2016 AHRD
International Research Conference in the Americas

Download the Conference Mobile App!
February 18-20, 2016 | Jacksonville, Florida
Welcome to Jacksonville, Florida — the largest city in Florida — and the venue of the 2016 AHRD International Research Conference in The Americas!

I am delighted to welcome you to our conference and our scholarly community focused on leading the field of HRD through research. Our conference brings together scholars and scholar practitioners to discuss theories, research, and informed practice to improve the field of HRD and the diverse organizations that we represent and serve. In addition, the conference is designed to foster a sense of community and to develop networking opportunities that should be beneficial to your professional and personal development. I encourage you to take advantage of the many different types of sessions occurring over the next few days, and to expand your understanding, build your network, and of course also have fun.

I want to especially take this opportunity to thank everyone who has worked so hard to make this conference happen. This includes Kathie Pugaczewski (AHRD Executive Director), Carissa Wolf (AHRD Conference Organizer), Wendy Ruona (Conference Chair), Jason Moats (Program Chair), Angela Titi Amayah (Proceedings Editor), Robert Yawson (Associate Proceedings Editor) and the members of the AHRD Board. I also wish to thank the many people who volunteered thousands of hours as track chairs, reviewers, session chairs, presenters, and more. This illustrates that the conference only happens as a result of the volunteer efforts of our members, and I want to thank everyone for supporting the conference through their time and energy. We are only here in Jacksonville because of you!

Looking toward the future, there are other AHRD conferences on the horizon including the Asian Conference and European Conference and the next International Conference (San Antonio, Texas in 2017). You will also hear much more about these and other conferences during the coming days.

Beyond conferences, members of AHRD can take advantage of a variety of benefits. There are many exciting reasons to be a member of AHRD, including four refereed research journals, special interest groups (SIGs), the Program Excellence Network (PEN), webinars, web-based resources, and a variety of other member services. These strategically focused activities and initiatives are designed to meet the scholarly interests of our members and the broader field of HRD.

This is an exciting time to be a member of AHRD and to participate in the initiatives that are “leading HRD through research.” It is my sincere hope that you will continue to make AHRD your academic and professional home for many years to come.

Thanks very much for attending our conference!
Ron Jacobs, AHRD President
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Organizational Development and Change
Roselyn Dow, Empire State College

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Robin Grenier, University of Connecticut
Marie Line Germain, Western Carolina University - University of North Carolina

Technology, E-learning, and Virtual HRD
Rochell McWhorter, University of Texas at Tyler
Wenhao David Huang, University of Illinois at Urbana-Champaign

Workplace Learning
Karen Johnson, University of North Texas

Non-refereed Submissions
Sarah E. Minnis, Anthology Consulting LLC

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Conference Bag Sponsors

Thank You, Exhibitors!

- Association for Talent Development (ATD)
- Columbia Southern University
- Human Resource Development Review (HRDR)
- Springer
- The University of Southern Mississippi – Department of Human Capital Development
Refereed Sessions are called Symposiums, and the two different types of symposiums presented at AHRD are described below. Note: the number in parentheses after each symposium title refers to its assigned symposium number which is a key way to access papers/abstracts in the conference proceedings online.

M Full Manuscript Sessions consist of 4-5 individually submitted full papers (8000 word maximum) presented.

A Abstract Manuscript Sessions consist of 6-7 individually submitted abstracts (2000 word maximum) presented.

Non-Refereed Sessions. Fit into three types of sessions presented at AHRD, each described below. Note: A brief description of each scheduled session is available in the mobile app for the conference or in the “Non-Refereed Submission Descriptions” document available from “Conference Central” on the AHRD website (www.ahrd.org).

F FOCUS Sessions offer an in-depth focus on a specific topic area. These might be colloquiums, expert panel discussions, or other kinds of session designs that foster scholarly exploration.

P A Professional Development Workshop (PDW) provides the opportunity for colleagues to share knowledge and expertise that fosters professional development around capabilities to support research, theory-building, and/or scholarly practice.

IR Interactive Roundtables are designed for small groups to focus on topics of common interest. The organizer frames the topic and poses guiding questions (for approximately 15 minutes) and then facilitates a 30-minute dialogue with participants joining the table. Attendees of these sessions will be able to attend two roundtables in one 90-minute session.
**2016 Schedule-at-a-Glance (Tue, Wed, Thur)**

**Tuesday, February 16**

4:00-8:00pm  
AHRD Board of Directors Meeting — Naples

**Wednesday, February 17**

8:00am-5:00pm  
Registration Desk Open — Prefunction

8:00am-12:30pm  
AHRD Board of Directors Meeting — Naples

9:00am-6:00pm  
Graduate Student Research Colloquium — Florida Salon B

11:30am-12:00pm  
Break — Prefunction

1:00-5:00pm  
Program Excellence Network Meeting — Florida Salon A

1:00-5:00pm  
**Pre-Conference Workshop:**  
Nurturing Emotionally Intelligent Organizations through Action Learning — Omni Salon A

2:30-3:00pm  
Break — Prefunction

5:30-7:00pm  
AHRD Journal Editors Meeting — Meet in the Lobby

**Thursday, February 18**

7:30am-5:00pm  
Registration Desk Open — Prefunction

8:30am-12:00pm  
**Pre-Conference Workshop:**  
Focus Group Design, Facilitation, and Integration with Quantitative Research — Omni Salon A
**2016 Schedule-at-a-Glance (Thursday)**

8:30am-12:30pm
Program Excellence Network Meeting — Florida Salon A

8:30am-12:30pm
Graduate Student Research Colloquium — Florida Salon B

11:00-11:30am
Break — Prefunction

11:30am-1:00pm
SIG Leadership Lunch Meeting — Juliette’s Bistro

12:00-1:30pm
HRDI Editorial Board Lunch Meeting — Tallahassee

12:30-1:15pm
Conference Orientation Meeting — Jacksonville

1:30-3:30 pm
**Welcome and Town Hall Forum 2016:**
Theorizing, Knowledge, and Community: Exploring the Hidden Communities — Florida Salon CD

2:00pm
Exhibits Open — Prefunction

3:30-3:45pm
Break — Prefunction

3:45-5:15pm
**Breakout Sessions**

- Career Development and Strategies (3) — Miami

- Organizational Culture and Global Companies (1) — Pensacola Salon A
- Job Satisfaction and Engagement (2) — Florida Salon B

- The Korea HRD SIG’S FOCUS Session: Research on HRD in Korea — Jacksonville
- Exploring Authenticity in Employing Assessment Tools for Leadership Development — Omni Salon A
2016 Schedule-at-a-Glance (Thursday, Friday)

3:45-5:15pm
Breakout Sessions Continued
- Improvisational Tenets and Activities: Development of an Improv Mentality in Workplace Learning — Florida Salon A
- Session #1 — Pensacola Salon C
- Session #2 — Pensacola Salon B

4:00-5:30pm
Mentoring Kick-Off — Omni Salon B

5:30-7:00pm
Opening Reception and Cash Bar — Florida Salon CD

6:30-9:00pm
Jacksonville Boat Cruise - optional evening event — Offsite For pre-registered attendees only. Boarding time is at 6:45 p.m. The cruise will depart from River City Brewing Company (825 Museum Circle) promptly at 7:00 pm. Visit the registration desk for options to get to the boat.

Friday, February 19

7:00am-5:00pm
Exhibits Open — Prefunction

7:00am-5:00pm
Registration Desk Open — Prefunction

7:00-8:30am
HRDQ Editorial Board Breakfast Meeting — Naples

7:15-8:15am
Food N’ Thought Sessions
- Book Club – The Culture Map (Meyers) — Pensacola Salon C
- Sustainable Employment: Viable Construct, HR Jargon, or Both — Pensacola Salon B

7:15-8:15am
SIG Meetings
- Workforce Diversity and Inclusion SIG — Omni Salon B
- India HRD SIG — Florida Salon B
2016 Schedule-at-a-Glance (Friday)

8:15-8:30am
Break — Prefunction

8:30-10:00am
**Breakout Sessions**

- Lookism, Colorism and Gender Factors (5) — Pensacola Salon A
- Talent Development (7) — Omni Salon A
- Career Transitions (8) — St. Augustine

- Higher Education & HRD (6) — Jacksonville
- Developing Women Leaders (9) — Omni Salon B
- HRD and the US Military (4) — Tampa

- Tapping the Power of Conceptual Mapping for Scholarship, Management, and Instruction — Florida Salon A
- Being a Reviewer for AHRD: What Does it Take? — Florida Salon B

- Session #3 — Pensacola Salon C
- Session #4 — Pensacola Salon B

10:00-10:30am
Break — Prefunction

10:30am-12:00pm
**Keynote:**
HR Analytics: Why, What, How, So What — Florida CD
Laurie Bassi, CEO, McBassi & Co.

