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# Brian C. Holtz

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Fox School of Business
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## ACADEMIC APPOINTMENTS

Chair, Department of Management — July 2026-Present

Professor & Liacouras Senior Research Fellow. — July 2025-Present
Fox School of Business, Temple University

Associate Professor & Peter Liacouras Research Fellow — July 2016-June 2025
Fox School of Business, Temple University

Assistant Professor — July 2012-June 2016
Fox School of Business, Temple University

Assistant Professor — September 2008-June 2012
School of Business, Rutgers University

Visiting Assistant Professor — August 2007-May 2008
Department of Psychological Sciences, Purdue University

Assistant Professor — July 2005-July 2008
Department of Psychology, University of Calgary (Primary)
Haskayne School of Business, University of Calgary (Courtesy)

## EDUCATION

**George Mason University,** Fairfax, VA — August 2005
Ph.D. Industrial-Organizational Psychology

M.A: Industrial-Organizational Psychology — May 2003

**Portland State University,** Portland, OR
B.S. Psychology (with Honors) — June 2000

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## PEER-REVIEWED JOURNAL ARTICLES

**Google scholar page: https://scholar.google.com/citations?user=VRKW9iQbOZgC&hl=en**

Last updated July 2026

**Denotes (co)author was a student at the time the project began*
*^Denotes (co)author was employed in industry*

Holtz, B.C., Puranik, H., Harold, C.M., Keeler, K. R., *Huang, Y., *Jiang, X., & *Ahn, R. (in press). Daily Temporal Profiles at Work: State-Level Dynamics in Past, Present and Future Focus. *Journal of Applied Psychology.*

Holtz, B.C., Harold, C.M., Puranik, H. & *Gardner, K. (2025). Don't waste my time! The development and validation of the wasted time perceptions scale. *Journal of Management, 51(7)*, 3017–3060. https://doi.org/10.1177/01492063241258726

*Kim, J., Holtz, B.C., & Vogel, R. (2023). Wearing your worth at work: The daily consequences of employees' daily clothing choices. *Academy of Management Journal, 66*(5), 1411-1437. https://doi.org/10.5465/amj.2021.1358

*Agolli, A. Holtz, B.C. (2023). Facilitating detachment from work: A systematic review, evidence-based recommendations, and guide for future research. *Journal of Occupational Health Psychology, 28*(3), 129–159. [Lead Article]. https://doi.org/10.1037/ocp0000353

*Kim, J., Harold, C.M., Holtz, B.C. (2022) Evaluation of abusive supervisors: The moderating role of the abuser's gender. *Journal of Organizational Behavior*, *43*(3), 465–482. https://doi.org/10.1002/job.2581

Brockner, J., DeCremer, D., van Dijke, M., *De Schutter, L., Holtz, B.C., & van Hiel, A. (2021). Factors affecting supervisors' enactment of interpersonal fairness: The interactive relationship between their managers' informational fairness and supervisors' sense of power. *Journal of Organizational Behavior, 42(6), 800-813*. https://doi.org/10.1002/job.2466

*Kim, J., Holtz, B.C., *Hu, B. (2020). Rising Above: Investigating employee exemplification as a response to the experience of shame induced by abusive supervision. *Journal of Occupational and Organizational Psychology, 93,* 861-886. https://doi.org/10.1111/joop.12327

Holtz, B.C., DeCremer, D., *Hu, B., *Kim, J. Giacalone, R. (2020). How certain can we really be that our boss is trustworthy and does it matter? A metacognitive perspective on employee evaluations of supervisor trustworthiness. *Journal of Organizational Behavior,* 41, 587–605. [Lead Article]. https://doi.org/10.1002/job.2447

Oh, I.-S., Han, J., Holtz, B.C., Kim, Y.J., & Kim, S. (2018). Do birds of a feather flock, fly, and continue to fly together? The differential and cumulative effects of attraction, selection, and attrition on personality-based within-organization homogeneity and between-organization heterogeneity progression over time. *Journal of Organizational Behavior*, 39, 1347-1366. https://doi.org/10.1002/job.2304

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Lipponen, J., Steffens, N.K., & Holtz, B.C. (2018). Prototypical supervisors shape layoff victims' experiences of top management justice and organizational support. *Journal of Occupational and Organizational Psychology*, *91*, 158-180. https://doi.org/10.1111/joop.12197

