

# Industrial/Organizational Psychology

August to August Newsletter 1998, Volume 10

## Congratulations!

We are proud to recognize the achievements of our recent graduates! Three cheers!

### Ph.D.

**Russell E. Lobsenz, Ph.D.**, Do measures of tacit knowledge assess psychological phenomena distinct from general ability, personality, and social knowledge. Advisor: Dr. Morris.

**Vanita Cecilia Misquita, Ph.D.**, Exploration of factors leading to organizational commitment of the subordinate in a unionized environment. Advisor: Dr. Ayman.

**Sameena Mohiuddin-Noetzel, Ph.D.**, The effect of job title on job evaluation ratings. Advisor: Dr. Morris.

### Masters Level

**Jennifer Lyn Langell, M.S.** The role of aptitude-treatment interactions in training evaluation. Advisor: Dr. Ayman.

**Brian O'Sullivan, M.S.** The effects of frame-of-reference (FOR) training and a combined FOR and observational training (FOR/OBS) program on rating and observational accuracy. Advisor: Dr. Roch.

**W. Grant Peirce, IV, M.S.** The relationship between work-force diversity and the strength and quality of organizational climate. Advisor: Dr. Ayman.

**Michael T. Schuelke, M.S.** Rating of women leaders: The moderating effects of salience of leadership, sex of subordinate, and sex of raters. Advisor: Dr. Ayman.

**Eleni Speron, M.S.** Agreement between rating sources on leader's performance: the role of gender, context, and self-monitoring. Advisor: Dr. Ayman.

### Masters – PHRD

**Melanie Anderson, M.S.**

**Brad Johnson, M.S.**

**Ming-Hong Shih (Clavin), M.S.**

**Rebecca Romano, M.S.**

**Jennifer Zieleskiewicz, M.S.**

Page 1

## \*Alumni, \*Student, and Faculty Presentations and Publications

It is always a pleasure to report the contributions of our alumni, students, and faculty. This list is complete *as far as we know*, so we must apologize to those whose work has not been mentioned.

Ayman, R., \*Heatherly, L., & Korabik, K. (August, 1998). *The effect of dyad gender composition, type of organization, and the domain of leadership behavior on subordinate satisfaction*. Paper presented at Academy of Management meetings, San Diego, CA.

Ayman, R. & \*Romano, R. (1998). Measures and Assessments for the Contingency Model of Leadership. In F. Yammarino and F. Dansereau, *Leadership: The Multi-level approaches*. New York: JAI Press.

\*Becker, J., Ayman, R., & Korabik, K. (August, 1998). *Discrepant perceptions of leadership behavior: Gender, self-monitoring, and leadership context*. Paper presented at American Psychological Association meetings, San Francisco, CA.

Chemers, M.M., Ayman, R., & Fiedler, F. E. (1998). The contingency model of leadership effectiveness: Back to the future. In F. Yammarino and F. Dansereau, *Leadership: The Multi-level approaches*. New York: JAI Press.

Flanagan, W. J., Raju, N.S., & Haygood, J.M. (1998, April). *Impression management, measurement equivalence, and personality factors: Can IRT be used to determine the impact of faking?* Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

\*Groehler, L. R., & Morris, S. B. (1998, April). *Effect of performance appraisal system knowledge on rater agreement*. Paper presented at the 13<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

\*Laffitte, L.J., Raju, N.S., \*Scott, J.C., & Fasolo, P.M. (1998, April). *Examination of the measurement equivalence of a 360 feedback assessment with confirmatory factor analysis and item response theory*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

*Presentations & Publications (continued)*

Page 2

\*Larmore, A. & Ayman, R. (April, 1998). *The relationship between CEO empowering leadership, transformational leadership, and direct report feeling of empowerment: A multi-level analysis*. Paper presented at

Pellegrino, J., Wise, L., & Raju, N.S. (1998). Guest editors' note: Context for our work on achievement-level setting. *Applied Measurement in Education*, 11, 1-7.

Society of Industrial and Organizational Psychology meetings, Dallas, TX.

Major, D. & Ayman, R. (1998). Education and training Liaison Efforts. *TIP*, 36, 99-101.

Maurer, T.J, Raju, N.S., & Collins, W.C. (in press). Peer and subordinate performance appraisal measurement equivalence. *Journal of Applied Psychology*.

