

April, 2021

**JOHN R. DECKOP**  
Department of Human Resource Management  
Fox School of Business  
Temple University  
Philadelphia, PA 19122 USA  
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## **EDUCATION**

- Ph.D. University of Minnesota, Minneapolis, MN  
Industrial Relations 1984  
  
Dissertation title: An Investigation of Chief Executive Officer  
Compensation
- M.A. University of Minnesota, Minneapolis, MN  
Industrial Relations 1981
- B.S. State University of New York at Buffalo  
Business Administration 1978  
  
Undergraduate Honors:  
Graduate Magna Cum Laude  
Beta Gamma Sigma Honor Society

## **ACADEMIC POSITIONS**

- 2012 – Present Research Fellow, Cornell Institute for Compensation Studies
- 2009 - Present Professor, Human Resource Management
- 1993 - 2009 Associate Professor, Human Resource Management
- 1995-2002 Chair, Department of Human Resource Administration
- 1993-1996 Associate Director, Henrietta Frankel Ethics Center,  
School of Business and Management, Temple University
- 1987-1993 Assistant Professor, Human Resource Administration,  
Temple University
- 1984-1987 Assistant Professor, Management  
Vanderbilt University, Nashville, TN

## **COMMUNITY SERVICE (selected)**

2014-Present Trail Ambassador, Friends of the Wissahickon, Wissahickon Valley Park.

2003-2011 Member, Board of Directors, PathWaysPA Inc.

Board Secretary.

PathWaysPa ([pathwayspa.org](http://pathwayspa.org)) is a nonprofit organization that helps low-income women, teens, children, and families achieve economic independence and family well-being.

1997- 2000 Past-President, National Board of Directors, Dismas Inc.  
Member, Executive Committee, Dismas Inc.

1989-1997 President, National Board of Directors, Dismas Inc.  
Chair, Executive Committee, Dismas Inc.

Dismas Inc. is a nonprofit organization based in Nashville, Tennessee, that owns and operates transitional homes in which former prisoners live with college students.

## RESEARCH

### Refereed Journal Articles

- McClendon, J.A., Deckop, J.R., Han, S. and Petrucci, T. (2020). A Study of System Execution of Performance Appraisal, *International Journal of Selection and Assessment* 28 (3), 322-336.
- Morand, D., Merriman, K.K., and Deckop, J.R. (2020). Making Sense of Egalitarian Pay: Reconceptualising its Treatment in Organisations, *Human Resource Management Journal*, 30(2) 180-197.
- Promislo, M., Giacalone, R.A., and Deckop, J.R. 2017. Assessing Three Models of Materialism-Postmaterialism and Their Relationship With Well-Being: A Theoretical Extension." *Journal of Business Ethics*, 143: 531–541.
- Deckop, J.R., Giacalone, R.A. & Jurkiewicz, C.L. 2015. Materialism and Workplace Behaviors: Does Wanting More Result in Less? *Social Indicators Research*, 121 (3), 787-803
- Promislo, M., Deckop, J.R., Giacalone, R.A., & Jurkiewicz, C.L. 2010. Valuing Money More Than People: The Effects of Materialism on Work-Family Conflict. *Journal of Occupational and Organizational Psychology* 84 (4) 935-953.
- Deckop, J.R., Jurkiewicz C.L. & Giacalone R.A. 2010. Effects of Materialism on Work-Related Personal Well-Being. *Human Relations* 63 (7), 1007-1030.
- Giacalone, R.A., Jurkiewicz, C.L., & Deckop, J.R. 2008. On Ethics and Social Responsibility: The Impact of Materialism, Postmaterialism, and Hope. *Human Relations*, 61 (4), 483-514.
- Merriman, K.K., & Deckop, J.R. 2007. Loss Aversion and Variable Pay: A Motivational Perspective. *International Journal of Human Resource Management*, 18 (6), 1026-1041.
- Deckop, J.R., Konrad, A.M., Perlmutter, F., & Freely J.L. 2006. Effect of Human Resource Management Practices on the Retention of Former Welfare Recipients. *Human Resource Management*, 45 (4), pp. 539-559.
- Deckop, J.R., Merriman, K.K., & Gupta, S. 2006. The Effects of CEO Pay Structure on Corporate Social Performance. *Journal of Management*, 32 (3), pp. 329-342.