12:00-1:30pm
AHRD Foundation Board of Directors Lunch — Juliette’s Bistro

12:00-1:30pm
ADHR Editorial Board Lunch Meeting — Naples

12:00-1:30pm
Lunch on your own — Jacksonville Landing and Juliette’s Bistro (Hotel Restaurant)
2016 Schedule-at-a-Glance (Friday)

12:15-1:15pm
Food N’ Thought Sessions
• Current Perspectives on Asian Women in Leadership and HRD Implications — Pensacola Salon C
• Food N’ Thought Book Club: The 2016 Book of the Year Award Nominees — Pensacola Salon B
• Collaborating for Qualitative Research on Women Leaders in a Korean Context: Lessons Learned — Pensacola Salon A
• The Human Factor to Profitability, Building a People-Centered Culture for Long Term Success — Florida Salon A

12:15-1:15pm
SIG Meetings
• Scholar - Practitioner SIG — Florida Salon B
• Leadership SIG — Jacksonville
• Virtual HRD SIG — Omni Salon A

1:30-3:00pm
Breakout Sessions
• Work Engagement (10) — Pensacola Salon A
• Current and Emerging Trends in Leadership Development - Leadership SIG (12) — Omni Salon B
• Ethics and HRD (13) — Omni Salon A
• Organizational Citizenship and Culture (14) — St. Augustine

• Knowledge Development and HRD Identity (11) — Jacksonville
• What Is Ethical Research and Practice in HRD? (Re-)Examining HRD Standards on Ethics and Integrity — Tampa
• The Workplace Is a Stage: Using Improv Theater Techniques to Develop High Performing Employee Skills — Florida Salon A
• Scholar Practitioner 101: Bridging Theory & Practice and Fostering Scholarly Practice Within the Academy, Part 1 — Florida Salon B

• Roundtable Session #5 — Pensacola Salon C
• Roundtable Session #6 — Pensacola Salon B

3:00-3:30pm
Break — Prefunction
Schedule-at-a-Glance (Friday, Saturday)

3:30-5:00pm
Breakout Sessions

M • Higher Education and HRD (16) — Jacksonville
• HRD in the Asian Context (18) — Omni Salon B
• HRD Practice (19) — St. Augustine

A • Online and Organizational Learning (15) — Pensacola Salon A
• NHRD from around the World (17) — Omni Salon A

F • Meet the Editors Session — Tampa

P • Introduction to Hierarchical Linear Modeling in Human Resource Development Research — Florida Salon A
• Scholar Practitioner 101: Bridging Theory & Practice and Fostering Scholarly Practice within the Academy, Part 2 — Florida Salon B
• Problem-Based Learning: Using Authentic Problems to Inductively Teach and Promote Active Learning — Naples

IR • Roundtable Session #7 — Pensacola Salon C
• Roundtable Session #8 — Pensacola Salon B

5:15-6:00pm
Awards Presentation — Florida CD

6:15-10:30pm
Jacksonville Brewery Tour - optional evening event — Offsite
For pre-registered attendees only — Meet in the hotel lobby at 6:15 pm. Bus will pick up from the Omni Jacksonville at 6:30 pm and will drop off at the hotel at 10:30 pm. Food is not provided on this tour; however, food will be available for purchase at the breweries. Breweries that will be visited are: Bold City Brewery, Intuition Ale Works, and Aardwolf Brewing Co.

7:00-10:00pm
AHRD Scholar Dinners — Offsite
Sign up at the Registration Desk.

Saturday, February 20

7:00am-5:00pm
Exhibits Open — Prefunction

7:00am-5:00pm
Registration Desk Open — Prefunction
**Schedule-at-a-Glance (Saturday)**

### 7:00-8:30 am
HRDR Editorial Board Breakfast Meeting — Naples

### 7:15-8:15 am
**Food N’ Thought Sessions**
- A discussion of “The Rise of Creativity, the Gift of Failure, and the Search for Mastery,” By Sarah Lewis and the Role of Creativity Innovation, and Grit in HRD — Pensacola Salon B
- Exploring the Use of Degrees of Freedom Analysis to Build Theory in HRD — Pensacola Salon A

### 7:15-8:15 am
**SIG Meetings**
- China HRD Research SIG — Florida Salon B
- Quantitative Research Methods — Florida Salon A

### 8:15-8:30 am
Break — Prefunction

### 8:30-10:00 am
**Breakout Sessions**
- Informal Learning (20) — Pensacola Salon A
- Training and Professional Development (22) — Omni Salon A
- Learning Organizations and Team Learning (23) — Omni Salon B
- Millennials, Organizations and HRD (24) — St. Augustine
- Mentoring and Leader Development (21) — Florida Salon B
- ShapeShifting: How Do Journal Ranking Lists Define and Shape HRD Research and Practice? — Jacksonville
- Technology Development and HRD: Three Cases for Analysis and Discussion — Tampa
- Creating Team-Centered Performance Improvement: Taking a Team from Average to Awesome — Florida Salon A
- Roundtable Session #9 — Pensacola Salon C
- Roundtable Session #10 — Pensacola Salon B

### 10:00-10:30 am
Break — Prefunction
Schedule-at-a-Glance (Saturday)

10:30am-12:00pm
Breakout Sessions
- Leadership in Practice (25) — Pensacola Salon A
- Employee Development (26) — Florida Salon B
- Training Transfer (29) — Omni Salon B
- Research Methods in HRD (30) — St. Augustine
- Innovation and Integration in HRD (27) — Jacksonville
- Diversity in HRD (28) — Omni Salon A
- Leading HRD Through Action Research — Jacksonville
- Workshop on Leadership & Team-Building Simulation — Florida Salon A
- Roundtable Session #11 — Pensacola Salon C
- Roundtable Session #12 — Pensacola Salon B

12:15-1:15pm
Annual AHRD Business Meeting — Florida CD

1:15-1:30pm
Break — Prefunction

1:30-3:00pm
Breakout Sessions
- HRD in Healthcare (31) — Pensacola Salon A
- Employees’ Experiences and the Impact on HRD (32) — Florida Salon B
- Gender and Diversity in the Workplace (33) — Omni Salon A
- Workplace Learning (35) — St. Augustine
- HRD Strategic Perspectives (36) — Tampa
- Cross-Culture and Cultural Competence (34) — Omni Salon B
- Organizational Identity in Cross-Border Acquisitions: The Implications for HRD Practitioners — Jacksonville
- Publication Ethics and the Academy of Human Resource Development — Florida Salon A
- Roundtable Session #13 — Pensacola Salon C
- Roundtable Session #14 — Pensacola Salon B
Schedule-at-a-Glance (Saturday, Sunday)

1:30-3:00pm
SIG Meeting
Qualitative Inquiry SIG — Naples

3:30-5:00pm
Breakout Sessions

- Job Satisfaction and Happiness (37) — Pensacola Salon C
- Motivation (38) — Pensacola Salon B
- Fit in Organizations (39) — Pensacola Salon A
- HRD Applied Theories (41) — Florida Salon B
- Leaders, Employees and Organizations (42) — Jacksonville
- HRD in Contexts Around the World (43) — Omni Salon A
- Performance and Evaluation (44) — Omni Salon B
- Diverse Perpectives on Employee Engagement and Behavior (45) — St. Augustine

- Unique Perspectives on HRD (40) — Florida Salon A

- Hierarchical Linear Modeling and Human Resource Development: The Importance of Three-Level and Cross-Classified Models — Tampa

3:30-5:00pm
SIG Meeting
Korea HRD SIG — Naples

6:00-7:00pm
Reception and Cash Bar — Prefunction

7:00-9:00pm
President’s Dinner — Florida Ballroom

   Thank you, ATD and University of Southern Mississippi for your sponsorship of the President’s Dinner!

Sunday, February 21

8:30-10:30am
AHRD Board of Directors Meeting — Pensacola
**Keynote**

HR Analytics: Why, What, How, So What?

with Laurie Bassi, CEO, McBassi & Company

**Friday, February 19 — 10:30am-12:00pm**  
**Florida C-D**

Is HR analytics just another HR “flavor of the day” — or is it here to stay? And just what is it anyway? How and why are firms using it? And what does it mean for you and our profession? These are the topics that Laurie Bassi will be tackling in her lively and provocative keynote address at the AHRD conference.

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**Town Hall Forum 2016**

Theorizing, Knowledge, and Community: Exploring the Hidden Connections

*Featured Hosts: Susan Madsen and Julia Storberg-Walker*

*Invited Panelists (in alphabetical order): Laura Bierema, Rajashi Ghosh, Rob Poell, and Lyle Yorks*

**Thursday, February 18 — 1:30-3:30pm**  
**Florida C-D**

This year’s Town Hall Forum (THF) aims to inspire the HRD community to engage in meaningful, collaborative, and interdisciplinary research and theorizing that will make a difference in the world by focusing on the relationship between theorizing and actionable knowledge, and the role of community as the critical factor in that relationship.
2016 Session Schedule

Thursday, February 18 | 3:45–5:15pm

Career Development and Strategies: Symposium 3

REFEREED FULL MANUSCRIPTS | Miami

Career Orientations and Determinants of Perceived Career Success of China-Based Singaporean Expatriates
Belinda Wee, Husson University
Gary McLean, McLean Global Consulting Inc.

