



Book Series

Research in Organizational Science

Series Editors

Daniel J. Svyantek, *Auburn University*

Call for Manuscripts

This call is for a volume in the Research in Organizational Sciences series published by Information Age Publishing tentatively entitled, *Organizations Behaving Badly: Destructive Behavior and Corrective Responses* (Daniel J. Svyantek, Ed.). This volume is soliciting manuscripts that provide concrete illustrations of organizational, group, and individual processes supporting destructive, counterproductive organizational behaviors (e.g., directed internally or externally and different levels of cost or effect on others) and responses that organizations may make to these behaviors to stop and correct such behavior. These manuscripts may take a variety of forms (case-study; review; or empirical manuscript) and focus on different levels of the organization (organization; group/team; dyad; or individual). Each manuscript should illustrate both how destructive behaviors affect others and offer corrective measures as well.

Individuals may send a 1-2 page proposal to Daniel J. Svyantek (206-B Thach Hall, Auburn University, Auburn, AL 36849-1234, svyandj@auburn.edu) by mail or electronically by September 1, 2017. Authors with accepted proposals will be notified by September 15, 2017. If your proposal is selected, we will need your finished chapter by December 15, 2017. Individuals with questions about this volume may contact the editor via email.

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- Crisis and Chaos and Organizations
- Organizations Behaving Badly
- Sports and Understanding Organizations
- Organizational Processes and Received Wisdom
- Received Wisdom, Kernels of Truth, and Boundary
- Emerging Themes in International Management of Human Resources
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Crisis and Chaos and Organizations The Coronavirus and Lessons for Organizational Theory

Daniel J. Svyantek, Auburn University

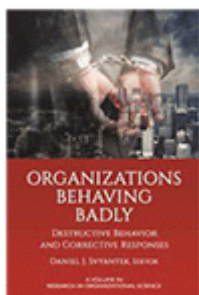
2022. Paperback 978-1-64802-779-6 \$45.99. Hardcover 978-1-64802-780-2 \$85.99. eBook 978-1-64802-781-9 \$74.

The COVID-19 pandemic provides an illustration of how chaotic changes to large systems are caused by small, seemingly insignificant environmental events such as the initial case(s) of COVID-19 in China. From this small starting point for the pandemic, there have been (and continue to be) millions of lives lost and trillions of dollars spent trying to alleviate the effects of the COVID-19 pandemic. World government and corporate leaders are striving to deal with this pandemic, but uncertainty is felt across the globe.

Unprecedented strategies (e.g., the United States government's multi-trillion-dollar stimulus package (s)) have been used to halt the spread of COVID-19. These small events cascade throughout larger and larger systems leading to unforeseeable consequences. Organizations must experiment and make decisions on how to react. Decisions must be made and implemented to see what the effects of these decisions are.

The chapters in this volume provide important insights for all organizations during this time of crisis. The chapters express bottom-up and top-down approaches to a crisis-initiating environmental change by organizations. The chapters provide insight into the way organizations perceive the effect of COVID-19 as 1) a permanent or transitory change in the organization's environment; and 2) as a crisis or opportunity. Taken together, the chapters provide both scientists and practitioners with a starting point for understanding the impact of COVID-19 on organizational theory and on management practice for readers.