Morris, S. B., & DeShon, R. P. (April 1998). *Effect size estimates for meta-analysis with repeated-measures designs*. Paper presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

Morris, S. B., & \*Lobsenz, R. (1998, April). *Significance tests and confidence intervals for the Adverse Impact Ratio*. Paper presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

Oshima, T.C., Raju, N.S., & Flowers, C. (1997). Development and demonstration of multidimensional IRT-based internal measures of differential functioning of items and tests. *Journal of Educational Measurement*, 34, 253-272.

Oshima, T.C., Raju, Flowers, C. (in press). Differential bundle functioning using the DFIT framework: Procedures for identifying possible sources of differential functioning. *Applied Measurement in Education*.

Paquin, A. R. (In press). Drever, James. In A. E. Kazdin(Ed.), *Encyclopedia of Psychology*. New York: Oxford University Press.

Paquin, A. R. (1998). *Effect of incremental informational value of ProMES feedback on productivity*. Paper presented at the meeting for the Society for Industrial Organizational Psychology. Dallas, Texas.

\*Peirce, IV. W.G. & Ayman, R. (April, 1998). *Workforce diversity effects on the quality and strength of organizational climate*. Paper presented at Society of Industrial and Organizational Psychology, Dallas Texas.

Pritchard, R. D., & Paquin, A. R. (1997). Messung und Steigerung der Produktivität in Organisationen. Special issue on group related work in organizations in *Zeitschrift fhr Arbeits- und Organisationspsychologie*.

Pritchard, R. D., Watson, M. D., Kelly, K., & Paquin, A. R. (1997). *Measuring teaching effectiveness in higher education*. San Francisco, CA: The New Lexington Press.

\*Quartetti, D.A. & Raju, N.S. (1998, April). *A Monte Carlo assessment of estimation in utility analysis*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

Raju, N.S. (1998). Review of Maintest. In J.C. Impara and B. S. Plake (Eds.), *The Thirteenth Mental Measurement Yearbook* (pp. 632-634). Lincoln, NE: Buros Institute of Mental Measurements of the University of Nebraska.

Raju, N.S. (1998). Review of Ramsay Corporation Job Skills -- Reading Prints & Drawings. In J.C. Impara and B. S. Plake (Eds.), *The Thirteenth Mental Measurement Yearbook* (pp. 822-824). Lincoln, NE: Buros Institute of Mental Measurements of the University of Nebraska.

Raju, N.S., \*Anselmi, T.V., Goodman, J.S., & Thomas, A. (1998). The effects of correlated artifacts and true validity on the accuracy of parameter estimation in validity generalization. *Personnel Psychology*, 51, 453-465.

Raju, N.S., \*Reyhan, B., Edwards, J.E., & \*Fleer, P.F. (in press). Accuracy of population validity and cross-validity estimation: An empirical comparison of formula-based, traditional empirical, and equal-weights procedures. *Applied Psychological Measurement*.

Roch, S. G. & Samuelson, C. D. (1997) Social value orientation and environmental uncertainty in resource dilemmas. *Organizational Behavior and Human Decision Processes*, 70(3), 221-235.

\*Rogers, T. (May, 1997) Management systematizing employee performance excellence, *TP & S*, 18-21.

Thomas, A.L. & Raju, N.S. (1998, April). *An examination and evaluation of James et al.'s (1992) VG estimation procedure when artifacts are corrected*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

## Student Professional Activities

**Michael Barr** is at Amoco/BP.

**Joe Bast** is at Personnel Decisions International, in Minneapolis. This job enabled him to travel to Saudi Arabia, Australia and Russia this past year.

**John Behr** is serving his second year on the Board of Examiners for the Lincoln Foundation Award for Business Excellence.

**Deb Davis** is at Parkside.

**Michael Collins** completed an internship at Ameritech

**Allan Fromen** is now at the Center for Research and Service here at IIT.

**Leah Groehler** is an OD consultant at United Companies Financial Corporation in Baton Rouge, Louisiana.

**Larry Laffitte** is at Wonderlic.

Page 3

## Alumni Professional Activities

**Paul Brooks** is at Organizational Effectiveness Consultants (OEC).

**Nancy deLay** is a consultant in HR Research for Eli Lilly & Company in Indiana.

**Bruce Fisher** now is the Director of the Center for Research and Service here at IIT.

**Chris Freiburger** serves as President of the Chicago Industrial/Organizational Psychologists and he has started his own company, Human Capital Management Group.