Conceptualizing a Career Management System Tool Using Hughes’ Values Creation Model for Organizational Competitive Advantage Framework
DeVaughn Stephens, University of Arkansas
Claretha Hughes, University of Arkansas

Career Development Issues of Women Pilots
Rose Opengart, Embry-Riddle Aeronautical University-Worldwide
Marie-Line Germain, Western Carolina University
Julie Gedro, SUNY Empire State College

Developing Protean Career Behavior through Employability Culture and Mentoring: Career Strategies as Moderator
Wong Siew Chin, Universiti Putra Malaysia
Roziah Mohd Rasdi, Universiti Putra Malaysia
Bahaman Abu Samah, Universiti Putra Malaysia
Organizational Culture and Global Companies: Symposium 1

HRD and International Competitiveness of Russian MNCs
Victoria Tsybova, Saint Petersburg State University, Russia
Elena Zavyalova, Saint Petersburg State University, Russia

Core Value Comparison for U.S. and Asia-based Global Companies: Network Analysis Perspectives
Hyunok Ryu, Korea University
Petter Holme, Sungkyunkwan University, Korea
Seung Won Yoon, Texas A&M University-Commerce
Dae Yeon Cho, Korea University

The Human Factor to Profitability, Building a People-Centered Culture for Long-Term Success
Jeanette Kersten, University of Wisconsin Stout, Menomonie WI
Kelly La Venture, Bemidji State University, Bemidji MN

Integrating an Aging Workforce in Organizations
Kim Smith, University of Oklahoma - Norman

Linking Authoritarian Leadership to Organizational Performance: A China Case
Jia Wang, Texas A&M University
Min Wu, Sichuan University

Impact of Individual Perception of Organizational Culture on Learning Transfer
Aindrila Chatterjee, Indian School of Business
Arun Pereira, Indian School of Business
Reid Bates, Louisiana State University
Atreyee Bose, Indian School of Business
Job Satisfaction and Engagement: Symposium 2

A

REFEREED ABSTRACT MANUSCRIPTS | Florida Salon B

Empirical Study of Mentoring Participation, Communication and Job Satisfaction in the Manufacturing Industry of South Korea
Hae Na Kim, The Ohio State University

The Tie that Binds Employee Engagement and Job Attitudes: Harmonious Passion and Work Affect?
Kim Nimon, The University of Texas at Tyler
Brad Shuck, University of Louisville
Drea Zigarmi, Ken Blanchard Companies

An Empirical Study of Training and Development, Employee Job Satisfaction and Organizational Commitment in Public Organizations
Awa Sillah, Graduate Institute of International Human Resource Development, National Taiwan Normal University and The Gambia Revenue Authority

Work Cognition and Work Intention: A Canonical Correlation Study
Kim Nimon, The University of Texas at Tyler
Marvin Bontrager, The University of Texas at Tyler
Brian Joo, Winona State University, MN

Perceptions of the Impact of Post-Licensing Continuing Education on the “Job” Satisfaction of Foster Parents and the Implications for Human Resource Development
Lori Ann Gionti, Florida International University

The Role of Career Adaptability and Organizational Support on Career Satisfaction During Change
Eun Kim, KAIST
FOCUS SESSIONS

The Korea HRD SIG’s FOCUS Session: Research on HRD in Korea
Jacksonville
Yonjoo Cho, Indiana University, Bloomington
Heeyoung Han, Southern Illinois University School of Medicine

Exploring Authenticity in Employing Assessment Tools for Leadership Development
Omni Salon A
Rubina Malik, Morehouse College
Tracy Reznik, Jabian Consulting

PROFESSIONAL DEVELOPMENT WORKSHOP | Florida Salon A

Improvisational Tenets and Activities: Development of an Improv Mentality in Workplace Learning
Florida Salon A
Nicole Buras, Triton Community College
Henri Dugas IV, North Shore University Health System

INTERACTIVE ROUNDTABLE DIALOGUES

Look Up: A Work-Life Boundary Discussion around Mobile Technologies (Session 1)
Pensacola Salon C
Rochell R. McWhorter, The University of Texas at Tyler
Paul B. Roberts, The University of Texas at Tyler
Julie A. Delello, The University of Texas at Tyler

Exploring Differences in Employee Engagement for Federal Government Supervisors and Non-supervisors and Examining the Implications for HRD (Session 1)
Pensacola Salon C
Teresa Hollingsworth, The George Washington University

Continued on page 21
2016 Session Schedule

Strategies for Effective Interdisciplinary Teaching and Learning on Technology Ethics Training (Session 2)
  Pensacola Salon B
  Se Jin Heo, FutureTHINKNET

Influence of Teaching Presence on Students’ Perceived Cognitive Learning and Affective Learning (Session 2)
  Pensacola Salon B
  Misha Chakraborty, Texas A&M University
  Frederick Nafukho, Texas A&M University

Friday, February 19 | 7:15–8:15am

Food N’ Thought Sessions

Book Club – The Culture Map by Erin Meyers (2014)
  Pensacola Salon C
  Oliver Crocco, The George Washington University
  Abdulrhman Alanzy, The George Washington University

Sustainable Employment: Viable Construct, HR Jargon, or Both
  Pensacola Salon B
  Sarah Minnis, Anthology Consulting LLC
HRD and the US Military: Symposium 4

HRD and the U.S. Military: Addressing the Changing Nature of Military Jobs and Careers
  Ann Herd, University of Louisville
  Sarah Minnis, Anthology Consulting LLC
  Walter Herd, United States Army

Proven Leadership = College Credit: Enhancing Employability of Transitioning Military Members Through Prior Learning Assessment
  Mathew Bergman, University of Louisville

VetStart: A Model Program for Veteran Entrepreneurship Training
  Denise Cumberland, University of Louisville
  Sharon Kerrick, College of Business

Organizational Citizenship Behavior: An Exploration of One Aspect of Cultural Adjustment Faced by U.S. Army Soldiers Transitioning from Military to Civilian Careers
  Stephanie Palacio, University of Louisville
  Kevin Rose, University of Louisville
  Ann Herd, University of Louisville

Cadre & Faculty Development Course: A Cooperative Human Resource Development Intervention with the U.S. Army
  Kevin Rose, University of Louisville
  Jeffrey Sun, University of Louisville

Veterans’ Career Transition
  Sarah Minnis, Anthology Consulting LLC
Lookism, Colorism and Gender Factors: Symposium 5

**Family Roles and Distress: A Gender Comparison Among Korean Employees**
Sehoon Kim, University of Wisconsin-Platteville
Hyounju Kang, Texas A&M University
Boreum Ju, University of Illinois

**White Space: A Radical Approach to Address the Racial Binary in the Workplace**
Stephanie Pleasant, University of Minnesota, Twin Cities
Joshua Collins, University of Minnesota, Twin Cities

**The Impact of Colorism on Taiwanese Women’s Careers**
Cynthia Sims, Southern Illinois University Carbondale

**Evidence of Lookism in Online Job Advertisements for Nurses in Urban China**
Yuanlu Niu, Southern Illinois University Carbondale
Cynthia Sims, Southern Illinois University Carbondale
Talent Development: Symposium 7

Technological Advancement and Talent Development: Looking at Social Media from a Different Lens
  Fatemeh (Dena) Rezaei, Texas A&M University
  Michael Beyerlein, Texas A&M University

Understanding Human Capital Theory: An Overview of the Beliefs and Assumptions Regarding Performance
  Lindsay Kalis, Colorado State University

What Is Talent Development? An Integrative Review of Literature
  Amir Hedayati Mehdiabadi, University of Illinois at Urbana-Champaign
  Jessica Li, University of Illinois at Urbana-Champaign

  Huyen Van, Texas A&M University
Career Transitions: Symposium 8

Managing Retirement: A Career Transition Stage
Chaewon Yang, Adult Education Program Emphasis on HRD, University of Georgia
Laura Bierema, Department of Lifelong Education, Administration, and Policy, University of Georgia

Midlife Career Change: Prior Career Expert to New Career Novice
Catherine Cherrstrom, Texas State University

Refugee Women, HRD, and Transitions to Employment: A Summary of Methodological Approaches
Minerva Tuliao, University of Nebraska-Lincoln

A Research on Changing Trends of Social Perspective on Korean Returnees Focusing on Business Context
Keunsun You, Induk College, Department of Office and Information Management

Transfers from Expatriate to Local Contracts: A Unique Career Transition
Tania Nery-Kjerfve, Texas A&M University
Jia Wang, Texas A&M University
Opening the Black Box of Academic Collaboration in Relation to Researchers’ Cumulative Productivity  
Maciej Mitręga, University of Economics in Katowice  
Anna Wieczorek, University of Silesia, Katowice

Career Development: Identifying, Negotiating, and Discerning the “Marketplace” of Higher Education for Non-Traditional Students  
Julie Gedro, SUNY Empire State College

Engaging HRD Scholars in Academic Change Projects: Reflections from the NSF’s ADVANCE Grant Program  
Holly Hutchins, University of Houston

College Internships and Effective Processes for Career Success  
Brenda Kraner, Wright State University  
Seung Hyun Han, Central State University

Relationship Between Pre-training Perceptions and Organization Commitment: A Study of Higher Education Sector in Pakistan  
Muhammad Khan, University of Illinois Urbana-Champaign
2016 Session Schedule
Friday, February 19 | 8:30–10:00am

Developing Women Leaders: Symposium 9
A REFEREEED ABSTRACT MANUSCRIPTS | Omni Salon B

Developing Emotional Intelligence Skills among Practicing Leaders: Where Is the Evidence?
Frederick Nafukho, Texas A&M University
Helen Muyia, Texas A&M University
Forouzan Farinia, TAMU
Susan Lynham, Colorado State University
Kit Kacirek, University of Arkansas

Developing Authenticity in Leadership
Yoshie Nakamura, Columbia Business School
William Klepper, Columbia Business School

Korean Women Leaders’ Challenges and Opportunities: Reviewing the Literature
Yonjoo Cho, Indiana University, Bloomington
Sehoon Kim, University of Wisconsin-Platteville
Sunyoung Park, Louisiana State University
Sung Jun Jo, Gachon University, Global Campus, Korea
ChanKyun Park, University of Minnesota
Namhee Kim, Northcentral University

The Life Stream of a Servant Leader: A Case Study of Servant Leader Development
Seth Martinez, Indiana University

Asilomar: A Historical Study of the Intersection of Place-based Learning and Women’s Leadership Development
Kenneth Bartlett, University of Minnesota
Susan Madsen, Utah Valley University

Women in Leadership: Foundations of Leader Identity Development
Katherine Yeager, University of Houston
## 2016 Session Schedule

**Friday, February 19 | 8:30–10:00am**

### PROFESSIONAL DEVELOPMENT WORKSHOPS

**Tapping the Power of Conceptual Mapping for Scholarship, Management, and Instruction**  
*Florida Salon A*  
Tad Foster, Department of Human Resource Development & Performance Technology  
Jason Dean, Human Resource Development and Performance Technologies Department in the College of Technology at Indiana State University