CONTENTS: Introduction—Crisis, Chaos, and Organizations: An Overview of the Volume, *Daniel J. Svyantek*. A Critical Appraisal of the Dominant Pandemic Narrative, *Bert Spector*. The Impact of Workload, Workload Changes, and Anticipated Workload Changes During COVID-19 on Worker Well-Being, *Michael DiStaso, Kristin Horan, Chelsea LeNoble, Mindy Shoss, Zoe Politis, and Ignacio Azcarate*. Who Rescues the Rescuers? Multilevel Challenges Facing First Responder Organizations, *Marc Cubrich, Ketaki Sodhi, Allie Petruzzelli, and Dennis Doverspike*. From Telecommute to Telecommunity: How Disabled Onto-Epistemologies Inform Post-Pandemic Professional Practices, *Martina Svyantek and Rua Mae Williams*. Organizing Themselves, *Jenifer Neale*. Radical Acceptance and Executive Decision-Making in the Age of COVID-19, *Susan Cannon and Ruth Middleton-House*. Emergence and Sensemaking in a Complex Global Knowledge System: Implications for Leaders Post-COVID-19, *Lisa Cuevas Shaw and Laura Hyatt*. A Differing View of Command in a Connected World: Captain Brett Crozier and COVID-19 Command Decisions, *Paul Nelson, Robert A. Norton, and Greg S. Weaver*. The Urgency of Organizational Change Within Colleges in Crisis, *Jennifer McLean and Carrol Warren*. A Theoretical Analysis of Organizational Change During COVID-19: Steps, Stages, and Themes for Implementation, *Theodore J. Wiard, Mary J. Selke, and Genevieve Oswald*. Digital Communication Strategies During Pandemic Crisis: Lessons From Amazon Company, *Ludovica Moi, Simone Serpi, and Francesca Cabiddu*. COVID-19 Crisis: Chaos and Opportunities for Newer Organizational Configurations for Multinational Oil Enterprises, *Riad A. Ajami, Homa Karimi, Rachel E. Sturm, and Berkwood Farmer*. About the Contributors.



Organizations Behaving Badly Destructive Behavior and Corrective Responses

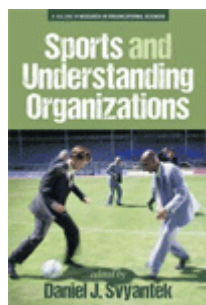
Daniel J. Svyantek, Auburn University

2021. Paperback 978-1-64802-354-5 \$45.99. Hardcover 978-1-64802-355-2 \$85.99. eBook 978-1-64802-356-9 \$74.

Organizational science profits from taking new perspectives using a simple model to understand why behaviors of particular types occur within them. This volume provides readers with a rich source of casestudies and empirical studies of the role played by the interaction between individual actors, organizational contexts, and the actual behaviors being performed the actors. These chapters each seek to describe how these three interact in to create organizational practices with negative effects on either internal members of the organization or external stakeholders (e.g., clients). The chapters provide insight into how organizations may control these negative behaviors with basic Human Resource Management

practices. It is this volume's hope that these chapters may provide insight into the important role these three factors plays in understanding negative organizational behavior within organizations across the world.

CONTENTS: Introduction—Organizations Behaving Badly: Using Destructive Organization Behaviors to Inform Corrective Management Practices, *Daniel J. Svyantek*. Formation and Maintenance of Corporate Culture via Socialization, *Alexa Doerr*. We Build Then We Break: The Impact of Military Sexual Trauma on Organizational Commitment in the United States Military, *Stephanie E. V. Brown and Samantha C. January*. "Pour Encourager les Autres": Punishment as a Signal of Organizational Decision Frames, *Daniel J. Svyantek*. Armed, Not Ready: Technological Determinism, Discourse, and the Blitzkrieg of Today, *Rachel L. Whitman*. Cognitions Associated With Organizational Deviant Behaviors, *Thomas Wilmore*. When Bullies Get Jobs: Workplace Bullying in Local Governments, *Regan E. Gaskin and Erin L. Borry*. Predicting Ethical Behavior: A Person-Situation Approach Elizabeth Ritterbush, *Adam Smith, Rachel Whitman, and Daniel J. Svyantek*. Trait Emotional Intelligence Differences in Precareer and Midcareer United States Military Leaders, *Andrew L. Bond and Daniel J. Svyantek*. About the Authors.