*Kaltiainen, J., Lipponen, J., & Holtz, B.C. (2017). The dynamic interplay between merger process justice and cognitive trust in top management: A longitudinal study. *Journal of Applied Psychology*, *102*, 636-647. https://doi.org/10.1037/apl0000180

Holtz, B.C., & *Hu, B. (2017). Passive leadership: Relationships with trust and justice Perceptions. *Journal of Managerial Psychology, 32,* 119-130. https://doi.org/10.1108/JMP-02-2016-0029

Harold, C.M., Oh, I.-S., Holtz, B.C., *Han, S., & Giacalone, R.A. (2016). Fit and frustration as predictors of targeted counterproductive work behaviors: A multifoci perspective. *Journal of Applied Psychology*, *101*, 1513-1535. [Lead Article] http://dx.doi.org/10.1037/apl0000150

Harold, C.M., Holtz, B.C., ^Griepentrog, B.K., ^Brewer, L., & ^Marsh, S.M. (2016). Investigating the effects of applicant justice perceptions on job offer acceptance. *Personnel Psychology, 69*, 199–227. https://doi.org/10.1111/peps.12101

Holtz, B.C. (2015). From first impression to fairness perception: Investigating the impact of initial trustworthiness beliefs. *Personnel Psychology, 68,* 499–546. https://doi.org/10.1111/peps.12092

Harold, C.M., & Holtz, B.C. (2015). The effects of passive leadership on workplace incivility. *Journal of Organizational Behavior*, *36*, 16-38. https://doi.org/10.1002/job.1926

Holtz, B.C. (2013). Trust primacy: A model of the reciprocal relations between trust and perceived justice. *Journal of Management, 39,* 1891-1923. https://doi.org/10.1177/0149206312471392

Holtz, B.C., & Harold, C.M. (2013a). The effects of leadership consideration and structure on employee perceptions of justice and counterproductive work behavior. *Journal of Organizational Behavior*, *34*, 492-519. https://doi.org/10.1002/job.1825

Holtz, B.C., & Harold, C.M. (2013b). Interpersonal justice and deviance: The moderating effects of interpersonal justice values and justice orientation. *Journal of Management, 39, 339-365*. https://doi.org/10.1177/0149206310390049

^Griepentrog, B.K, Harold, C.M., Holtz, B.C., Klimoski, R.J., ^Marsh, S.M. (2012). Integrating social identity and the theory of planned behavior: Predicting withdrawal from an organizational recruitment process. *Personnel Psychology, 65*, 723-753. [Lead Article] https://doi.org/10.1111/peps.12000

Holtz, B.C., & Harold, C.M. (2009). Fair today, fair tomorrow? A longitudinal investigation of overall justice perceptions. *Journal of Applied Psychology, 94,* 1185-1199. https://doi.org/10.1037/a0015900

Holtz, B.C., & Harold, C.M. (2008). When your boss says no!: The effects of leadership style and trust on employee reactions to managerial explanations. *Journal of Occupational and Organizational Psychology, 81,* 777-802. https://doi.org/10.1348/096317907X251569

Ployhart, R.E., & Holtz, B.C. (2008). The diversity-validity dilemma: Strategies for reducing racioethnic and sex subgroup differences and adverse impact in selection. *Personnel Psychology, 61*, 153–172. https://doi.org/10.1111/j.1744-6570.2008.00109.x

Holtz, B.C., Ployhart, R.E., & ^Dominguez, A. (2005). Testing the rules of justice: The effects of frame-of-reference and pretest validity information on personality test responses and test perceptions. *International Journal of Selection and Assessment*, *13*, 75-86. https://doi.org/10.1111/j.0965-075X.2005.00301.x

Ployhart, R.E., ^Weekley, J.A., Holtz, B.C., & *Kemp, C.F. (2003). Web-based and paper-and-pencil testing of applicants in a proctored setting: Are personality, biodata, and situational judgment tests comparable? *Personnel Psychology*, *56,* 733-752. https://doi.org/10.1111/j.1744-6570.2003.tb00757.x

Ployhart, R.E., Holtz, B.C., & Bliese, P.D. (2002). Longitudinal data analysis: Applications of random coefficient modeling to leadership research. *Leadership Quarterly, 13,* 455-486. https://doi.org/10.1016/S1048-9843(02)00122-4

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## BOOK CHAPTERS

^Weekley, J. A., Ployhart, R.E., & Holtz, B.C. (2006). On the development of situational judgment tests: Issues in item development, scaling, and scoring. In J.A.Weekley & R.E. Ployhart (Eds.), *Situational Judgment Tests* (pp 157-182). Mahwah, NJ: Lawrence Erlbaum.