**Steve Guastello** received the IIT Alumni Award (Fall 1997) for his professional contributions. He is the president of the Society for Chaos Theory in Psychology and the Life Sciences and he is the author of the book: Chaos, Catastrophe, and Human Affairs.

**Amy Larmore** is with Arthur Andersen in Seattle, Washington.

**Sandra Lewis** is at Ameritech

**Marina Magid** is at United Airlines.

**Dana Moore** is at Equity Office Properties.

**Casey Mulqueen** is at the American Institute for Research in Washington, D.C.

**Rebecca Romano** is at Advocate Healthcare.

**Michael Schuelke** is at Wonderlic.

**Angela Sternburgh** is at Ameritech.

**Jana Szostek** is at U.S. Steel in Indiana.

**Jennifer Thompson** is at United Airlines.

**Jennifer Zieleskiewicz** is at Industrial/Organizational Solutions, LLC.

**Ken Zlatoper** is at Dynamex.

**Sehee Hong** completed his Ph.D. at Ohio State Univ. His dissertation topic was "An investigation of the influence of internal test bias on test predictive validity." He is now an assistant professor at Univ. of California Santa Barbara.

**Brad Johnson** is the Human Resource Manager at the East Bank Club.

**Pete Leddy** is the Director of Executive Development at PEPSICO in New York.

**Ming-Hong Shih (Clavin), M.S.** is pursuing his Masters in Computer Science through the Public Administration program here at IIT.

**Douglas Quartetti** is at HumRRO.

**Fred Rafilson** is President and CEO (and owner) of Industrial/Organizational Solutions, LLC.

**Steve Steinhaus** is at SHL.

**Bob Thomas** is now the Human Resources Generalist for World Color and will be a guest lecturer for Scott's Employment Law seminar this semester.

### Faculty Activities

**Roya Ayman's** activities last year were a continuation of her training work with Arthur Andersen conducting group dynamics and leadership development sessions. Also, she served on two working groups of the Governor's Commission on Status of Women in Illinois, the Work Family Interface and Education of Women. Roya was also re-elected to a four-year term for the International Association of Applied Psychology, executive committee of the Division of Organizational Psychology, as the newsletter editor. She is on the education and training committee and the program committee of SIOP. She was also invited to serve on two journal's editorial boards: The Leadership Quarterly and Applied Psychology: International Review. She has conducted several workshops and presentations on diversity in the work place for various companies and associations. Additionally, Roya engages in adhoc reviewing for Personnel Psychology and Journal of Vocational Behavior. She has reviewed for both Academy of Management and SIOP Conferences. Last year she was also asked to join the Education and Training Committee of SIOP. On a final note, Roya received an plaque in recognition of her presentation on "Celebrating the Success and Challenges Facing Asian American Professionals in the Work Place", from Lucent Technology.

**Scott Morris** received an IIT Educational and Research Initiative Fund grant this past year to continue his research on the structure of causal knowledge. He has also submitted a proposal to NSF on the same research topic. Scott has reviewed papers for the Journal of Applied Psychology and for SIOP. In addition, Scott has consulted on a project for the **Center for Research and Service**. The project involved the evaluation of an employee certification and transition plan, as part of the re-engineering of a customer service department. Scott has recently become elected to the executive committee of the Chicago Industrial Organizational Psychologists and serves as their Treasurer.

**Tony Paquin** was a visiting professor for the 97-98 term and now is a member of the full-time faculty. For the past year Tony has served as the Chair of Undergraduate Recruitment Task Force of the Institute of Psychology.

Page 4

Committee of professionals whose function is to evaluate the National Assessment of Education Progress. This committee was created following a mandate by the Congress and was organized by the National Academy of Sciences. The Committee's work is almost done and the report is expected to be out soon. Additionally, Nam serves on six editorial boards, including Journal of Applied Psychology, Journal of Educational Measurement, Educational and Psychological Measurement, Journal of Outcome Measurement, Journal of Human Resource Costing and Accounting (Sweden) and Applied Psychological Measurement. Nam was elected to the APA Council of Representatives (1998-2000), representing Division 5 (Evaluation, Measurement and Statistics). Nam also does ad-hoc reviewing for Psychometrika, Personnel Psychology, Multivariate Behavioral Research, Psychological Methods, Organizational Research Methods, Journal of Cross-Cultural Psychology and the British Journal of Statistical and Mathematical Psychology.