Sports and Understanding Organizations

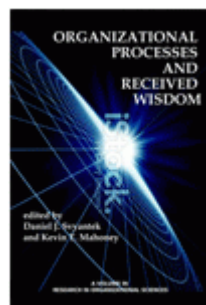
Daniel J. Svyantek, Auburn University

2017. Paperback 9781681237916 \$45.99. Hardcover 9781681237923 \$85.99. eBook 9781681237930 \$74.

This volume provides readers with a rich source of sports metaphors for understanding organization and management processes and how to use metaphors to become more effective leaders and managers within their organizations. Each chapter discusses how sports may be used to help improved organizational productivity and effectiveness.

These chapters each strive to present new ways of understanding organizational constructs using sports as a metaphor. It is this volume's hope that these chapters may provide insight into the important role sports plays in understanding organizations across the world. Organizational science profits from taking new perspectives that may be found when sports is used as a lens for this study.

CONTENTS: Sports and Understanding Organizations: Using an Old Metaphor in New Ways to Understand Organizations, *Daniel J. Svyantek*. Evolutionary Echoes in Sports (and War), *Lewis Barker*. Steeped in History: Symbols, Traditions, and Stories in Sports and Organizations, *Jacob H. Smith, Erik C. Taylor, and Jeremy M. Beus*. Sports Metaphors in the Workplace, *Jacob Miller and Vicki Wang*. Applying Sports Related Mental Toughness in Organizations, *Alexandra A. Henderson, Brendan C. Lortie, and Steve M. Jex*. The Intimation of Resilience Through Sports Metaphors, *Stephen W. Tyler and James J. Wilcox*. On Athlete Centered Coaching: Empowering the Athlete, *Dustin Greene*. Training for a Winning Career: Career Athletes and Coaches, *Julia Brandon*. Extending the Sports Coaching Metaphor: Coaches and Teammates as Creators of the Feedback Environment. *Caitlin M. Cavanaugh and Paul E. Levy*. Rectitude in Rivalry: A Conceptual Review and Synthesis of Sportsmanship and Citizenship, *Erik C. Taylor, Jacob H. Smith, and Jeremy M. Beus*. Corporate Social Responsibility and Sports, *Meghan A. Thornton-Lugo, Colin Wooldridge and Deborah E. Rupp*. Organizational Insights From Performance Management Intervention Applied to Sports, *Colin Roth, Brandon L. Young, Nick Koenig, Daniel Schmerling, and Robert D. Pritchard*. Academic Clustering among College Athletes: Using Person Analysis to Inform Education and Training Practices, *Daniel J. Svyantek, Brian Connelly, Sadie O'Neill, Mary Boudreaux, Barb Struempfer, and Larry Teeter*. About the Contributors.



Organizational Processes and Received Wisdom

Daniel J. Svyantek, Auburn University; Kevin T. Mahoney, South Dakota State University

2014. Paperback 9781623965501 \$45.99. Hardcover 9781623965518 \$85.99. eBook 9781623965525 \$74.

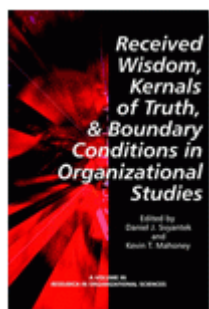
This Research in Organizational Sciences volume to explore and question the received wisdom of organizational sciences.

The chapters in this volume (and the companion volume) seek to establish boundary conditions for important organizational constructs and processes. They illustrate the importance of context for interpreting the received wisdom of organizational science by showing when constructs must be adapted to changing circumstances.

The volume begins with four chapters looking at the construct of leadership. Each of these addresses an important aspect of our understanding of leadership and its practice. The four chapters on leadership are followed by five chapters dealing with other organizational processes including motivation, organizational change, the role of diversity in organizations and organizational citizenship. The last three chapters deal with the issue of knowledge in large systems. Two chapters address how information may be transmitted across organizations and generations of workers. The final chapter deals with the use of information by organizational decision-makers.