**Being a Reviewer for AHRD: What Does it Take?**  
*Florida Salon B*  
Richard Torraco, University of Nebraska - Lincoln  
Tonette Rocco, Florida International University  
Rob Poell, Tilburg University, the Netherlands

### INTERACTIVE ROUNDTABLE DIALOGUES

**Virtual Coaching as an HRD Strategy (Session 3)**  
*Pensacola Salon C*  
Penelope McFarline, VCU  
Juilia Tucker-Lloyd, Virginia Commonwealth University

**Career Coaching for the Older Workers in South Korea (Session 3)**  
*Pensacola Salon C*  
Hae Na Kim, The Ohio State University  
DooHun Lim, University of Oklahoma  
Grace Oh, University of Illinois

**Talent Management Best Practices: Harnessing the Dragon for Competitive Advantage (Session 4)**  
*Pensacola Salon B*  
Marie Valentin, Texas A&M University

**The Human Factor to Profitability: Building a People-Centered Culture for Long Term Success (Session 4)**  
*Pensacola Salon B*  
Jeanette Kersten, University of Wisconsin Stout, Menomonie WI  
Kelly La Venture, Bemidji State University, Bemidji MN
Food N’ Thought Sessions

Current Perspectives on Asian Women in Leadership and HRD Implications
Pensacola Salon C
Rajashi Ghosh, Drexel University
Yonjoo Cho, Indiana University, Bloomington
Judy Sun, The University of Texas at Tyler
Gary McLean, McLean Global Consulting Inc.

Food N’ Thought Book Club: The 2016 Book of the Year Award Nominees
Pensacola Salon B
Marcia Hagen, Metropolitan State University
Joshua Collins, University of Minnesota
Satish Pandey, Pandit Deendayal Petroleum University
Brad Shuck, University of Louisville
Robert Yawson, Quinnipiac University
Judy Sun, The University of Texas at Tyler

Collaborating for Qualitative Research on Women Leaders in a Korean Context: Lessons Learned
Pensacola Salon A
Jiwon Park, The Pennsylvania State University
Boreum Ju, University of Illinois at Urbana-Champaign
Yonjoo Cho, Indiana University, Bloomington

The Human Factor to Profitability, Building a People-Centered Culture for Long Term Success
Florida Salon A
Jeanette Kersten, University of Wisconsin Stout, Menomonie WI
Kelly La Venture, Bemidji State University, Bemidji MN
Work Engagement: Symposium 10

Investigating Structural Relationships Among Job Expectations, Work Engagement, Job Crafting, and Intention to Stay
Min Hee Yoo, Korea University
Dae Yeon Cho, Korea University
Doo Hun Lim, Oklahoma University
Woocheol Kim, Korea University of Technology and Education

The Impact of Personal Resources on Turnover Intention: The Mediating Effect of Work Engagement
Woocheol Kim, Korea University of Technology and Education
Kibum Kwon, Pennsylvania State University
Young-Sup Hyun, Kyungpook National University
Jinho Kim, Korea National Open University

Examining Mediation Effects of Work Engagement Among Job Resources, Job Performance, and Turnover Intention in Korean Organizations
Woocheol Kim, Korea University of Technology and Education

Exemplary Cohort Engagement in an Executive Human Resource Development Program: What Made the Difference?
Consuelo Waight, University of Houston
Current and Emerging Trends in Leadership Development: Symposium 12

Leadership SIG: Current and Emerging Trends in Leadership Development
Alexandre Ardichvili, University of Minnesota
Kristina Natt och Dag, The George Washington University

Global Leadership Development: An Overview of Approaches
Denise Cumberland, University of Louisville
Ann Herd, University of Louisville
Meera Alagaraja, University of Louisville

Action Learning and Leadership Development
Mary Volz-Peacock, World Institute of Action Learning
Bea Carson, World Institute for Action Learning
Michael Marquardt, The George Washington University

Embodied Leadership: Transforming Leaders Through Mindfulness and Somatic Practices
William Brendel, University of Saint Thomas
Carmela Bennett, Teachers College Columbia University
**Ethics and HRD: Symposium 13**

**Balancing Individual and Organizational Development: Revisiting the Purpose of HRD from Ethical Perspectives**
Jae Young Lee, The Pennsylvania State University
Taesung Kim, The Pennsylvania State University

**Effects of Ethical Behavior on Employee Performance Mediated by Job Commitment Among Services Sector Employees of Malaysia**
AAhad Osman-Gani, IIUM University
Aftab Anwar, IIUM University
Sabbir Hossain, IIUM University

**Exploring Followers’ Responses to Ethical Leadership Through Social Identity Theory**
Ratnagorn Sampradist, Mercer - Thailand

**Historical Review of Five Theories of Business Ethics: Implications for HRD Research and Practice**
Emmanuel Osafo, University of Minnesota
Organizational Citizenship and Culture: Symposium 14

M  REFEREE FULL MANUSCRIPTS | St. Augustine

The Role of Organizational Culture on Innovation: A Conceptual Model and Implications for HRD
   Tracy Richardson, University of Louisville
   Meera Alagaraja, University of Louisville

Relationship of Emotional Intelligence with Organizational Citizenship Behavior Among Bank Employees in Malaysia
   Aftab Anwar, IIUM University
   AAhad Osman-Gani, IIUM University
   Rodrigue Fontaine, IIUM University

Examining Organizational Citizenship Behavior in the Context of Human Resource Development: An Integrative Review of the Literature
   Kevin Rose, University of Louisville

Examining Organizational Culture in Predicting Organizational Attractiveness: Evidence from Recruitment Websites of Most Admired Employers in Taiwan
   C. Rosa Yeh, Graduate Institute of International Human Resource Development, NTNU
   Cheng-Huan Liu, National Taiwan Normal University
Knowledge Development and HRD Identity: Symposium 11

Measuring the Business Impact of Employee Learning: A Grounded Theory Case Study from the U.S. Healthcare Sector
Shahron Williams van Rooij, George Mason University
Alexis Battista, George Mason University

Defining Workforce Development Profession and Professionals: A Content Analysis of Occupation
Yeonsoo Kim, University of Nevada Las Vegas
Chungil Chae, Pennsylvania State University
Patricia Macko, Pennsylvania State University
Maria Spencer, Pennsylvania State University
Gentry Cassie, College of Southern Nevada

(De)constructing Journal Ranking Lists to Shape Scholarship and Practice in HRD
Jamie Callahan, Drexel University
Valerie Anderson, University of Portsmouth
Carole Elliott, Durham University
Julia Storberg-Walker, The George Washington University

Developing a Theoretical Framework: A Case Study of Theory-Building
Sandra Williams, Northeastern Illinois University

Mapping the HRD Knowledge: Keyword Network Perspective
Chungil Chae, Pennsylvania State University
Hyunwoo Yang, Pennsylvania State University
Seung Won Yoon, Texas A&M University-Commerce

What Is E-Mentoring? Constructing a Theoretical Framework for E-Mentoring from Existing Literature
Jennifer Goode, Mercer University
Sandra Williams, Northeastern Illinois University

Conceptualizing Global Human Resource Development: A Systems Perspective
Thomas N. Garavan, Napier Edinburgh University
Alma M. McCarthy, NUI Galway
Michael J. Morely, University of Limerick
2016 Session Schedule
Friday, February 19 | 1:30–3:00pm

F

FOCUS SESSION | Tampa

What Is Ethical Research and Practice in HRD? (Re-)Examining HRD Standards on Ethics and Integrity
Toby Egan, University of Maryland
Darlene Russ-Eft, Oregon State University
Hamett Q. Brown, University of Minnesota
Khalil Dirani, Texas A&M University
Kori Whitener Fellows, KWF Solutions, LLC
Amir Hedayati Mehdiabadi, University of Illinois at Urbana-Champaign
Boreum Ju, University of Illinois at Urbana-Champaign
Donna Logan, UT Health Science Center at Houston
Gary McLean, McLean Global Consulting Inc.
Xue Yang, University of Illinois at Urbana-Champaign

P

PROFESSIONAL DEVELOPMENT WORKSHOPS

The Workplace Is a Stage: Using Improv Theater Techniques to Develop High Performing Employee Skills
Florida Salon A
Jason Moats, Texas A&M Engineering Extension Service
Mikayla Moats, Brazos Valley Troupe
Marie-Line Germain, Western Carolina University

Scholar Practitioner 101: Bridging Theory & Practice and Fostering Scholarly Practice Within the Academy, Part 1
Florida Salon B
Sarah Minnis, Anthology Consulting LLC
Tomika Greer, University of Houston

IR

INTERACTIVE ROUNDTABLE DIALOGUES

How Can Professional Development Increase Technology Integration for Improved Instruction? (Session 5)
Pensacola Salon C
Carla Liau Hing, Texas A&M University

Instructional Design of a MOOC (Session 5)
Pensacola Salon C
Norma Scagnoli, University of Illinois, College of Business

Continued on page 36
**2016 Session Schedule**

**Employee Engagement: How Psychological Safety Impacts Employee Voice** *(Session 6)*  
*Pensacola Salon B*  
Russell Robinson, HHS, Federal Occupational Health

**Fostering Individual Self-awareness and Meaning in the Workplace** *(Session 6)*  
*Pensacola Salon B*  
Elizabeth Alvarado, The George Washington University

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**Friday, February 19 | 3:30–5:00pm**

**Higher Education and HRD: Symposium 16**

**M**  
REFEREED FULL MANUSCRIPTS | *Jacksonville*

**Employees’ Perception and Manpower Training in Nigerian Private University System**  
Timothy Olaosebikan, Joseph Ayo Babalola University, Ikeji Arakeji, Osun State, Nigeria