- Perlmutter, F.D., Deckop, J.R., Konrad, A.M. & Freely, J.L. 2005. Nonprofits and the Job Retention of Former Welfare Clients, *Nonprofit and Voluntary Sector Quarterly* 34, 473-490.
- Deckop, J.R., Merriman, K.K., & Blau, G. 2004. Impact of Variable Risk Preferences on the Effectiveness of Control by Pay, *Journal of Occupational and Organizational Psychology*, 77, 63-80.
- Deckop, J.R., Cirka, C.C., & Andersson, L.M. 2003. Doing Unto Others: The Reciprocity of Helping Behavior in Organizations. *Journal of Business Ethics*, 47, 101-113.
- Konrad, A.M., & Deckop, J.R. 2001. Human Resource Management Trends in the United States: Challenges in the Midst of Prosperity, *International Journal of Manpower*, 22 (3), 269-278.
- Deckop, J.R. & Cirka, C.C. 2000. The Risk and Reward of a Double-Edged Sword: Effects of a Merit Pay Program on Intrinsic Motivation, *Nonprofit and Voluntary Sector Quarterly*, 29 (3), 400-418.
- Deckop, J.R., Mangel, R., & Cirka, C.C. 1999. Getting More Than You Pay For: Organizational Citizenship Behavior and Pay for Performance Plans, *Academy of Management Journal*, 42, no. 4, pp. 420-428.
- Deckop, J.R. 1994. The Practical Effects of Bias on Compensable Factor Weights in Job Evaluation: A Policy-Capturing Experiment, *International Journal of Selection and Assessment*, Vol.2, no.2, pp. 217-225.
- Deckop, J.R., McClendon, J.A., & Harris-Pereles, K.L. 1993. The Effect of Union Militancy Intentions and Union Attitudes on the Organizational Citizenship Behavior of University Faculty, *Employee Responsibilities and Rights Journal*, vol. VI, no. 2.
- Mahoney, T.A. & Deckop, J.R. 1993. Y'Gotta Believe: Lessons from American- vs. Japanese-Run U.S. Factories. *Organizational Dynamics*, Spring, 27-38.
- Deckop, J.R. 1992. Organizational and Career Pay Satisfaction. *Human Resource Management Review*, Vol. 2, no. 2, 115-129.
- Deckop, J.R. 1988. Determinants of Chief Executive Officer Compensation, *Industrial and Labor Relations Review*, Vol. 41, (2), January, 215-226
- Mahoney, T.A. & Deckop, J.R. 1986. Evolution of Concept and Practice in Personnel Administration/Human Resource Management (PA/HRM), *Journal of Management*, Vol. 12, No.2, 223-242.

## **Book**

Deckop, J.R. (Ed.) *Human Resource Management Ethics*, 2006. Greenwich, CT: Information Age Publishers.

## **Book Chapters**

Deckop, J.R. 2008. Conceptual Tools for Studying the Ethics of Human Resource Management. Chapter 12, in Vida Gulbinas Scarpello (Ed). *The Handbook of Human Resource Management Education: Promoting and Effective and Efficient Curriculum*, Los Angeles: Sage Publications.

Kasser, T., Vansteenkiste, M., & Deckop, J.R. 2006. The Ethical Problems of a Materialistic Value Orientation for Business (and some suggestions for alternatives). In J.R. Deckop (Ed.), *Human Resource Management Ethics*. Greenwich, CT: Information Age Publishers.