The 12 papers in this volume all, in some way question received wisdom and present alternatives which expand our understanding of organizational behavior. These chapters each strive to present new ways of understanding organizational constructs, and in so doing reveal how received wisdom does not always lead to best practice in research or application. It is our hope that these chapters illustrate how challenging received wisdom in organizational studies can provide new ways of thinking about organizational processes. These new ways of thinking in turn can provide better understanding of the processes necessary to increase organizational effectiveness.

CONTENTS: Editors Introduction: Organizational Processes and Received Wisdom—A Continuing Look at New Ideas, *Kevin T. Mahoney and Daniel J. Svyantek*. Reinvented Leadership Theory or New Constructs? *Sharon C. Hoffman*. Can Only Western Leaders Lead, *Kurt Takamine*. A Transformational Leadership and Spiritual Intelligence, *Heather Christ-Lakin and Darlene R. Hess*. Pygmalion Expectations, Leader Gender, and Subordinate Gender Influence on Performance, *Carolyn A. Lees-Hotton, Kristin L. Cullen, and Daniel J. Svyantek*. Motivation and Organizational Transformation: How do Individual Motivation Theories and Emergence of Collective Motivation Factors Influence Organizational Transformation, *Jennifer A. Hitchcock and Jacqueline M. Stavros*. Predictors and Outcomes of Readiness for Change: An Empirical Study in Indonesian Plantation Firm, *Budi W. Soetjipto, W. Budi, and Indra C. Uno*. The “Benefits” of Diversity in the Workplace, *James A. De León, Christopher T. Huynh, and Brittani E. Plaisance*. A Longitudinal Study of the Predictors of Contextual Performance, *Julie M. Hetzler, Kristin L. Cullen, L. Allison Jones-Farmer, and Daniel J. Svyantek*. Situational and Personality Influences on Organizational Citizenship Behaviors: A CAPS Perspective, *Jamie L. Winter, Daniel J. Svyantek, Jennifer P. Bott, Kristin L. Cullen, and Brien N. Smith*. How Knowledge is Received Across Disciplines: A Dynamic Model of Knowledge Flow Among Three Disciplines, *Melissa L. Cast, Steven M. Elias, and Philip G. Benson*. Exchange of Tacit Knowledge Within Advance Production With Small Batch Sizes, *Anna Malm and Kerstin Johansen*. The Role of Intuition and Insight in Organizational Decision Making, *Jennifer Walinga and Donald Caplan*. The Leader is Leadership, *James Warn and Michael Cox*. About the Authors.



Received Wisdom, Kernels of Truth, and Boundary Conditions in Organizational Studies

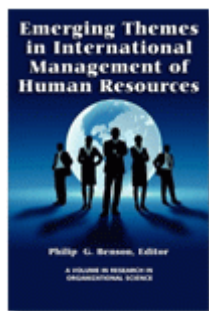
Daniel J. Svyantek, Auburn University; Kevin T. Mahoney, South Dakota State University

2013. Paperback 9781623961893 \$65.99. Hardcover 9781623961909 \$95.99. eBook 9781623961916 \$74.

This volume of the Research in Organizational Sciences is entitled “Received Wisdom, Kernels of Truth, and Boundary Conditions in Organizational Studies”. Received wisdom is knowledge imparted to people by others and is based on authority and tenacity as sources of human knowledge. Authority refers to the acceptance of knowledge as truth because of the position and credibility of the knowledge source. Tenacity refers to the continued presentation of a particular bit of information by a source until this bit of information is accepted as true by receivers. The problem for organizational studies, however, is that this received wisdom often becomes unquestioned assumptions which guide interpretation of the world and decisions made about the world. Received wisdom, therefore, may lead to organizational practices which provide little or no benefit to the organization and, potentially, negative organizational effects, because this received wisdom is no longer valid. The 14 papers in this volume all, in some way, strive to question received wisdom and present alternatives which expand our understanding of organizational behavior in some way. The chapters in this volume each strive to present new ways of understanding organizational constructs, and in so doing reveal how received wisdom has often led to confirmation bias in organizational science. The knowledge that some perceived truths are actually the products of received wisdom and do not stand up to close scrutiny shakes up things within research areas previously thought settled allowing new perspectives on organizational science to emerge.