**Organization Climate for Innovation in Higher Education**  
Tanya Batazhan, Portland Community College  
Darlene Russ-Eft, Oregon State University

**Academic Leadership: Literature Review and Implications to HRD**  
Loi Nguyen, University of Minnesota  
Rosemary Barry, University of Minnesota

**Global Education Research and Practice: Developing a Graduate Course in Global Education in Hungary**  
Zsolt Nemeskeri, University of Pecs  
Ivan Zadori, University of Pecs
**HRD in the Asian Context: Symposium 18**

**REFEREEED FULL MANUSCRIPTS | Omni Salon B**

**The Influence of Managerial Integrity on Leader-level Outcomes in Confucian and Anglo Countries**
Soebin Jang, University of Minnesota, Twin Cities  
Louis Quast, University of Minnesota, Twin Cities  
Joseph Wohkittel, University of Minnesota, Twin Cities  
Witsinee Bovornusvakool, University of Minnesota, Twin Cities  
Jeremy Clark, University of Minnesota, Twin Cities  
Dennis Paetzel, University of Minnesota, Twin Cities  
Wei Song, University of Minnesota, Twin Cities

**A Review of the Development of Chinese Business Ethics: Implications for HRD**
Jessica Li, University of Illinois at Urbana-Champaign

**For a Public Cause or a Personal Interest? Examining Public Service Motives in the Chinese Context**
Judy Sun, The University of Texas at Tyler  
Vera Gu, Shanghai Jiaotong University  
Greg Wang, The University of Texas at Tyler

**Leading the Change of HRD in China: A Strategic Plan**
Xiaoping Tong, University of Illinois at Urbana-Champaign

**Testing Multi-group Measurement Invariance of Knowledge Creation Practice Inventory: A Study of Public Sector, Private Sector, and Schools in South Korea**
Shinhee Jeong, Texas A&M University  
Ji Hoon Song, Han Yang University
**2016 Session Schedule**

**Friday, February 19 | 3:30–5:00pm**

**HRD Practice: Symposium 19**

REFEREED FULL MANUSCRIPTS | St. Augustine

- **Structured on the Job Training: An Integrative Review of the Literature**
  Sahar Ahadi, Ferdowsi University of Mashhad

- **Human Resource Development Practices and Counterproductive Work Behaviour: Mediating Role of Employee Engagement**
  Kabiru Maitama Kura, Federal Polytechnic Kaura Namoda, Nigeria

- **Enabling the Shoemaker’s Children: Building the Capacity of Novice Human Resource Development Practitioners Through Action Learning Coaching**
  Angie Carter, University of Georgia

- **Inter-organizational Collaboration in the Nonprofit Sector: A Review and Synthesis**
  Boyung Suh, The University of Georgia

- **Organizational Socialization: Does it Affect Second Career Success of Practitioners-Turned-Academics**
  Roziah Mohd Rasdi, Universiti Putra Malaysia
  Khairunnisa Mohd Pauzi, Universiti Putra Malaysia
Online and Organizational Learning: Symposium 15

Advantages of Blended Learning for Career Development
Carla Liau Hing, Texas A&M University

Learning from Errors in Insurance Companies
Veronika Leicher, Institute of Educational Science, University of Regensburg
Regina H. Mulder, Institute of Educational Science, University of Regensburg, Germany

Organizational Learning in Sport Organizations: A Conceptual Framework for Competitive Advantage through Service Quality
Jean Martinez, Louisiana State University
James Evans, Louisiana State University
Amy Werdine, Louisiana State University

Strategic Leadership for Organizational Learning: A Multi-Level Approach
Soo Yeon Park, University of Oklahoma
Jieun You, The Ohio State University
Junghwan Kim, University of Oklahoma

Examining Factor Validity of the Online Student Connectedness Survey
Tekeisha Zimmerman, BICSI
Kim Nimon, University of Tyler at Texas

Promoting Meaningful Participation in Online Learning Communities: Using Learner Analytics to Create Effective Feedback Loops
Allison Bell, University of Illinois, Urbana-Champaign
Xue Yang, University of Illinois, Urbana-Champaign
Jelena Pokimica, University of Illinois, Urbana-Champaign
Seohyun Claire Lee, University of Illinois at Urbana-Champaign
Jessica Li, University of Illinois at Urbana-Champaign
NHRD from around the World: Symposium 17

**Midnight Running: How IHR Managers Make Meaning of Expatriate Adjustment**
Todd Stephenson, University of Central Florida

**The Relationship Between Human and Social Capital Characteristics and Entrepreneurship in the United States**
William Burge, Indiana State University

**What Do We Know About National HRD in Colombia: A Scoping Review**
Laura Cajiao-Wingenbach, Texas A&M University
Jia Wang, Texas A&M University

**Analysis of Global Leadership Competencies Depending on Team Members’ Positions in Korean Large Enterprises**
Jeong-Ha Yim, University of Georgia
Youngsoo Song, Hanyang University

**The Roles of Entrepreneurial Competencies and Organizational Life Cycle Stages in Malaysian Tourism and Hospitality SMEs: A Proposed Framework**
Victoria Jonathan, University of Minnesota
Huh Jung Hahn, University of Minnesota
Alexandre Ardichvili, University of Minnesota

**Exploring the Conceptual Relationships of Repatriation Preparation, Training, and Employee Adjustment: What Does the Repatriate Expect?**
Boreum Ju, University of Illinois at Urbana-Champaign
Ahreum Joo, Consulate General of the Republic of Korea in Seattle, Washington
FOCUS SESSION | Tampa

Meet the Journal Editors Session
Wendy Ruona, University of Georgia (Facilitator)
Valerie Anderson, University of Portsmouth
Kim F. Nimon, The University of Texas at Tyler
Jon M. Werner, University of Wisconsin-Whitewater
Julia Storberg-Walker, George Washington University
Carole Elliott, University of Roehampton, UK
Michael Leimbach, Wilson Learning Worldwide, USA

PROFESSIONAL DEVELOPMENT WORKSHOPS

Introduction to Hierarchical Linear Modeling in Human Resource Development Research
Florida Salon A
Gregg Keiffer, The University of Texas at Tyler
Pamela Christian, The University of Texas at Tyler
David Conley, The University of Texas at Tyler
Bryn Hammack-Brown, The University of Texas at Tyler
Marvin Bontrager, The University of Texas at Tyler
Kim Nimon, The University of Texas at Tyler

Scholar Practitioner 101: Bridging Theory & Practice and Fostering Scholarly Practice within the Academy, Part 2
Florida Salon B
Sarah Minnis, Anthology Consulting LLC
Tomika Greer, University of Houston

Problem-Based Learning: Using Authentic Problems to Inductively Teach and Promote Active Learning
Naples
Heeyoung Han, Southern Illinois University School of Medicine
Jeanne Koehler, Southern Illinois University School of Medicine
**2016 Session Schedule**

**Friday, February 19 | 3:30–5:00pm**

**INTERACTIVE ROUNDTABLE DIALOGUES**

**An Exploration of Millennial Leadership Development**  
*Session 7*  
*Pensacola Salon C*  
Oliver Crocco, The George Washington University

**Disruptive Innovations: If You Lead, Will People Follow?**  
*Session 7*  
*Pensacola Salon C*  
Carol Packard, Institute for Learning Transformation, University of Texas  
Norma Scagnoli, University of Illinois, College of Business

**An Anecdote of Women Leadership Now and Then: A Cross Comparative Study between India and Korea** *Session 8*  
*Pensacola Salon B*  
Sanghamitra Chaudhuri, University of Minnesota  
Sunyoung Park, Louisiana State University

**Democratic Workplaces: Minority Women Working in Freedom**  
*Session 8*  
*Pensacola Salon B*  
Mariela Campuzano, The George Washington University  
Alicia Williams, The George Washington University

**Saturday, February 20 | 7:15–8:15am**

**Food N’ Thought Sessions**

**A Discussion of “The Rise of Creativity, the Gift of Failure, and the Search for Mastery,” by Sarah Lewis and the Role of Creativity Innovation, and Grit in HRD**  
*Pensacola Salon B*  
Amanda Rolle, University of Houston  
Rhonda Fowler, Texas A&M University

*Continued on page 43*
Exploring the Use of Degrees of Freedom Analysis to Build Theory in HRD

_Pensacola Salon A_
James Bartlett, North Carolina State University
Michelle Bartlett, North Carolina State University
Stephen Cathcart, North Carolina State University

Saturday, February 20 | 8:30–10:00am

**Informal Learning: Symposium 20**

REFEREED FULL MANUSCRIPTS | _Pensacola Salon A_

**Transfer in Informal Learning: Influence of Personality Similarity, Positive Affect, and Motivation to Learn**
Yuri Choi, Ewha Womans University
Jeeyon Paek, Ewha Womans University
Doo Hun Lim, Oklahoma University
Seung Won Yoon, Texas A&M University-Commerce

**Exploring How New Leaders of Small Community-Based Nonprofit Organizations Learn to Lead**
Anne Lutomia, University of Illinois Urbana-Champaign

**Understanding Informal Learning in Small and Medium-sized Enterprises in South Korea**
Shinhee Jeong, Texas A&M University
Gary McLean, McLean Global Consulting Inc.
Soyoun Park, Anyang University

**The Effects of Formal Learning and Informal Learning on Job Performance**
Yoonhee Park, KOREATECH (Korea University of Technology and Education)
Woojae Choi, Cheong Ju University
Training and Professional Development: Symposium 22

M | REFEREED FULL MANUSCRIPTS | Omni Salon A

Teacher Retention in Urban Schools: Implications for Human Resource Development
   Ali Yilmaz, Concept Schools

Impact of Didactic and Experiential Training Based on Empathy: A Quasi-experimental Study
   Idriss Djibo, Barry University
   Michael Frino, Barry University
   Jose Martinez, University of Miami
   Katie Desiderio, Moravian College

Ask Them, They’ll Tell You! Eliciting Police Perspectives to Improve Interrogation Practices
   Amanda Rolle, University of Houston

Strategies Used by Employees to Organise Professional Development
   Rob Poell, Tilburg University
   Ferd Van Der Krogt, Radboud University Nijmegen
Learning Organizations and Team Learning: Symposium 23

A Measurement Invariance Analysis of the Dimensions of the Learning Organization Questionnaire (DLOQ) across Two Different Cultures
Kyoungshin Kim, Department of Lifelong Education, Administration, and Policy, The University of Georgia
Karen Watkins, Department of Lifelong Education, Administration, and Policy, The University of Georgia
Zhenqiu Lu, Department of Educational Psychology (Quantitative Methods), The University of Georgia

The Space in Between: How Knowledge Sharing Contributes Towards Team Learning
Roland Yeo, University of South Australia Business School
Michael Marquardt, The George Washington University
Sue Dopson, University of Oxford

Learning Organization Culture and Organizational Citizenship Behavior: Moderating Role of Team-Oriented Culture in Malaysia
Patricia Yin Yin Lau, Monash University Malaysia
Sunyoung Park, Louisiana State University
Gary McLean, McLean Global Consulting Inc.