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## RESEARCH IN PROGRESS

Holtz, B.C., Puranik, H., Harold, C.M., Keeler, K., & Jiang, X. The effects of temporal shifts on the daily work behavior of hybrid workers. *Manuscript is under third review at the Journal of Applied Psycholgy.*

Kim, J., Holtz, B.C., Lee, Y., & Wu, W. License to misbehave: Exploring the moral hypocrisy of vigilantes in the workplace. *Manuscript is under review at Personnel Psycholgy.*

Park, J., Jiang, X, Harold, C.M., Kim, J., & Holtz, B.C. Manuscript received a first-round revise-and-resubmit decision at *Journal of Business and Psychology.*

Kim, J., Kong, D. T., Holtz, B.C., & Vogel, R. Dress rebels: The effects of clothing pressure resistance on felt authenticity and work behavior. *Manuscript is under review at Organizational Behavior and Human Decision processes.*

Hu, B., Fulmer, C.A., Holtz, B.C., & Kim, J., & Oh, I.-S. Unveiling the influence of cultural tightness-looseness on interpersonal trust a meta-analysis of antecedents and outcomes. *Manuscript is undergoing revisions based feedback from a recent review process – submission to Journal of Management is imminent.*

Agolli, A., & Holtz, B.C. Dogs at the workplace: Daily investigation of the effects on well-being and job performance. *Two-week daily experience sampling study of dog owners is complete (n = 93), and manuscript is under development.*

Holtz, B.C. Oblivious, indifferent, or cruel: Why some leaders fail to be good stewards of their employees' time. *Exploratory qualitative data collected (n = 421) and further developing the study hypotheses.*

Holtz, B.C. Chronically crunched: Time famine among underrepresented employees in organizations. *Theoretical development stage.*

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## PEER-REVIEWED CONFERENCE PAPERS AND PRESENTATIONS

Park, J., Jiang, X, Harold, C.M., Kim, J., & Holtz, B.C. (July, 2025). *Competition-focused Managerial Behaviors (CFM): Construct Validation and Measure Development*. Paper accepted for presentation at the Annual Meeting of the Academy of Management, Copenhagen, Denmark.

Holtz, B.C., Harold, C.M., Puranik, H. & Gardner, K. (August, 2024). *Don't Waste My Time! The Development and Validation of the Wasted Time Perceptions Scale*. Paper accepted for presentation at the Annual Meeting of the Academy of Management, Chicago, IL.

Kim, J., Holtz, B.C., & Vogel, R. (2022, August). *Wearing Your Worth at Work: The Daily Consequences of Employees' Daily Clothing Choices*. Paper presented at the Annual Meeting of the Academy of Management, Seattle, WA.

Agolli, A. & Holtz, B.C. (2022, August). *What Predicts Psychological Detachment from Work? A Comprehensive Literature Review and Agenda for Future Research.* Paper presented at the Annual Meeting of the Academy of Management, Seattle, WA.

Kim, J., Oh, I.-S., Holtz, B.C., Han, S., & Hu, D. (2019, August). *The Antecedents and Consequences of Impression Management Across Culture: A Meta-Analysis.* Paper presented at the Annual Meeting of the Academy of Management, Boston, MA.

Hu, B., Holtz, B.C., & Kim, J. (2019, August). *A Meta-analysis of correlates of trust across East Asia, North America, and Europe*. Paper presented at the Annual Meeting of the Academy of Management, Boston, MA.

Kim, J. & Holtz, B.C. (2019, April). *Voice solicitation and employee voice: The moderating role of trust*. Paper presented at the 34th annual conference of the Society for Industrial and Organizational Psychology (SIOP), Washington D.C.

Kim, J. & Holtz, B.C. (2019, April). *Gender of an abusive leader: A role congruity and attributional perspective*. Paper presented at the 34th annual conference of the Society for Industrial and Organizational Psychology (SIOP), Washington D.C.

