# Human Resources

**Program Chair:** Lynn Shore, Georgia State University  
**Workshop Chair:** Lois Teterick, University of Houston

<table>
<thead>
<tr>
<th>Start</th>
<th>Regular Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>11:15 am</td>
<td>75. Tour to McDonald’s University • OS: McDonald’s U.</td>
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<td>1:00 pm</td>
<td>72. Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gball 3</td>
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<td>5:00 pm</td>
<td>78. Critical Mgmt. Doctoral Workshop • HW: Dusable</td>
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<td>6:00 pm</td>
<td>78. Reception for the New Doctoral • S: Gball I</td>
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<td>7:30 am</td>
<td>71. Critical Management Studies: B • HW: Comiskey</td>
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<tr>
<td>8:00 am</td>
<td>32. HR Doctoral Consortium • HW: Regency Ball B(S)</td>
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<td>8:00 am</td>
<td>32. HR Junior Faculty Consortium • HW: Regency Ball C(N)</td>
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<td>9:00 am</td>
<td>32. HR Editors’ Round Table • HW: Toronto</td>
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<td>10:30 am</td>
<td>119. JAOM: Competing in Latin America • S: Alpine II</td>
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<td>1:30 pm</td>
<td>118. JAOM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
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<td>3:00 pm</td>
<td>123. HR: Strategic Research Agenda • HW: Toronto</td>
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<td>4:00 pm</td>
<td>125. Management of the Tenure Process • S: Alpine II</td>
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<td>5:30 pm</td>
<td>125. Critical Management Studies: P • HW: Comiskey</td>
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<td>6:00 pm</td>
<td>127. JAOM: Business Meeting &amp; Dinner • S: Alpine II</td>
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<td>6:30 pm</td>
<td>126. Reception for Practitioner Ser • HE: Columbus C/D</td>
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<td>7:30 am</td>
<td>132. Critical Management Studies: P • HW: Comiskey</td>
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<td>132. Critical Management Studies: B • HW: Comiskey</td>
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<td>33. HR Doctoral Consortium • HW: Regency Ball B(S)</td>
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<td>33. Junior Faculty Consortium • HW: Regency Ball C(N)</td>
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<td>10:00 am</td>
<td>33. HR Meeting of IR &amp; HR Directors • S: Davos</td>
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<td>10:30 am</td>
<td>130. OB &amp; HR: Senior Faculty Consor • HE: Columbus K/L</td>
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<td>142. Critical Management Studies: • HW: Comiskey</td>
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<td>3:00 pm</td>
<td>145. Critical Management Studies: P • HW: Buckingham</td>
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<td>145. Critical Management Studies: P • HW: Comiskey</td>
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<td>9:00 am</td>
<td>37. S: The World of Contingent Work • HW: Field</td>
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<td>37. P: Issues in Compensation • HW: McCormick</td>
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<td>10:40 am</td>
<td>21. JP: Big Five Pers. Dimensions • HE: GndBall C(N)</td>
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<td>10:40 am</td>
<td>21. JS: Measurement Issues in SHRM • S: Gball 3</td>
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<td>12:20 pm</td>
<td>27. JP: Goal Orientation • HE: GndBall C(N)</td>
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<td>12:20 pm</td>
<td>152. Stigmatized Groups • HW: Regency Ball D(N)</td>
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<td>1:00 pm</td>
<td>152. JS: Organizational Entry Journey • HE: GndBall B</td>
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<td>150. JS: Feedback Based Interventions • HE: GndBall F</td>
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<td>2:30 pm</td>
<td>22. JS: Work Safety Improvement • HE: GndBall B</td>
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<td>2:30 pm</td>
<td>22. JS: The Good, The Bad, and The Ugly • HW: Comiskey</td>
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<td>4:10 pm</td>
<td>22. JS: OB-HR Theme: Ind./Collectivism • S: Gball 1</td>
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<td>235. Ice Cream Social • HW: Goldcoast</td>
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<td>57. S: HR &amp; Strategy in Service Firms • HW: Field</td>
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<td>57. P: Compensation Effectiveness • HW: McCormick</td>
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<td>57. JP: Selection &amp; Appraisal • HE: Wacker West (1)</td>
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<td>57. JS: Agreeing to Disagree • HW: Regency Ball D(N)</td>
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<td>57. JS: Sexual Harassment Perspectives • S: Gball 3</td>
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<td>285. JP: Expatriates • HE: Columbus E/F</td>
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<td>10:30 am</td>
<td>241. JS: Relational Experiences at Work • HW: Comiskey</td>
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<td>250. JP: Balancing Work and Family • HE: Columbus E/F</td>
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<td>250. P: Strategic Determinants of HR • HW: Field</td>
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<td>3:40 pm</td>
<td>240. JS: Contingent Work Consequences • HE: GndBall F</td>
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<td>240. JS: Management through Racial Lens • S: Gball 3</td>
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<td>255. JP: Affective Reactions • HE: Wacker West (3)</td>
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<td>265. HS: Global Convergence in HRM • HW: Comiskey</td>
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<td>9:00 am</td>
<td>265. JP: Turnover and Retention • HE: GndBall C(N)</td>
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<td>10:40 am</td>
<td>267. JS: Issues and Solutions in Global • HE: GndBall E</td>
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<td>10:40 am</td>
<td>267. JS: Work and Vacation • HE: GndBall F</td>
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Saturday 8:00 am