The Center worked on several projects this past year, including item development (Bob Cuthbert, Deb Davis, Rebecca Romano, & Jennifer Zieleskiewicz), survey of math and reading curriculum trends (Anna Schibrowsky and Jennifer Zieleskiewicz), evaluation of the validity and legal defensibility of design and transition plans (Drs. Bruce Fisher and Scott Morris), a psychometric benchmarks survey evaluation and a 360 degree feedback assessment (Michael Barr, Allan Fromen, Ming-Hong Shih and Jen Zieleskiewicz).

**Sylvia Roch** presented at the Chicago Industrial Organizational Psychologists October 1997 meeting. The topic was careers and competencies of I/O Psychologists. In addition, she also reviewed for the SIOP 1998 Conference.

### Center for Research and Service

**Bruce Fisher** has recently left his role as partner at the Chicago-based consulting firm, Organizational Psychologists to "come home again" to IIT as the new Director for the Center for Research and Service in the Institute of Psychology. As a research and consulting arm of the Institute of

**Nambury Raju** recently completed his tenure as Director of the **Center for Research and Service**. Nam serves on the Research Advisory Committee of the Ball Foundation. He is a member of the Technical Advisory Panel of the State of Georgia Department of Testing and Assessment. Nam continues to serve on a

Psychology, the mission of the Center is to advance individual and organizational effectiveness through research-based solutions and consulting services. The Center's services include employee and managerial selection systems, team and leadership development strategies, organizational development and change management, and performance management systems.

## **Center for Research and Service (continued)**

The Center has worked/is working with the following companies: D.C. Fire Department, Peoples Energy Corp., AMCO Engineering Co., Shine Brothers, Inc., JW Allen and the National Academy of Sciences.

Bruce is a 1987 graduate of IIT's Ph.D. program in Industrial/Organizational Psychology. He consulted for fourteen years with the firm Organizational Psychologists. In addition, he taught for the last ten years in the graduate program at Loyola University's Institute of Human Resources and Industrial Relations.

### **I/O Program News**

We would like to thank particular individuals who have assisted us last year:

**Dr. Ann Moeller**, Senior manager, Andersen World Wide taught our training course last Spring and we appreciate her attention and care.

**Dr. Linda Jeleniewski**, Managing Partner, Organizational Resources, taught the compensation seminar last fall and we are very thankful for her continued support for the program and for her assistance to the Center. She is offering a short course on compensation this coming year, which starts in October.

Many thanks to **Dr. M. Ellen Mitchell**, Director of the Institute of Psychology, for her financial support of our reception at SIOP.

### **New Students in the I/O and PHRD Programs**

#### **Industrial/Organizational Psychology**

Amy Antani  
Sandra Nelson, M.A.  
Sharon Boslet  
Michelle Todd  
Heiko Dorenwendt  
Rebecca Romano, M.S.  
Chad Legal  
Norberto Valbuena, M.S.  
Dave Waldschmidt, M.S.  
Jennifer Weiss  
Jennifer Zieleskiewicz, M.S.

#### **Personnel & Human Resource Development**

Dan Derby  
Liza Gitlin  
Renee Maciasz  
Diana L. Mills  
Rachel Molts  
Yadika Sharma

Page 5

### **1998-1999 Teaching Assistants**

**Susan Bootay** - Dr. Roch (Newsletter)

**Michael Collins** - Dr. Morris (Comps)

**Michelle Connor** -Dr. Ayman (Orientation)

**Allan Fromen** -Center for Research and Service (Orientation)

**Dana Moore** -Dr. Paquin

**Noelle Newhouse** -Dr. Raju (Orientation)

### **Student Perspectives**

#### **Notes on SIOP**

*Michael Barr*

Attending the annual SIOP conference for the second time, I came knowing what to expect. My focus my first year was collecting research around my thesis subject. This past year, being sponsored by my employer, led me to look for information directly applicable to work. As both a student and a novice practitioner, I appreciated meeting and speaking with the authors whose work I have studied. The realization that they are not distant figures but real people willing to answer my questions and share knowledge with me makes my studies and research that much more exciting. It was also gratifying to see my colleagues use the job finder service and actually get interviews and even job offers! I am looking forward to next year's conference in Atlanta and hopefully I will be attending as a presenter. Attending SIOP helps me to remember the reason we are doing all this work all year!