Holtz, B.C., De-Cremer, D., Hu, B., Kim, J., & Giacalone, R. (2018, April). *Supervisor trustworthiness and employee withdrawal: The role of evaluation certainty*. Paper presented at the 33rd annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

Holtz, B.C., Hu, B., Han S. (2017, August). *Resource Foci, Valence, and Distributive Justice Effects: A Meta-Analysis and Policy Capturing Study.* Paper presented at the Annual Meeting of the Academy of Management, Atlanta GA.

Kaltiainen, J., Lipponen, J., & Holtz, B.C (2016, July). *Reciprocal Effects of Merger Process Justice and Cognitive Trust in Top Management: A Longitudinal Study.* Paper presented at the 16th biennial conference of the International Society for Justice Research, Canterbury, England.

Holtz, B.C., Blot, J.F., Regina, J., & DeHoratius, E. (2016, April). *Passive Leadership, Trust, and Perceptions of Justice.* Paper presented at the 31th annual conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Kaltiainen, J., Lipponen, J., & Holtz, B.C (2016, April). *Reciprocal effects of procedural justice and trustworthiness during a merger.* Paper presented at the 31th annual conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Harold, C.M., Oh, I-S., Holtz, B.C., Han, S., & Giacalone, R.A. (2016). *P-E fit, frustration, and discretionary work behaviors: A multifoci approach.* Paper presented at the 32ndAnnual Conference for Industrial Organizational Psychology. Anaheim, CA.

Holtz, B.C. (2015, April). *Initial impressions of trustworthiness and subsequent perceptions of justice*. Paper presented at the 30th annual conference of the Society for Industrial and Organizational Psychologist, Philadelphia, PA.

Holtz, B.C. (2014, August). *An investigation of the effects of face trustworthiness on perceptions of justice.* Paper presented at the Annual Meeting of the Academy of Management, Philadelphia, PA.

Harold, C.M. & Holtz, B.C. (2013, April). *The effects of passive leadership on workplace incivility*. Paper presented at the 28th annual conference of the Society for Industrial and Organizational Psychologist, Houston, TX.

Holtz, B.C., & Harold, C.M. (2012, August). *The effects of consideration and structure on*

*perceived justice and counterproductive behavior.* Paper presented at the Annual Meeting of the Academy of Management, Boston, MA.

Griepentrog, B.K, Harold, C.M., Holtz, B.C., Klimoski, R.J., & Marsh, S.M. (2012, April). *Toward an understanding of applicant withdrawal from recruitment*. Paper presented at the 27th Annual Conference for Industrial/Organizational Psychology, San Diego, CA.

Holtz, B.C. (2011, April). *Investigating the detrimental effects of passive leadership: A multiwave study*. Paper presented at the 26th annual conference of the Society for Industrial and Organizational Psychologists, Chicago, IL.

Holtz, B.C., & Harold, C.M. (2011, April). *The Ohio State Leadership Factors, Employee Preferences and Overall Justice*. Paper presented at the 26th annual conference of the Society for Industrial and Organizational Psychologists, Chicago, IL.

Holtz, B.C., & Harold, C.M. (2010, August). *Interpersonal justice and counterproductive behavior: The moderating effect of employee values*. Paper presented at the Annual Meeting of the Academy of Management, Montreal, Canada.

Holtz, B.C., & Harold, C.M. (2010, August). *The positive effects of transformational leadership on employee commitment over time.* Paper presented at the Annual Meeting of the Academy of Management, Montreal, Canada.

Holtz, B.C., & Harold, C.M. (2010, April). *Clarifying the justice-deviance relationship: The moderating role of values.* Paper presented at the 25th annual conference of the Society for Industrial and Organizational Psychologists, Atlanta, GA.

Holtz, B.C., & Harold, C.M. (2008, April). *The mediating effects of overall justice: A longitudinal investigation*. Paper presented at the 23rd annual conference of the Society for Industrial and Organizational Psychologists, San Francisco, CA.

Holtz, B.C., & Harold, C.M. (2007, August). Global justice perceptions as mediators of specific justice dimension effects. In W. B. Berta (chair), *Justice Perceptions and Their Impact.* Paper presented at the Annual Meeting of the Academy of Management, Philadelphia, PA.

Holtz, B.C., & Harold, C.M. (2007, May). *An Empirical Investigation of the Effects of Supervisor Explanations on Employee Justice Perceptions*. Paper presented at the XIIIth European Congress of Work and Organizational Psychology, Stockholm, Sweden.