CONTENTS: Received Wisdom, Kernels of Truth, and Boundary Conditions in Organizational Conditions in Organizational

Studies: Developing Organizational Science Through Questions, *Kevin T. Mahoney and Daniel J. Svyantek*. Fear and Loathing at Work: A Savage Journey to the Heart of Received Wisdom on Generational Difference, *Lisa A Steelman and Mary Margaret Sudduth*. The Case of Mondays: Examining Workplace Rumors About Stress, *Larissa K. Barber, Brandon W. Smit, and Mindy K. Shoss*. Do Management Scholars Mistakenly Believe in the Capacity of Self-Efficacy, *Jeffrey B. Vancouver, Justin M. Weinhardt, Michael A. Warren, Amanda R. Cameron, Justin D. Purl, Anastasia L. Milakovic, and Xiaofei Li*. Abusive Supervision and the High-Impact Employee: Hurting Our Most Valuable Resource, *Jeremy Mackey, Rachel Kane, Pamela Perrewe, and Vickie Gallagher*. Supervisor Power × Subordinate Political Skill Interaction on Work Relationship Quality: Alternative Interaction Forms as a Function of Dyadic Influence Dynamics, *Rachel E. Kane, Arthur D. Martinez, Darren C. Treadway, and Gerald R. Ferris*. Managing Organizational Deviance: Focusing on Causes, Not Symptoms, *Melissa B. Gutworth, Dana M. Morton, and Jason J. Dahling*. Against All Evidence: General and Specific Ability in Human Resource Management, *Malcolm James Ree, Mark S. Teachout, and Thomas R. Carretta*. The Conceptual Versus Empirical Distinctiveness of Work Performance Constructs: The Impact of Work Performance Items, *Nichelle C. Carpenter and Winfred Arthur Jr.* Keeping Women in Their Place: The Joint Influence of Target Gender and Interpersonal Hierarchy Expectations on Contextual Performance Requirements, *Dan S. Chiaburu, Heather C. Kissack, and Marianne Schmid Mast*. From Role Conflict to Evaluation Discordance: How do Conflicting Performance Evaluations Affect Risk Taking in Multiple Audience Contexts, *Edward Bishop Smith*. Rethinking the Validity of Interviews for Employment Decision Making: Implications of Recent Developments in Meta-Analysis, *In-Sue Oh, Bennett E. Postlethwaite, and Frank L. Schmidt*. Meta-Analysis as Received Wisdom in the Organizational Sciences: Is It Meeting Its Intended Objectives? *John E. Baur, B. Parker Ellen III, Philip S. DeOrtentiis, M. Ronald Buckley, and Gerald R. Ferris*. The Commonality of Perceptual Error in the Evaluation of Interunit Interdependence: Implications for Dysfunctional Coordination, *J. Daniel Sherman*. Received Wisdom, Groupthink, and Organizational Ethical Culture, *Ronald R. Sims and William I. Sauser, Jr.* About the Authors.