Deckop, J.R., & Konrad, A.M., 2006. Welfare to Work Programs, *Encyclopedia of Career Development*, Greenhaus, J.H., & Callanan, G.A. (Eds.), Sage Publications.

Deckop, J.R., & Cirka, C.C. 2002. Effects of Perceived Justice and Low Pay on Intrinsic Motivation: Application to Public Service, in La motivation au travail dans les services publics, T. Duvillier, Genard, J.L., & Piraux, A. (Eds.), Paris : L'Harmattan.

Mahoney, T.A. and Deckop, J.R. 1990. Expert Systems in Human Resource Management , Ch. 7 in R. Blanning (Ed.) *Foundations of Expert Systems for Management*, Koln: Verlag TUV Rheinland.

Deckop, J.R. 1987. Top Executive Compensation and the Pay for Performance Issue , In D. Balkin and L. Gomez-Mejia Eds.) *New Perspectives in Compensation*, (New York: Prentice-Hall), 285-293.

## **Book Review**

Deckop, J.R. (in press). "Questioning Performance Measurement: Metrics, Organizations, and Power," by Guy Redden, reviewed for *Organization Studies*.

## **Refereed Proceedings**

Morand, D., Merriman, K.K., and Deckop, J.R. 2018. "Exploring the Functional Role of Distributive Equality in Organizational Pay Systems," European Academy of Management Annual Meeting, Reykjavik, Iceland, June.

Merriman, K.K., Morand, D., and Deckop, J.R. 2016. "When Less is More: Sorting Effects of Small Pay Differentials," European Academy of Management Annual Meeting, Paris, June.

McClendon, J., Deckop, J., Petrucci, T. 2014. Impact of Performance Appraisal on Employee Motivation: The Role of System Execution, *Proceedings of the Eastern Academy of Management*, Newport, RI, May.

Promislo, M. & Deckop, J.R. 2008. Valuing Money More Than People: The Effects of Materialism on Work-Family Conflict. *Proceedings of the Academy of Management National Meetings*, Anaheim, August.

Deckop, J.R., Mangel, R., Cirka, C.C. 1998. Getting More Than You Pay For: Organizational Citizenship Behavior and Pay for Performance Plans, *Proceedings of the Eastern Academy of Management*, Springfield, MA, May

Named outstanding empirical paper at the conference.

Deckop, J.R. and Cirka, C.C. 1995. A Field Test of the Insufficient Justification Hypothesis, *Proceedings of the Southern Management Association Annual Meetings*, Orlando, November.

Deckop, J.R. 1995. Pay System Effects on Altruism Motivation, *Best Paper Proceedings of the Academy of Management National Meetings*, Vancouver, August.

Nominated for Best Paper Award, Public and Nonprofit Sectors Division.

Deckop, J.R. 1993. Organizational and Career Pay Satisfaction: An Outcomes Focus, *Proceedings of the Forty-Fifth Annual Meeting of the Industrial Relations Research Association*, Madison, WI.

Deckop, J.R. & Mahoney, T.A. 1990. Workforce 2000: Compensation Implications, *Proceedings of the Forty-Second Annual Meeting of the Industrial Relations Research Association*, Madison, W.

Deckop, J.R. 1986. An Outlook for Worker Participation, in *Proceedings of the Seventh Annual Southern Regional Industrial Relations Academic Seminar*, Columbia, SC, H.N. Wheeler, (Ed.), October, 33-35.