Holtz, B.C., & Harold, C.M. (2007, April). *When the boss says no!: Leadership, trust, and explanation acceptance*. Paper presented at the 22nd annual conference of the Society for Industrial and Organizational Psychologists, New York, NY.

Harold, C.M., & Holtz, B.C. (2007, April). *Examining the influence of corporate vision statements on organization attraction*. Paper presented at the 22nd annual conference of the Society for Industrial and Organizational Psychologists, New York, NY.

Holtz, B.C. (2006, August). The effects of apologies, excuses, and justifications across job loss contexts. In N. E. Day (chair), *Fairness and Justice Issues in HR Contexts*. Paper presented at the Annual Meeting of the Academy of Management, Atlanta, GA.

Holtz, B.C., & Ployhart, R.E. (2006, May). *The Effects of Veterans' Preference on Adverse Impact and Job Performance.* Paper presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

Holtz, B.C., Ployhart, R.E., & Lozzi, D., & Ferreter, J. (2005, April). Reactions to feedback about performance on web-based tests. In A. M. Ryan and S. Schinkel (co-chairs), *Giving feedback to applicants: Advantageous or adverse?* Paper presented at the 20th Annual Conference of the Society for Industrial Organizational Psychology, Los Angeles, CA.

Harold, C.M., & Holtz, B.C. (2005, April). *An exploration of procedural justice perceptions across the recruitment cycle.* Paper presented at the 20th Annual Conference of the Society for Industrial Organizational Psychology, Los Angeles, CA.

Holtz, B.C., Harold, C.M., & Bliese, P.D. (2004, April). *Preparing for war: An investigation of soldiers' combat readiness perceptions.* Paper presented at the 19th annual conference of the Society for Industrial and Organizational Psychologists, Chicago, IL.

Ployhart, R.E., Holtz, B.C., Viera, L. Jr., & Weekley, J.A.(2003, April). An approach for testing and explaining differential item functioning in noncognitive measures. In J. Cortina (chair), *H.L. Mencken would be proud: Solutions for complex methodological problems*. Paper presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

Mills, L. J., White, L.A., Bowles S.V., & Holtz, B.C. (2002). Development of a computerized test for US Army recruiter screening: Initial plans and concepts. Paper presented at the International Workshop, *From Computer Based Assessment to Augmented Cognition: Improving the Use of Computers from Selection to Operational Environment*, Vienna, Austria.

Ployhart, R.E., Weekley, J.A., Holtz, B.C., & Kemp, C.F. (2002, April). Web-based vs. paper-and-pencil testing: A comparison of factor structures across applicants and incumbents. In F. L. Oswald (chair), *Virtually hired?: The implications of web testing for personnel selection*. Paper presented at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.

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**TECHNICAL REPORTS**

Keil, C.T., Dorsey, D. W., Carter, G.W., Holtz, B.C., & Segall, D.O., (2003). *DLPT5 cognitive usability, comparability, and equating study (Tech. Rep. No. 463*). Prepared for The U. S. Defense Language Institute.

Carter, G.W., Holtz, B.C., & Dorsey, D.W. (2003). *Textmining product review and recommendations (Tech. Rep. No. 451)*. Prepared for America's Job Bank Transaction Consortium/Utah Department of Workforce Services.

Carter, G. W., Dorsey, D.W. & Holtz, B.C. (2003). *Functional requirements for commercial off-the-shelf textmining software*. Prepared for America's Job Bank Transaction Consortium/Utah Department of Workforce Services.

Carter, G.W., Dorsey, D.W. & Holtz, B.C. (2003). *Lay Title Analysis Toolkit (LTAT) functional requirements.* Prepared for America's Job Bank Transaction Consortium/Utah Department of Workforce Services.

