allen, U. of Memphis; Robert W. Renn, U. of Memphis;

Rodger W. Griffith, Georgia State U.

Teleworking: Frameworks for Organizational Research,

Kevin Daniels, U. of Sheffield; David Andrew Lamond,

Macquarie U.; Peter Standen, Edith Cowan University

Role Conflict and the Effects of Flexible Work Arrangements on Applicant Attraction, Barbara L. Rau, U. of Wisconsin, Oshkosh; MaryAnne M. Hyland, Rutgers U., Livingston; , "Dick" Baynton, Industry Consultant

Telecommuting: Manager Control and Employee

Development in One Public and Two Private

Organizations ORGANIZATIONS, Cecily D. Cooper, U.

of Southern California; Nancy B. Kurland, U. of Southern

California; Diane E. Bailey, Stanford U.

Discussants: Karen J. Jansen, Cornell U.; Raymond T.

Sparrowe, Cleveland State U.

Tuesday 3:40 pm

553. HR Business Meeting

- ♦ 3:40-5:00 Hyatt West: Field

Division Chair: Robert Gatewood, U. of Georgia

Tuesday 5:30 pm

554. HR Social Hour

- ♦ 5:30-7:30 Hyatt West: Water Tower

Wednesday 8:30 am

555. Paper: Strategic Human Resource Management

- ♦ 8:30-10:20 Hyatt West: Field

Chair: John Lust, Illinois State U.

Development of an Instrument to Assess the Strategic Orientation of HRM, Nagaraj Sivasubramaniam, State U. of New York, Binghamton; K Galen Kroeck, Florida International U.

Published in Conference Proceedings

The Impact of Industrial Relations Climate, Organizational

Commitment, and Union Loyalty on Organizational

Performance: A Longitudinal Study, Stephen J. Deery, U.

of Melbourne, Australia; Roderick D. Iverson, U. of

Melbourne, Australia

Winner of HR Division Best Paper Award

Published in Conference Proceedings

Strategic Utility Analysis, Elizabeth F. Cabrera, Universidad Carlos III, Madrid; Ángel Cabrera, Instituto de Empresa

Examining the Human Resource Architecture: TheModerating Effects of Strategic Orientation, David P.

Lepak, U. of Maryland; Scott A. Snell, Pennsylvania State U.

Discussant: Edilberto Montemayor, Michigan State U.**Wednesday 10:40 am****556. Paper: Assessing Employee Performance**

- 10:40-12:00 Hyatt West: Field

Chair: Lucy McClurg, Georgia State U.Adaptation to Changing Task Contexts: Effects of GeneralCognitive Ability, Openness, and Conscientiousness,

Jeffrey A. LePine, U. of Florida; Jason A. Colquitt, U. of Florida; Christopher P. Purdy, U. of Florida

Performance Differentiation in Peer Appraisals: Proceduraland Attitudinal Factors, Suzanne J. Farmer, Central

Michigan U.; John A. Drexler, Jr., Oregon State U.; Terry A. Beehr, Central Michigan U.

Employee Input in the Development of PerformanceAppraisal Systems, Bennett Cherry, U. of Arizona;

Stephen W. Gilliland, U. of Arizona

Accuracy and Its Determinants in Distributional Assessment,

Jeffrey S. Kane, Chinese U. of Hong Kong

Discussants: Howard J. Klein, Ohio State U.; Kenneth G.

Wheeler, U. of Texas, Arlington

557. Symposium: HR outsourcing: determinants and consequences

- 10:40-12:00 Hyatt West: McCormick

Chair: Herbert G. Heneman III, U. of Wisconsin, MadisonOutsourcing the HR function: The Effects of StrategicOrientation, David P. Lepak, U. of Maryland; Sharyn

Gardner, U. of Maryland

The Outsourcing of Human Resource Activities in Canada,

Michel Tremblay, CIRANO; Paul Lanoie, CIRANO;

Michel Patry, CIRANO; Michelle Lacombe, CIRANO

HR Outsourcing: Determinants of PEO Client Reactions,

John McClendon, Temple U.

HR Outsourcing in Small and Medium Enterprises, Brian S.

Klaas, U. of South Carolina; Thomas W. Gainey, U. of South Carolina