528. HR Doctoral Consortium  
- 8:00-9:30 Hyatt West: Regency Ball B(S)  
Preregister with Debra Cohen at (312) 994-2799 or Sjwayne@uic.edu.  
Organizer: Debra J. Cohen, George Washington U.  
Coordinators: Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville

Saturday 9:00 am

529. HR Junior Faculty Consortium  
- 9:00-10:00 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. McMahon, 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  

Saturday 3:00 pm

531. Establishing a Research Agenda for Strategic HRM: Issues and Opportunities

Saturday 5:30 pm

532. HR Division Reception  
- 5:30-7:30 Hyatt West: Regency Ball C(N)  
Organizer: Lois E. Tetrick, 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) 994-2799, by fax (708) 479-4697.  
Organizer: Sandy J. Wayne, U. of Illinois, Chicago  
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

534. Junior Faculty Consortium  
- 8:30-12:00 Hyatt West: Regency Ball C(N)  
Preregister with Debra Cohen at (202) 994-7055, by fax (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 mooremm@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
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 Blancero, 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
**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
**Cultural Specifics and Universals in Employee Responses to Pay Contingencies**, Christine M. Hagan, Florida Atlantic U.; Mark F. Peterson, Florida Atlantic 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.

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.
**Designing a HR System: The Roles of HR Specialists and Senior Managers**, John F. 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
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
  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
- 2:30-3:30 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. Breauugh, U. of Missouri, St. Louis
  Published in Conference Proceedings

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.
  Winner of HR Divisions Best Student Paper Award
  Discussants: Janet H. Marler, Cornell U.; Ellen M. Whitemeer, U. of Virginia

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

- 8:30-10:00 Hyatt West: Field
  Chair: Patrick M. Wright, Cornell U.
  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
  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
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.
  
  
  
  Discussant: Cheri Ostoff, Arizona State U.

550. Paper: Team and Leadership Processes

- 10:30-11:50 Hyatt West: McCormick
  
  Chair: Anson Seers, Virginia Commonwealth U.
  
  
  
  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


- 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

Published in Conference Proceedings

Strategic and Environmental Determinants of HRM Innovations in Post-Socialist Poland, Marc Glenn Weinstein, U. of Oregon; Krzysztof Obloj, U. of Warsaw
  
  
  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. Griffeth, 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 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


- 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 Kroecck, 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; Angel Cabrera, Instituto de Empresa
Examining the Human Resource Architecture: The Moderating 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 General Cognitive Ability, Openness, and Conscientiousness,
Jeffrey A. LePine, U. of Florida; Jason A. Colquitt, U. of Florida; Christopher P. Purdy, U. of Florida


Employee Input in the Development of Performance Appraisal 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, Madison

Outsourcing the HR function: The Effects of Strategic Orientation, 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