Emerging Themes in International Management of Human Resources

Philip Benson, New Mexico State University

2010. Paperback 978-1-61735-082-5 \$45.99. Hardcover 978-1-61735-083-2 \$85.99. eBook 9781617350849 \$74.

Emerging Themes in International Management of Human Resources is the third volume in the Research in Organizational Analysis series. This volume investigates important human resource management (HRM) issues within an international context. The papers in this volume provide insight into several HRM areas. First, the international context's effects on management knowledge transfer; privatization of traditionally governmental services; and the relation between social capital and organizational diversity is considered. The second part of this volume is concerned with the issue of staffing in international organizations with special emphasis on HRM selection and termination practices for the cross-national company. Third, women's issues in the international firm are explored. Gender issues such as flexible work arrangements and the role of culturally defined gender egalitarian values on role differences among women and men managers are investigated. Finally, the volume explores the issues of expatriation and repatriation among firms. The role of psychological contracts in supporting successful expatriate experiences; how repatriate support practices influence repatriate organizational commitment; turnover intentions; and career success; and an investigation of repatriation as sense making process are discussed. This volume provides a good basis for understanding how HRM practices are affected by cross-cultural differences and provides insight into best HRM practices for the international organization.

CONTENTS: Introduction: The Emerging View: Managing Human Resources in the International Firm of the Twenty-First Century, *Philip G. Benson*. **PART I: THE CONTEXT OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT.** Enhancing Absorptive Capacity and Management Knowledge Transfer Through Host Country Workforce Training: Lessons From Sacagawea and Squanto, *Charles M. Vance*. Telecommunications Deregulation and Privatization in the Czech Republic and Australia: A Comparative Study of Český Telecom and Telstra, *Peter Ross*. Traversing the Societal-Organizational Cultural Divide: Social Capital and Organizational Diversity in the United States and the European Union, *Judith Y. Weisinger*. **PART II: STAFFING IN THE INTERNATIONAL ORGANIZATION.** Individual Value Orientations and the Selection of Suitable Cross-Border Managers, *Alan Fish, Ramudu Bhanugopan, and Julie Cogin*. Factors Influencing Employee Claiming Behavior in Relation to the Termination of Employment: Evidence From Europe, *Colette Darcy and Thomas N. Garavan*. **PART III: WOMEN'S ISSUES IN THE INTERNATIONAL FIRM.** Women's Intentions and Flexible Work Arrangements: Evidence From the Far South-Eastern Corner of the EU, *Christiana Ierodiakonou and Eleni Stavrou*. Gender Egalitarian Values, Institutional Equalization, and Role Differences Among Female and Male HR Managers, *Astrid Reichel, Julia Brandl, and Wolfgang Mayrhofer*. **PART IV: CROSSING CULTURES: ISSUES IN EXPATRIATION AND REPATRIATION.** Governance of Psychological Contracts via Reciprocity: The Case of International Expatriation Management, *Maike Andresen and Markus Göbel*. Do Repatriate Support Practices Influence

Repatriate Experience, Organizational Commitment, Turnover Intentions, and Perceptions of Career Success? *Jane L. Menzies and Ann Lawrence*. Repatriation as a Dynamic Sense-Making Process, *Gráinne Kelly and Michael J. Morley*. About the Authors.



Refining Familiar Constructs Alternative Views in OB, HR, and I/O

Elizabeth McChrystal, Accent Technologies; Daniel J. Svyantek, Auburn University

2007. Paperback 978-1-59311-619-4 \$45.99. Hardcover 978-1-59311-620-0 \$85.99. eBook 9781607525899 \$74.

This volume is based around 14 chapters and two critical analyses which provide new perspectives on important organizational constructs. The first half of the book provides chapters by advanced graduate students who are making their first contributions to understanding organizational behavior. The second half of the book provides chapters illustrating new views of organizational constructs but from the perspectives of more established researchers in the field. All chapters share a common theme of attempting to provide new ways of viewing organizations and organizational behavior. Each chapter is based on the premise that, when presented with problems that seem impossible to solve, often the best results are achieved by finding new perspectives on the basic constructs being studied. These new perspectives provide insights which illuminate the problems for the theory of organizations as well as improving the ability of organizational members to solve practical organizational problems.