*Allan Fromen*

The 1998 SIOP conference had a little bit of something for everyone. There was the terrific Dallas weather, old friends and colleagues, and certainly no shortage of intriguing new research. The only downside to the conference was the plethora of interesting symposiums, presentations, debates and posters from which to choose. One of the many highlights was the heated debate over the controversial concept of score banding. Seeing such heavyweights as Kevin Murphy and Frank Schmidt argue their viewpoints with intensity and passion illustrated just what SIOP is all

about; the promotion of new ideas and critical thinking. When you throw in the immeasurable value of this networking opportunity, the SIOP conference had as much to offer as we had to gain.

### **The Annual I/O Picnic**

*Susan Bootay*

I was told during this year's festivities that every year just keeps getting better and better. It also seems to be getting bigger and bigger! The numbers were certainly up from last year, reaching about 70 attendees. The annual picnic for alumni, faculty, students and friends of the I/O psychology program was held on August 19, 1998 and look for it to be around the same time next year. The glorious event was hosted by a new class of T.A.'s, who deviated from the norm by providing submarines (heroes, hoagies, whatever!) and not the traditional brats. The supply of food and adult beverages kept partygoers there till nearly midnight. I hope the incoming class felt welcomed and were able to witness the sense of community that the I/O program exuded that evening. The students new to the area also got a taste of what Chicago can whip up as far as winds go. All in all the evening was a success and I look forward to attending next year to see both new and old faces and to see what the next group of TA's can do to top this year's event!

*Jennifer Weiss*

Orientation day was a little scary for us new students. Many of us had just moved to Chicago and did not know what to expect from graduate school. The annual cook-out introduced us to warm and friendly students and faculty, who made us feel welcome and comfortable. Many graduate students, their families, and alumni attended. This impressed upon me the strong sense of community that the I/O program offers, and the many opportunities presented by its' former graduates. The food and libations were plentiful, as were the anecdotes and laughter. I had planned an hour or two for the event, but had so much fun that I stayed for four hours!

### **Notes from the Program Director**

*From the desk of Roya Ayman:*

Last year we started a new fall gathering, which will take place again this year. November 7 we will have an

open house at Roya's this is a gathering for I/O program students, the alumni and supporters of the program. We hope to see you this year. Don't miss it!

Through the years, the I/O Family of IIT has always been there to support the program. The alumni and advanced students have provided our more junior students with many opportunities for internships and research. On behalf of the faculty, I would like to express my sincere appreciation to all who have been instrumental and supportive in advancing our program, and helping us to meet the goal of excellence in training and research.

Several of our alumni have helped in guiding our students to be more effective interns. These individuals sacrificed their valuable time to meet with students at our monthly internship meetings: **Margarite Kunze** (Towers Perrin), **Steven Stanard** (Stanard & Associates, Inc.), **Marsu Burbak**, **Chris Freiburger** (Numan Capital Management Group) and **Dennis Armstrong** (United Airlines).

Since last year, the Institute of Psychology, with Dr. Mitchell's initiative, formed a Board of overseers. Several of the I/O program alumni have not only been diligently serving on this board but have generously contributed to the various funds of the Institute of Psychology. We would like to express our sincere gratitude to those who have earmarked their contributions to the I/O Program: **Ivars P. Athens** and **Steve and Lee Stanard**.  
**THANKS TO ALL WHO CONTRIBUTED!**

*And on a personal note:*

As in years past, this newsletter only reflects those activities, publications, and career changes that our alumni and students have told us about. To keep our "family and friends" informed and our network of professional friendships up to date, send me your new business card when you change positions. Since we are trying to locate all of our alumni and keep them informed of what is happening in the program, please get a business card for me if you meet an I/O or PHRD alumni. The I/O and PHRD programs take pride in the quality of our students and alumni. Drop me a line, or give me a call. Keep in touch.

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