The Impact of Organization-Supported Learning on Organizational Performance in Korean Industries
Jieun You, The Ohio State University
Junghwan Kim, University of Oklahoma
Joshua Hawley, The Ohio State University

The Use of HRD Interventions in Improving Team Learning
Mei-Tzu Huang, University of Illinois at Urbana-Champaign
Ronald Jacobs, Education Policy, Organization and Leadership, University of Illinois at Urbana-Champaign
**2016 Session Schedule**

Saturday, February 20 | **8:30–10:00am**

**Millennials, Organizations and HRD: Symposium 24**

**M**  
**REFEREED FULL MANUSCRIPTS | St. Augustine**

**Meet the Asian Millennial Generation: The Perceptions of Confucian Values in Taiwan and the Implication for HRD Practices**
- Szu-Fang Chuang, Indiana State University
- Greg Wang, The University of Texas at Tyler

**The Concept of Time and Organizational Change: Past, Present, and Future**
- Oliver Crocco, The George Washington University

**Millennials and the Workplace: Why it Matters**
- Debaro Huyler, Florida International University
- Yselande Pierre, Florida International University
- Wei Ding, Florida International University
- Adly Norelus, Florida International University
- Tamela Reaves, Nova Southeastern University

**Reflecting on Performance Feedback: A Proposed Framework for the Effect of Counterfactual Thinking on Individual Learning**
- Kelly Hall, Stetson University
- Neal Mero, Kennesaw State University
- Robin Cheramie, Kennesaw State University
**Mentoring and Leader Development: Symposium 21**

**A** REFEREED ABSTRACT MANUSCRIPTS | Florida Salon B

**Building Psychological Capital toward Employee Engagement: Is Formal Mentoring a Useful Strategic Human Resource Intervention?**
Brad Shuck, University of Louisville
Rajashi Ghosh, Drexel University
Denise Cumberland, University of Louisville
Mathew Bergman, University of Louisville

**Virtual Managerial Coaching and its Relationship to Virtual Human Resource Development: A Literature Review**
Bryn Hammack-Brown, The University of Texas at Tyler

**Using Popular Films in Cross-Cultural Management Training: Experiences from an Indian University Management School**
Satish Pandey, Pandit Deendayal Petroleum University

**A Qualitative Inquiry of Leadership Perceptions within Nonprofit Civic Engagement Organizations**
Melissa Mathews, University of Minnesota

**The Mediating Role of Learning in the Managerial Coaching Process**
Marcia Hagen, Metropolitan State University, Minnesota
Becky Evan, Metropolitan State University, Minnesota

**Assessing Emotionally Intelligent Mentoring**
Laura Bierema, Department of Lifelong Education, Administration, and Policy, University of Georgia
Rose Opengart, Embry-Riddle Aeronautical University
2016 Session Schedule

Saturday, February 20 | 8:30–10:00am

**FOCUS SESSIONS**

**ShapeShifting: How Do Journal Ranking Lists Define and Shape HRD Research and Practice?**

*Jacksonville*

Julia Storberg-Walker, George Washington University
Jamie Callahan, Drexel University
Carole Elloitt, Durham University
Valerie Anderson, University of Portsmouth
Darlene Russ-Eft, Oregon State University
Laura Bierema, Department of Lifelong Education, Administration, and Policy, University of Georgia
Brad Shuck, University of Louisville

**Technology Development and HRD: Three Cases for Analysis and Discussion**

*Tampa*

Elisabeth E. Bennett, Northeastern University
Darren Short, GoDaddy
Rochell R. McWhorter, The University of Texas at Tyler
Paul B. Roberts, The University of Texas at Tyler

**PROFESSIONAL DEVELOPMENT WORKSHOP**

*Florida Salon A*

**Creating Team-Centered Performance Improvement: Taking a Team from Average to Awesome**

Drew Suss, Truebridge Partners LLC
Dori Rubin, Truebridge Partners LLC
INTERACTIVE ROUNDTABLE DIALOGUES

Roundtable Dialogue: Military-to-Civilian Career Transition (Session 9)
*Pensacola Salon C*
Lisa Stern, The George Washington University

Returns for Education Investments: Prior Learning Assessment’s Impact on Degree Completion (Session 9)
*Pensacola Salon C*
Taheesha Quarells, Department of Defense, DANTES
Dale Lunsford, The University of Southern Mississippi

Employee Perceptions of Marriage Enrichment Training and its Influence on Work Performance (Session 10)
*Pensacola Salon B*
Tonya Moore, The University of Southern Mississippi
Heather Annulis, Department of Human Capital Development, USM

Relational Leadership, Climate, and Culture and its Impact on Employee Engagement: An Exploration of China’s “One Country, Two Systems” Perspective (Session 10)
*Pensacola Salon B*
Marie Valentin, Texas A&M University
Celestino Valentin, Texas A&M University
**Leadership in Practice: Symposium 25**

**M** REFEREED FULL MANUSCRIPTS | Pensacola Salon A

**Perceived Managerial and Leadership Effectiveness Within an Indian Private Sector Company: An Empirical and Comparative Managerial Behavior Study**
Robert Hamlin, University of Wolverhampton, UK  
Taran Patel, Grenoble Ecole de Management, France  
Chirag Patel, Grenoble Ecole de Management, France

**Leader Role Effectiveness and Team Building Training in Global Virtual Teams**
Soo Jeoung Han, Texas A&M University  
Mirim Kim, Texas A&M University  
Michael Beyerlein, Texas A&M University  
Darleen DeRosa, Onpoint Consulting

**Korean Corporate Women Leaders’ Work-Life Imbalance: A Collaborative Qualitative Study**
Yonjoo Cho, Indiana University, Bloomington  
Jiwon Park, The Pennsylvania State University  
Boreum Ju, University of Illinois at Urbana-Champaign  
Hanna Moon, Korea Research Institute for Vocational Education & Training  
Sohee Park, Inje University in Korea  
Ahreum Joo, Consulate General of the Republic of Korea in Seattle, Washington  
Soo Jeoung Han, Texas A&M University  
Eugene Park, Korea National Open University

**Managing Interference Between Leader and Gender Identities: Determining an Antecedent to the Authentic Leadership Framework Within U.S. Small Business Owners**
Cynthia Sims, Clemson University
Employee Development: Symposium 26

CEO Succession Planning and Why it Is Critical to an Organization’s Strategic Success and Competitive Advantage
John LeCounte, Texas A&M University

Development and Validation of the Employee Expertise Development Scale (EEDS)
Yujin Kim, University of Connecticut
Robin Grenier, University of Connecticut

A Systematic Literature Review of Education Faculty Development: Opportunities for Human Resource Development
Tam Phuong, Texas A&M University
Catherine Cole, Texas A&M University

Rethinking the Skills-Gap: Building Effective Learning and Development Opportunities for Young People in NiNi Status
Armando Justo, The Graduate School of Education and Human Development of The George Washington University
Ellen Scully-Russ, The George Washington University
Training Transfer: Symposium 29

**Exploring Impacts of Cultural and Contextual Factors on Training Transfer in Ghana: A Cross-national Study**
Hope Attipoe, The University of Georgia: Dept. of Lifelong Education, Administration & Policy/College of Education
Karen Watkins, Department of Lifelong Education, Administration, and Policy, The University of Georgia

**High Performance Work System and Training Transfer Climate: An Empirical Study**
Ashutosh Muduli, Pandit Deendayal Petroleum University

**Mediational Analysis of the Influence of Transfer Variables on Training Transfer in Korean**
Yoonhee Park, Korea University of Technology and Education
Doo Hun Lim, Oklahoma University
Joohee Chang, Korea Research Institute for Vocational Education and Training

**Validation of LTSI: A Study of Executive Training in India**
Aindrila Chatterjee, Indian School of Business
Arun Pereira, Indian School of Business
Reid Bates, Louisiana State University
Atreyee Bose, Indian School of Business
Research Methods in HRD: Symposium 30

REFEREED FULL MANUSCRIPTS | St. Augustine

Importance of Multimethod and Mixed Methods Research Approach in HRD. A Case of a ‘Skills Needs Identification Study’
  Robert Yawson, Quinnipiac University

“Man, Have I Got a Story for You”: Facilitated Autoethnography as a Potential Methodology in HRD Research
  Robin Grenier, University of Connecticut
  Joshua Collins, University of Minnesota