CONTENTS: PART I: THE BEST FROM IO-OB: AN INTRODUCTION TO NEW VOICES IN THE FIELD. Empirical Studies Presented at the Industrial/Organizational and Organizational Behavior Conference, *Elizabeth McChrystal*. Hispanic Preferences in Organizational Recruiting Ads, *Viola Y. Fernandez and Barbara A. Fritzsche*. An Empirical Test of Gender-Based Differences in E-Mentoring, *Kimberly A. Smith-Jentsch, Shannon Amerilda Scielzo, and Melissa A. Weichert*. Performance Appraisal Discomfort of Critical Incidents, *Andrew P. Kavulic, Thomas D. Carpenito, and Peter D. Villanova*. Green is the Color of this Chameleon: A Study of Pay Rate and Applicant Response Behavior, *Mitchell H. Peterson, Shawn Burkevich, Abhishek Gujar, and Richard L. Griffith*. Males Versus Females on Faking Behavior in Personality Testing: An Examination of Gender Differences, *Randolph Socin, Joshua A. Isaacson, and Richard L. Griffith*. Cooperation and Competition: The Effects of Team Entrainment and Reward Structure, *Michael Woodward, Kenneth Randall, Bennett Price, and Andrea Saravia*. The Relationship Between Shared Leadership and Team Performance and Satisfaction: Task Type Matters, *Paul Pluta, Gregory Hyman, Ingrid Campbell, and Diana Keith*. **PART II: NEW PERSPECTIVES ON FAMILIAR CONSTRUCTS.** New Perspectives and Research on Familiar Constructs, *Brian Perdomo, Kristin Cullen, and Daniel J. Svyantek*. "Learning Through Listening": Conversation for Change in a Healthcare Provider, *David Coghlan and Claus Jacobs*. The Implementation of Strategy and Organizational Reward Systems: An Overlooked Area in the Strategic Management of Human Resources, *Philip G. Benson and Terry R. Adler*. Task Interdependence as a Moderator of Politics-Work Outcomes Relationships, *Deondra Conner, Darren Treadway, Matrecia James, Jason Stoner, and Wayne Hochwarter*. Organizational Citizenship Behaviors: Concept Redefinition, Inclusion, and Reconceptualization, *Jason Harkins, Jonathan R.B. Halbesleben, Danielle S. Beu, and M. Ronald Buckley*. Self-Concept-job fit: Expanding the Person-job fit Construct and Implications for Retention Management, *Wesley A. Scroggins and Philip G. Benson*. Person-Organization Fit and Job Satisfaction: An Interactional Approach, *Daniel J. Svyantek, Kristin L. Cullen, Brian L. Perdomo, and Scott A. Goodman*. Technological Determinism, Sociotechnical Systems, and Classical Warfare: Social Innovation During a Period of Technological Stasis, *Daniel J. Svyantek, Kevin T. Mahoney, and Kristin L. Cullen*. A New Perspective on Leadership: A Review of Resonant Leadership: Renewing Yourself and Connecting With Others Through Mindfulness, Hope, and Compassion, *Richard Boyatzis, Annie Mckee, and Loren R. Dyck*. Leadership in the New Millennium: A Review of Finding our way: Leadership for an Uncertain Time by Margaret Wheatley, *David L. Luchauer and William B. Locander*. About the Authors.



A Closer Examination of Applicant Faking Behavior

Mitchell H. Peterson, Florida Institute of Technology; Richard L. Griffith, Florida Institute of Technology

2006. Paperback 1-59311-513-X 978-1-59311-513-5 \$45.99. Hardcover 1-59311-514-8 978-1-59311-514-2 \$85.99. eBook 9781607525646 \$74.