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## COURSES TAUGHT

PhD

- Meso-Organizational Behavior
- Current Research in Human Resource Management and Organizational Behavior
- Motivation in the Workplace
- Leadership
- Personnel Selection
- Industrial-Organizational Psychology

MBA

- Human Resource Management

Undergraduate

- The Leadership Experience (Honors)
- Leadership and Organizational Management
- Leadership in the 21st Century
- Strategic Human Resource Management
- Organizational Behavior
- Personnel Training and Development
- Motivation in the Workplace
- Personnel Selection
- Survey of Industrial-Organizational Psychology
- Design and Analysis in Experimental Research

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## CONSULTING AND APPLIED EXPERIENCE

**Personnel Decisions Research Institutes (PDRI)**, Arlington, VA July 2003-August 2004

As a member of a consulting team, I worked on a variety of projects directed at improving human resource practices for large government agencies (e.g., CIA, NASA, FDIC). Duties included conducting job analyses, developing behaviorally-based performance standards, conducting content validation studies, and preparing proposals and technical reports. Granted TS/SCI government security clearance.

**United States Army Research Institute (ARI),** Alexandria, VA June 2002 - July 2003

Worked as a research fellow in the Selection and Assignment research unit. Participated in developing web-based non-cognitive selection instruments (e.g., personality inventories, situational judgment tests). Activities included developing test items, assisting in concurrent and predictive validation studies, and conducting utility analysis.

**HumanR,** Sterling, VA March 2002 - August 2002

Conducted interviews with former employees of a major multi-media corporation and translated interviews into detailed qualitative reports to be used in determining areas of improvement for employee retention practices and polices. Gained experience in discussing sensitive topics with individuals from diverse backgrounds.

**Two Degrees,** Portland, OR April 2000 - July 2001

Researched profitability and projected growth of local companies to identify potential clients for this accounting and financial services staffing firm.

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## AWARDS

- *Journal of Organizational Behavior* Top Reviewer Award 2019
- *Journal of Organizational Behavior* Top Reviewer Award 2013
- School of Business Teaching Award: Rutgers School of Business 2011
- Superior Achievement in Research Award: Rutgers School of Business 2010

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## GRANTS

- Internal Grant, Principal investigator. *The role of certainty in the dynamic relations between trust and perceived justice.* Temple University, $3200 2015
- Internal Grant, Principal investigator. *A longitudinal investigation of organizational justice perceptions.* University of Calgary, $7984. 2006
- Internal Grant, Principal investigator. *URGC research support*. University of Calgary, $1800. 2005

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## PROFESSIONAL SERVICE

- Associate editor, *Journal of Organizational Behavior* 2023-2026
- Consulting editor board, *Journal of Applied Psychology* 2024-present
- Consulting editor board, *Personnel Psychology* 2017-2026
- Consulting editor board, *Journal of Organizational Behavior* 2012-2026
- Consulting editor board, *Journal of Business and Psychology* 2009-2017
- Ad hoc reviewer, *Academy of Management Journal* 2024-present
- Ad hoc reviewer, *Journal of Applied Psychology* 2021-2024
- Ad hoc reviewer, *Organizational Behavior and Human Decision Processes* 2010-present
- Ad hoc reviewer, *Journal of Management* 2009-present
- Ad hoc reviewer, *Human Performance* 2009
- Ad hoc reviewer, *Journal of Occupational and Organizational Psychology* 2007-2019
- Ad hoc reviewer, *Journal of Applied Social Psychology* 2007
- Ad hoc reviewer, *Law and Human Behavior* 2006
- Reviewer, Society for Industrial and Organizational Psychology 2005-present
- Reviewer, Academy of Management 2005-present
  - Human Resources Division
  - Organizational Behavior Division
- Reviewer, SIOP Anti-Racism Grant Committee 2020-2021
- Reviewer, SHRM Foundation Grant Committee 2010
- Volunteer, Academy of Management OBWeb Initiative 2008
- SIOP S. Raines Wallace Best Dissertation Subcommittee 2006

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**UNIVERSITY SCHOOL AND DEPARTMENT SERVICE**

- Temple University Strategic Plan Executive Committee 2025-2026
  - Temple University
- CAFSBM Steering Committee Secretary 2023-2024
  - Fox School of Business
- HROB PhD Concentration Director 2021-2026
  - Fox School of Business
- Faculty Senate Committee on Administrative and Trustee Appointments 2022-2025
  - Temple University
- University Faculty Senate Representative 2021-2024
  - Fox School of Business
- CAFSBM Budget Committee 2020-2024
  - Fox School of Business
- CAFSBM Steering Committee, At Large Member 2020-2021
  - Fox School of Business
- HRM Department Merit Committee Chair 2019-2022
  - Fox School of Business
- HRM Department P&T Committee 2019-2021
  - Fox School of Business
- HRM eSFF Review Committee 2020-2020
  - Fox School of Business