### **Academic Presentations (Refereed)**

- Litzky, B.E., Andersson, L., Keiser, L., Deckop, J. & Haynes, C. (2020). *Paycheck to paycheck: Economic insecurity in American workers*. Paper presented at the International Association for Business and Society Annual Meeting, Lisbon, Portugal, July. <https://www.iabs.net/2020-virtual-conference>
- Morand, D., Merriman, K.K., and Deckop, J.R. 2018. "Exploring the Functional Role of Distributive Equality in Organizational Pay Systems," European Academy of Management Annual Meeting, Reykjavik, Iceland, June.
- Merriman, K.K., Morand, D., and Deckop, J.R. 2016. "When Less is More: Sorting Effects of Small Pay Differentials," European Academy of Management Annual Meeting, Paris, France, June.
- McClendon, J.A., Deckop, J.R., Petrucci, T. 2014. "Impact of Performance Appraisal on Employee Motivation: The Role of System Execution," Annual Meeting of the Eastern Academy of Management, Newport, RI. May.
- Merriman, K.K. & Deckop, J.R. 2010. Performance Pay and Feedback as Structural Antecedents to Employee Well-Being. Presented at the Academy of Management National Meeting, Montreal, August.
- Konrad, A.M. & Deckop, J.R. 2008. Human Resource Management Practices for Employing Former Welfare Clients. Presented at the Academy of Management National Meeting, Anaheim, August.
- Promislo, M. & Deckop, J.R. 2008. Valuing Money More Than People: The Effects of Materialism on Work-Family Conflict. Presented at the Academy of Management National Meeting, Anaheim, August.
- Deckop, J.R., Jurkiewicz, C. L., & Giacalone, R. A. 2007. Can't Get No Satisfaction: The Effects of Materialism on Work-Related Personal Well-Being. Presented at the Academy of Management National Meeting, Philadelphia, Pennsylvania.
- Konrad, A.M., Deckop, J., Perlmutter, F., & Freely, J. 2007. Human Resource Management Configurations for Low-Wage Workers: Do Employers Make Investments in Former Welfare Clients? Presented at the Academy of Management National Meeting, Philadelphia, Pennsylvania.
- Deckop, J.R. & Kasser, T. 2005. Pay Systems and Materialism: An Employee Rights Perspective. Presented at the Academy of Management National Meetings, Honolulu, HI.
- Perlmutter, F.D., Deckop, J.R., Konrad, A.M. & Freely, J.L. 2004. Nonprofits and the Job Retention of Former Welfare Clients, Paper presented at the national

meetings of the Association for Research in Nonprofit and Voluntary Organizations (ARNOVA), Denver, CO.

Deckop, J.R., Konrad, A.M., Perlmutter, F., & Freely, J. 2004. Effect of Human Resource Management Practices on the Retention of Former Welfare Clients. Presented at the Academy of Management National Meeting, New Orleans.

Deckop, J.R., Cirka, C.C., & Andersson, L.M., 2002. Doing Unto Others: The Reciprocity of Helping Behavior in Organizations. Paper presented at the Academy of Management National Meetings, Denver, CO.

Deckop, J.R., Merriman, K., & Blau, G., 2001. Pay for Performance and Risk Preferences: Consequences of Fit, paper presented at the Academy of Management National Meetings, Washington, DC.

Deckop, J.R., Mangel, R., Cirka, C.C., 1998. Getting More Than You Pay For: Organizational Citizenship Behavior and Pay for Performance Plans, Presented at the Eastern Academy of Management, Springfield, MA.

Winner, Outstanding Empirical Paper Award at conference.

Deckop, J.R. & Cirka, C.C., 1996. Justice Related Effects of Merit Pay on Intrinsic Motivation: A Field Study, to be presented at the National Academy of Management Meetings, Cincinnati.

Cirka, C.C. & Deckop, J.R. 1996. Altruism Motivation and Extra-role Behavior: Is Exchange All That Matters? Presented at the National Academy of Management Meetings, Cincinnati.

Deckop, J.R. & Cirka, C.C. 1995. A Field Test of the Insufficient Justification Hypothesis, presented at the Southern Management Association Annual Meetings, Orlando.

Deckop, J.R. 1995. Pay System Effects on Altruism Motivation, presented at the Academy of Management National Meetings, Vancouver.

Nominated for Best Paper Award, Public and Nonprofit Sectors Division.