A Study on Research Trends in Recent Human Resource Development: Topic Modeling Approach
  Chungil Chae, Pennsylvania State University
  Jamal Al Khadhuri, Pennsylvania State University
  Hyunwoo Yang, Pennsylvania State University
  Woongbae Park, Pennsylvania State University

Writing Integrative Literature Reviews: Using the Past and Present to Explore the Future
  Richard Torraco, University of Nebraska - Lincoln
Innovation and Integration in HRD: Symposium 27

Interactive Effects of Job Demands, Psychological Empowerment, and Participative Safety on Innovative Work Behaviour
Gerhard Messmann, Institute of Educational Science, University of Regensburg, Germany
Jol Stoffers, Faculty of Management and Law, Zuyd University of Applied Sciences, Heerlen–Sittard–Maastricht, the Netherlands
Beatrice I. J. M. Van der Heijden, Institute for Management Research, Radboud University, Nijmegen, the Netherlands and School of Management, Open University of the Netherlands, Heerlen, the Netherlands
Regina H. Mulder, Institute of Educational Science, University of Regensburg, Germany

A Framework for Information Technology Project Selection
James F. Carilli, Indiana State University
Alina M. Waite, Indiana State University

A Case Study on Project Manager Learning in a Large Information Technology Organization
Mark Rohrbough, North Carolina State University
Michelle Bartlett, North Carolina State University

Making Sense of Needs Assessment in HRD: Metaphors for Learning
Tomika Greer, University of Houston

Allison Bell, University of Illinois, Urbana-Champaign

HRD Evaluation: An Integrated Approach
Jieun You, The Ohio State University
Junghwan Kim, University of Oklahoma
Managing Workers Who Are Deaf: Perspectives of Hearing Supervisors
Hayley Stokar, Loyola University Chicago

Gender Diversity Reporting by Organizations Operating in the United Kingdom: An HRD Perspective
Christina Rumple, Indiana State University
Alina M. Waite, Indiana State University

Talent Management Reframed with the Critical Perspective
Minjung Kim, Texas A&M University
Jamie Callahan, Drexel University

The Critical Turn in HRD: Critical Race Theory and the Practice of HRD
Sunny Munn, Leadership Studies, Ashland University, Ohio
Joshua Collins, University of Minnesota
Tonette Rocco, Florida International University

Visuals in Qualitative Research Findings and Analysis
Norma Scagnoli, University of Illinois, College of Business
Susana Verdinelli, Walden University, Minneapolis

Do HR Managers Need to Start Behaving Like Marketers? Using Appreciative Inquiry Tool to Achieve Strategic Change of Diversity and Inclusion
Gregor Pfajfar, Faculty of Economics, University of Ljubljana
2016 Session Schedule

Saturday, February 20 | 10:30am–12:00pm

FOCUS SESSION | Tampa

Leading HRD Through Action Research
Aliki Nicolaides, University of Georgia
Karen Watkins, Department of Lifelong Education, Administration, and Policy, University of Georgia
Wendy Ruona, University of Georgia
Laura Bierema, Department of Lifelong Education, Administration, and Policy, University of Georgia
Lyle Yorks, Teachers College, Columbia University
Lorilee Sandmann, University of Georgia

PROFESSIONAL DEVELOPMENT WORKSHOP | Florida Salon A

Workshop on Leadership & Team-Building Simulation
Satish Pandey, Pandit Deendayal Petroleum University

INTERACTIVE ROUNDTABLE DIALOGUES

Academic Branding: How to Construct and Maintain Your Personal Brand (Session 11)
Pensacola Salon C
Katherine Rosenbusch, George Mason University
Rubina Malik, Morehouse College

Moving Managerial Coaching Research Further Forward: Showcasing Three Future Pathways and More (Session 10)
Pensacola Salon C
Beth Adele, Cameron University
Sam Carrell, The University of Texas at Tyler
Jennifer DuPlessis, Arlington Independent School District
Sewon Kim, SUNY Empire State
Andrea D. Ellinger, The University of Texas at Tyler
Toby Egan, University of Maryland

Training Transfer: Factors that Increase Direct-Care Worker Outcomes (Session 11)
Pensacola Salon B
Sandra Reddish, Indiana State University
Carroll Graham, Indiana State University

Continued on page 57
2016 Session Schedule

Getting from Knowing to Doing: Knowledge Translation in the Field of HRD (Session 11)
Pensacola Salon B
Hannah Rudstam, Cornell University

Saturday, February 20 | 1:30–3:00pm

HRD in Healthcare: Symposium 31

M REFERRRED FULL MANUSCRIPTS | Pensacola Salon A

Globalization of Healthcare and New Leadership Requirements
Susan Maksomski, New York Presbyterian Hospital

Organizations as Humans, Leadership Is the Head: A Methodical Analysis of Organizational Effectiveness Using Human Anatomy and Physiology Theories
Emmanuel Osafo, University of Minnesota

HR Talent Management and the Application of Biotechnology Solutions
Cliodhna MacKenzie, University College Cork
Ronan Carbery, University College Cork
Joan Buckley, University College Cork

Introducing a Leadership Model for Physicians Leadership Introduction
Kristina Natt och Dag, The George Washington University
2016 Session Schedule

Saturday, February 20 | 1:30–3:00pm

Employees’ Experiences and the Impact on HRD: Symposium 32

M REFEREED FULL MANUSCRIPTS | Florida Salon B

Employee Perceptions and Financial Performance
Michael De Georgeo, University of Minnesota

The Effects of Psychological Ownership on Openness to Change: The Mediating Impacts of Work Engagement and Knowledge Creation
Dae Seok Chai, Texas A&M University
Ji Hoon Song, Han Yang University
Young-In Shin, Han Yang University

Revisiting Violence in Human Resource Development
Christine Wiggins-Romesburg, University of Louisville
Brad Shuck, University of Louisville

Abused at Home, Disengaged at Work: A Select Literature Review of the Relationship of the Worker and the Potential Role of Human Resource Development Scholar-Practitioners
Carroll Graham, Indiana State University
Barbara Eversole, Indiana State University
Cindy Crowder, Indiana State University
Szu-Fang Chuang, Indiana State University
Gender and Diversity in the Workplace: Symposium 33

Factors Influencing Movement toward Gender Diversity on Corporate Boards
Christina Rumple, Indiana State University
Bassou El Mansour, Indiana State University

Over-Mentored and Under-Sponsored: Exploring Why Women Are Underrepresented in Executive Management Ranks
Solange Charas, NYU
Lauren L. Griffeth, University of Georgia, Athens
Rubina Malik, Morehouse College

An Examination of the Relationships Among Self-awareness, Self-other Agreement, Gender and Managerial Derailment
Wei Song, University of Minnesota, Twin Cities
Louis Quast, University of Minnesota, Twin Cities
Bruce Center, University of Minnesota, Twin Cities

Experiences of Women Leaders in Breaking the Glass Ceiling
Ana Moreno, Universidad de Monterrey
Workplace Learning: Symposium 35

Improvisation in Organizational Development: Basic Interpretive Examination of the Improviser Facilitator’s Contributions
   Nicole Buras, Triton Community College

Beyond Training: The Just-in-Time Program as a Force for Diversity and Disability Inclusiveness
   Hannah Rudstam, Cornell University
   Wendy Gower, Cornell University
   Carolina Harris, Cornell University

Validation of the Workplace Learning Hope Scale
   Vicki Dieffenderfer, University of Arkansas

Catalysts for Change: Disabled Workforce Actualizes Adaptive Leadership and Organizational Learning
   Everon Maxey, Anderson University
   Jeffrey Moore, Anderson University
   William Hanson, Anderson University
**HRD Strategic Perspectives: Symposium 36**

**The Moderating Effect of Top Management Support on the Relationship Between HRD Efforts and Employees’ Attitudes**
Jae Young Lee, The Pennsylvania State University

Joshua Collins, University of Minnesota
Jill Zarestky, Texas A&M University
Oleksandr Tkachenko, University of Minnesota

**SOAR: An Appreciative Inquiry Approach to Organization Development**
Jill Zarestky, Texas A&M University
Catherine Cole, Texas A&M University

**Making Sense of Paradox Using Bourdieu’s Concepts of Disposition, Habitus, and Field**
Edie Williams, The George Washington University

**Rationalization of Human Resource Requirements During Transition Years of the Implementation of the K to 12 Enhanced Basic Education Curricula in the Philippines**
Marleonie Bauyot, San Pedro College
Cross-Culture and Cultural Competence: Symposium 34

A  REFEREED ABSTRACT MANUSCRIPTS | Omni Salon B

**Importance of Cross-Cultural Training on Multinational Corporations: A Conceptual Statement**
Shih-jui Yang, Education Policy, Organization & Leadership, College of Education
Chih-Wei Wang, College of Education and Human Development

**Exploring Cross-cultural Competence for the New Economy**
Eddy Ng, Dalhousie University
Waheeda Lillevik, The College of New Jersey

**Cultural-historical Activity Theory’s Relevance to HRD: A Review and Application**
Oleksandr Tkachenko, University of Minnesota
Alexandre Ardichvili, University of Minnesota

**Cultural Competence in Human Resource Development: Perspectives on Definition and Assessment**
Catherine Kyeyune, Jackson State University

**Global Skills Inventory: Understanding the Hard and Soft Skills Needed for the Global Workforce**
Katherine Rosenbusch, George Mason University
David Earnest, Towson University

**Revealing Socio-cultural Complexity of Knowledge Sharing Motif Among Korean and U.S. Companies**
Chungil Chae, Pennsylvania State University
Jamal Al Khadhuri, Pennsylvania State University
Woongbae Park, Pennsylvania State University
Joe Harford, Pennsylvania State University
Todd Luke, Pennsylvania State University
FOCUS SESSION | Tampa