- CAFSBM Merit Committee 2018-2019
  - Fox School of Business
- STHM P&T Committee 2018, 2022
  - School of Tourism and Hospitality Management
- HRM Department Faculty Search Committee Chair 2017-2019
  - Fox School of Business
- CAFSBM Chair 2017-2018
  - Fox School of Business
- Dean's P&T Reading Committee 2016-2018
  - Fox School of Business
- CAFSBM Faculty Development Committee 2014-2015
  - Fox School of Business
- CAFSBM Steering Committee, At Large Member 2013-2014
  - Fox School of Business
- Mission/Strategic Planning Committee 2013-2014
  - Fox School of Business
- HRM Department Faculty Search Committee 2013-2016
  - Fox School of Business
- STHM New Faculty Search Committee 2013-2014
  - School of Tourism and Hospitality Management
- HRM Department Doctoral Committee 2012-present
  - Fox School of Business
- Research/Intellectual Contributions Committee
  - Rutgers University, School of Business 2010-2012
- Undergrad Curriculum Committee; Member
  - Rutgers University, School of Business 2009-2010
- Graduate Scholarships Committee; Member
  - University of Calgary 2006-2007
- IOPSA Distinguished Alumni Award Committee
  - George Mason University 2002–2005
- I/O Psychology Student Association (IOPSA); Secretary
  - George Mason University 2002–2003
- I/ON Graduate Student Newsletter; Contributor
  - George Mason University 2001–2005

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**STUDENT THESIS COMMITTEES**

- Xuting Jiang, PhD Dissertation Committee Member; Temple University
- Anastasiia Agolli, PhD Dissertation Committee Chair; Temple University
- Joseph Kim, PhD Dissertation Committee Chair; Temple University
- Biyun Hu, PhD Dissertation Committee Chair; Temple University
- Salifu Mohammed, EDBA Dissertation Committee Member; Temple University
- Michael Hagy, EDBA Dissertation Committee Member; Temple University
- Joseph Regina, Undergraduate Alter Scholar's Thesis Committee Member

- Elspeth Vandergrift, Undergraduate Alter Scholar's Thesis Committee Member
- Rhiannon MacDonnell, Master's Thesis Committee Member; University of Calgary
- Graham Nagy, Undergraduate Honors Thesis Supervisor; University of Calgary
- Jocelyn Junaid, Undergraduate Honors Thesis Committee Member; University of Calgary
- Alissa Perry, Undergraduate Honors Thesis Committee Member; University of Calgary

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**COMPREHENSIVE EXAM COMMITTEES**

- Xuting Jiang, Exam Coordinator, 2024
- Ritika Pabari, Exam Coordinator, 2024
- Kristan Gardner, Exam Coordinator, 2024
- Junghwan Park, Exam Coordinator, 2023
- Xiao Xiao, Exam Coordinator, 2023
- Dayoung Kim, Exam Coordinator, 2023
- Anastasiia Agolli, Exam Coordinator, 2022
- Dishi Hu, Committee Member, 2021
- Mustafa Akben, Committee Member, 2020
- Joseph Kim, Committee Member, 2019
- Hailey Park, Committee Member, 2019
- Biyun Hu, Committee Member, 2018
- Soojung Han, Committee Member, 2017

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**PROFESSIONAL AFFILIATIONS**

- Academy of Management (AoM)
- Society of Industrial/Organizational Psychology (SIOP)

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**MEDIA COVERAGE OF RESEARCH**

- https://www.nytimes.com/athletic/7075737/2026/02/28/pat-riley-suits-basketball-coaches-leadership/?unlocked_article_code=1.TFA.JwH-.eX3iXIQB2ldT&source=athletic_user_shared_gift_article_copylink&smid=url-share-ta
- Harvard Business Review Idea Watch (July/August, 2023)
- https://www.forbes.com/sites/adigaskell/2023/02/16/do-clothes-matter-to-our-success-at-work/?sh=394963d668e4
- https://www.strategy-business.com/blog/Post-pandemic-dressing-for-success
- https://www.verywellmind.com/color-analysis-how-to-look-feel-your-best-8635791
- https://www.psychologytoday.com/intl/blog/people-planet-profits/202312/unplugging-to-recharge
- https://www.futureforwork.com/en/without-disconnection-there-is-no-connection/

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