The faking of personality tests in a selection context has been perceived as somewhat of a nuisance variable, and largely ignored, or glossed over by the academic literature. Instead of examining the phenomenon many researchers have ignored its existence, or trivialized the impact of faking on personality measurement. The present volume is a much needed, timely corrective to this attitude. In a wide range of chapters representing different philosophical and empirical approaches, the assembled authors demonstrate the courage to tackle this important and difficult topic head-on, as it deserves to be. The writers of these chapters identify two critical concerns with faking. First, if people fake their responses to personality tests, the resulting scores and the inferences drawn from them might become invalid. For example, people who fake their responses by describing themselves as diligent and prompt might earn better conscientiousness scores, and therefore be hired for jobs requiring this trait that in fact they might not perform satisfactorily. Second, the dishonesty of the faker might itself be a problem, separate from its effect on a particular score. Someone who lies on a pre-employment test might also lie about the hours he or she works, or how much cash is in the till at the end of the shift. Worse, these two problems might exacerbate each other: a dishonest applicant might get higher scores on the traits the employer desires through his or her lying, whereas the compulsively honest applicant might get low scores as an ironic penalty for being honest. Outcomes like these harm employers and applicants alike.

The more one delves into the complexities of faking, as the authors of the chapters in this volume do so thoroughly and so well, the more one will recognize that this seemingly specialized topic ties directly to more general issues in psychology. One of these is test validity. The bottom-line question about any test score, faked or not, is whether it will predict the behaviors and outcomes that it is designed to predict. As Johnson and Hogan point out in their chapter, the behavior of someone faking a test is a subset of the behavior of the person in his or her entire life, and the critical research question concerns the degree to which and manner in which behavior in one domain generalizes to behavior in other domains. This observation illuminates the fact that the topic of faking is also a key part of understanding the relationship between personality and behavior. The central goal of theoretical psychology is to understand why people do the things they do. The central goal of applied psychology is to predict what someone will do in the future. Both of these goals come together in the study of applicant faking.

CONTENTS: Forward, *David C. Funder*. The Nature of Deception and Applicant Faking Behavior, *Richard L. Griffith and Michael McDaniel*. A History of Faking and Socially Desirable Responding on Personality Test, *Michael Zickar and Robert E. Gibby*. Seven Nested Questions about Faking on Personality Tests: An Overview and Interactionist Model of Item-Level Response Distortion, *Robert P Tett, Michael G. Anderson, Chia-Lin Ho, Tae Seok Yang, Lei Huang, and Apivot Hanvongse*. Assessing Response Distortion in Personality Tests: A Review of Research Designs and Analytic Strategies, *Jessica Mesmer-Magnus and Chockalingam Viswesvaran*. Sensitive or Senseless: On the Use of Social Desirability Measures in Selection and Assessment, *Gary N. Burns and Neil D. Christiansen*. Applicant Faking Behavior: Teasing Apart the Influence of Situational Variance, Cognitive Biases, and Individual Differences, *Richard L. Griffith, Tina Malm, Andrew English, Yukiko Yoshita, Abhishek Gujar*. Understanding Responses to Personality Selection Measures: A Conditional Model of the Applicant Reasoning Process, *Andrea F. Snell and Chris D. Fluckinger*. A Socioanalytic View of Faking, *John A. Johnson and Robert Hogan*. Faking and Job Performance: A Multi-Faceted Issue, *Mitchell H. Peterson and Richard L. Griffith*. Forcing Choices in Personality Measurement: Benefits and Limitations, *Patrick D. Converse, Frederick L. Oswald, Anna Imus, Cynthia Hedricks, Radha Roy, Hilary Butera, and Tanya Kiefer*. The Use of Warnings to Discourage Faking on Noncognitive Inventories, *Victoria L. Pace and Walter C. Borman*. Faking on Non-Cognitive Measures: The Interaction of Cognitive Ability and Test Characteristics, *Nicholas L. Vasilopoulos and Jeffrey M. Cucina*. Let's Go Faking: Culture and Response Distortion in International Employment Testing, *Richard Frei, Yukiko Yoshita, and Joshua Isaacson*. What do We Know and Where Do We Go? Practical Directions for Faking Research, *Ann Marie Ryan and Anthony S. Boyce*. Author Biography Notes.



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