Organizational Identity in Cross-border Acquisitions: The Implications for HRD Practitioners
Robin Hurst, Virginia Commonwealth University

PROFESSIONAL DEVELOPMENT WORKSHOP | Florida Salon A

Publication Ethics and the Academy of Human Resource Development
Susan Madsen, Utah Valley University
Andrea Ellinger, University of Texas at Tyler
Valerie Anderson, University of Portsmouth
Kim Nimon, University of Tyler at Texas
Jon Werner, University of Wisconsin-Whitewater

INTERACTIVE ROUNDTABLE DIALOGUES

Understanding the Multidimensionality of Organizational Performance: An Interactive Roundtable Dialogue (Session 13)
   Pensacola Salon C
   Boyung Suh, The University of Georgia
   Kyoungshin Kim, The University of Georgia
   Elizabeth Cox, The University of Georgia
   Karen Watkins, The University of Georgia
   Khalil Dirani, Texas A&M University

Exploring Basic Qualitative Studies for Consensus Challenging Research in Human Resource Development (Session 13)
   Pensacola Salon C
   Elisabeth E. Bennett, Northeastern University
   Robin Grenier, University of Connecticut

A Mixed Methods Study Examining the High Turnover Rate of Direct Care Employees in a Healthcare Setting (Session 14)
   Pensacola Salon B
   Ashley Scales, University of Southern Mississippi

Continued on page 64
Building Capacity Through Crisis: Lessons Learned from a Non-profit Organization Operating in Syria (Session 14)

Pensacola Salon B
Khalil Dirani, Texas A&M University
Christine Hamie, Texas A&M University

Saturday, February 20 | 3:30–5:00pm

Job Satisfaction and Happiness: Symposium 37

M REFEREED FULL MANUSCRIPTS | Pensacola Salon C

Job Quality and Why it Matters to HRD
Yoo Min Lee, UIUC

An Investigation of the Antecedents of Turnover Intentions and Job Hopping Behavior: An Empirical Study of Universities in Pakistan
Sharjeel Saleem, Government College University Faisalabad, Pakistan
Beenish Qamar, Government College University Faisalabad, Pakistan

A Literature Review on Employee Engagement in the Field of Human Resource Development: Exploring Where We Are and Where We Should Go
Yunsoo Lee, The Pennsylvania State University
Heh Youn Shin, The Pennsylvania State University
Jiwon Park, The Pennsylvania State University
Woocheol Kim, Korea University of Technology and Education
Dae Yeon Cho, Korea University
Sunyee Hong, Korea Research Institute for Vocational Education and Training

Pursuing Happiness in the Workplace: Could it Be Turned to Reality or Is it Just a Picturesque Fantasy through the Looking Glass?
Keba Modisane, Renmin University of China
Motivation: Symposium 38

**Trust, Motivation, Pro-social Behavior, and Performance**  
Samuel Adams, Amplify Leadership Consulting  
Phillip Killam, Killam Management Associates

**Motivating Employees by Balancing the Big 4**  
Thomas Seemann, DHBW Stuttgart  
Melanie Seemann, Automotive Industry

**Decoupling Pay from Performance: A Critical Analysis**  
Stacy Elwell-Chalmers, Starbucks Coffee Company

**Influence of Leader Behaviors on Intrinsic Motivation and Creativity: A Comparative Study Between South Korea and the United States**  
Seog Joo Hwang, CJ America  
Alexandre Ardichvili, University of Minnesota
**Fit in Organizations: Symposium 39**

**REFEREED FULL MANUSCRIPTS | Pensacola Salon A**

**Creating Healthy Organizations: Integrating Affect, Emotional Intelligence, and Culture in Theory and Practice**  
David Rude, The George Washington University  
Edie Williams, The George Washington University

**Person-Organization Fit in the Employee Selection Process: An Instructive Framework for Practitioners and Implications for HRD**  
Zachary Mercurio, Colorado State University

**The Search for Meaning at Work: A Critical Analysis of the Dominant and Subordinate Theoretical Assumptions**  
Zachary Mercurio, Colorado State University

**The Relationships Between Person-Organization Value Fit and Employee Attitudes and Behaviors in a Korean Government Sector**  
Sohee Park, Inje University  
Yujin Lee, Handong Global University  
Sehee Oh, Inje University
2016 Session Schedule

Saturday, February 20 | 3:30–5:00pm

HRD Applied Theories: Symposium 41

M REFERENCE FULL MANUSCRIPTS | Florida Salon B

Social Network Theory in Difficult Work Environments
Melissa Taylor, University of Louisville

A Critique of Human Capital Theory and HRD Related Studies
Charlene Mutamba, North Carolina State University

Critical Review of the Characteristics of Human Capital in HRD Investment
Kibum Kwon, Pennsylvania State University

Theory in Online Learning: A Delineation of Student-Centered Approach
Misha Chakraborty, Texas A&M University
Leaders, Employees and Organizations: Symposium 42

**Culture, Leadership, Human Resource Development and the Development of Corporate Social Responsibility Initiatives in Oil-Rich Communities in Ghana**
- E. Kobena Osam, University of Louisville
- Cecile Garmon, Gordon Ford College of Business, Western Kentucky University

**A Structural Relationship among Leaders’ Coaching, Work Stress, and Employee Performance**
- Eun-Jung Jung, Konkuk University
- Dae Yeon Cho, Korea University
- Seung Won Yoon, Texas A&M University-Commerce

**Organizational Commitment and Job Satisfaction Among Career Changers in Korea: The Influence of Leaders’ Vision of Talent and Organizational Culture**
- Eun-Jee Kim, Korea Advanced Institute of Science and Technology (KAIST)
- Sunyoung Park, Louisiana State University

**Linking Transformational Leadership and Employees’ Personal Initiative: Exploring the Influence of Work Engagement and Self-Efficacy Beliefs**
- Jiwon Park, The Pennsylvania State University
- Judith Kolb, The Pennsylvania State University
HRD in Contexts Around the World: Symposium 43

Social Justice in HRD: A Review of Literature
Jeremy Bohonos, University of Illinois

HRD in Portugal and South Korea: A Comparative Study
Eduardo Tomé, Universidade Europeia
Seohyun Claire Lee, University of Illinois at Urbana-Champaign

Conceptual Understanding on Levels of HRD Professional Accountability
Xiaoping Tong, University of Illinois at Urbana-Champaign
Ronald Jacobs, Education Policy, Organization and Leadership, University of Illinois at Urbana-Champaign

The Muddy Realities of Organizational Existence: Should HRD Dive in or Take an Ostrich Defense from the Sidelines? Review of Literature, Framework Development and Future
Keba Modisane, Renmin University of China
Performance and Evaluation: Symposium 44

Where the Performance Problems Are and Are Not: A Meta-Analytic Examination
David Hartt, The George Washington University, Hampton Roads Center
Timothy Quiram, US Coast Guard Force Readiness Command
James Marken, Virginia Beach City Schools

Factors Influencing Nontraditional Students’ Persistence: Exploratory Model
Matthew Hurtienne, Moraine Park Technical College

Audit and Performance Evaluation of National Human Resource Development Consortium Using Analytic Hierarchy Process
Chan Lee, Seoul National University, Republic of Korea
Seung Won Yoon, Texas A&M University-Commerce
Boyoung Jung, Seoul National University, Republic of Korea
Bum Joon Kim, Seoul National University, Republic of Korea
Diverse Perpectives on Employee Engagement and Behavior: Symposium 45

Employee Engagement and Perceived Organizational Support: Reexamining an Inseparable Relationship
David Conley, University of Texas at Tyler

The Relationships Among Career Identity, Career Satisfaction, and Emotional Labor
Yu-Ya Hsiao, National Taiwan Normal University, Graduate Institute of International Human Resource Development
Yi-Chun Lin, National Taiwan Normal University, Graduate Institute of International Human Resource Development

To Revere or to Irrevere: That Is Not the Question
Michael Kroth, University of Idaho

Impact of Cockpit Automation on Crew Resource Management Pilot Monitoring and Backup Behaviors
Alan Martinez, U.S. Coast Guard
Dale Lunsford, The University of Southern Mississippi
Cyndi Gaudet, The University of Southern Mississippi
Unique Perspectives on HRD: Symposium 40

A Case Study of Social Interactions Among Surgical Team Members
Michelle Leak, Mayo Clinic

Targeting at Consumers as Human Resource: Towards Understanding of Customer-related Antecedents of Customer Citizenship Behavior
Maciej Mitręga, University of Economics in Katowice
Agnieszka Małecka, University of Economics in Katowice

Organizational Investment in Employee Development and Employee Turnover Intentions: the Mediating Role of Affective Organizational Commitment
Dmitry Kucherov, Saint Petersburg State University, Russia

Methodological Implications for HRD Practice from Refining a Detailed Work Activity Job Profile
Darrel Sandall, Florida Institute of Technology
Abram Walton, Florida Institute of Technology

Applying the U.S. Army Leader Development System in the Contemporary Organizations: Implications for Technology & Innovation
Michael Kirchner, University of Wisconsin-Milwaukee
Mesut Akdere, Purdue University

Optimizing Workforce Performance: Perceived Differences of Army Officer Critical Thinking Talent Across Level of Education
Richard Ayers, U.S. Army
Cyndi Gaudet, The University of Southern Mississippi
Hierarchical Linear Modeling and Human Resource Development: The Importance of Three-Level and Cross-Classified Models

Marvin Bontrager, The University of Texas at Tyler
Bryn Hammack-Brown, The University of Texas at Tyler
David Conley, The University of Texas at Tyler
Pamela Christian, The University of Texas at Tyler
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