Deckop, J.R. 1993. Organizational and Career Pay Satisfaction: An Outcomes Focus, presented at the 45th Annual Meeting of the Industrial Relations Research Association, Anaheim, CA.

Deckop, J.R. 1990. Information Processing Implications for the Conceptualization and Measurement of Pay Satisfaction, presented at the Academy of Management Annual Meeting, San Francisco.



Deckop, J.R. & Mahoney, T.A. 1989. Workforce 2000: Compensation Implications , presented at the 42nd Annual Meeting of the Industrial Relations Research Association, Atlanta, GA.

Deckop, J.R. 1987. Twenty-Five Years of Executive Compensation Research: A Look Back and Suggestions for the Future , presented at the Southern Academy of Management Meetings, New Orleans.

Deckop, J.R. 1986. An Outlook for Worker Participation, presented at the Seventh Annual Southern Regional Industrial Relations Academic Seminar, Columbia, SC.

Deckop, J.R. & Mahoney, T.A. 1982. The Economics of Executive Compensation , presented and the Academy of Management National Meetings, New York.

### **Academic Presentations (Nonrefereed)**

Deckop, J.R. 2105. A Dark Side of Pay for Performance: Does Pay for Performance Cause Employees to “Tune-Out” Their Supervisors? Presented at the International Executive Education Center Knowledge Leadership Series, Singapore, June 10.

Deckop, J.R. 2014. The gender earnings gap and corporate pay systems: Causes and potential remedies. Presented at the International Executive Education Center Knowledge Leadership Series, Singapore, August 13.

Deckop, J.R. 2013. Mindfulness in the workplace. Presented at the International Executive Education Center Knowledge Leadership Series, Singapore, July 31.

Deckop, J.R. 2012. The darker side of pay for performance. Presented at the International Executive Education Center Knowledge Leadership Series, Singapore, August 29.

Deckop, J.R. 2011. The dark side of pay for performance. Presented at the International Executive Education Center Knowledge Leadership Series, Singapore, July 13.

Deckop, J.R. 2010. Effects of recent executive pay regulations on future executive compensation practices, public expectations, and policy. HRM Conversations in Leadership Presentation Series, March 26.

Deckop, J.R. 2007. The Effect of Human Resource Management Practices on the Job Retention of Former Welfare Recipients, Philadelphia Chapter of the Labor and Employment Relations Association, Nov.

Konrad, A.M., Deckop, J.R., Perlmutter, F. & Freely, J. Job Retention Among Former Welfare Clients: What Can Employers Do? Center for Public Policy Research Forum, TUCC, April.

Deckop, J.R. & Cirka, C.C. 2000. The Risk and Reward of a Double-Edged Sword: Effects of a Merit Pay Program on Intrinsic Motivation, presented to the Philadelphia Chapter of the Industrial Relations Research Association, Nov.

Deckop, J.R. & C.C. Cirka, 1996. Effects of Pay Systems on Altruism Motivation, presented at Nonprofit Management Regional Research Forum, LaSalle University, May.

Deckop, J.R. 1988. Driving Productivity through Compensation, presented at the Tri-State Personnel Association Second Annual Human Resource Conference, May.

### **Invited Publications**

Deckop, J.R. & Cirka, C.C., 2001. Merit Pay as a Double-Edged Sword, *The Not-For-Profit CEO Monthly Newsletter*, 8 (8), June.

Deckop, J.R. 1985. Paying for Performance at the Executive Level, *The Owen Manager*, Vol. 7, No. 1, Fall.

Deckop, J.R. 1981. Role of Occupational Information in Planning Post-Secondary Vocational Education at the Local Level, Ch. 5 in *Minnesota's Occupational Information Systems: Further Development and Field Testing*, Minnesota Research and Development Center for Vocational Education, University of Minnesota.

### **Research in Progress**

Justice, Competency Feedback, and Performance Appraisal. Currently in data analysis stage.

Once Again: Motivational Effects of Pay for Performance. Currently in conceptual stage.

### **Ph.D. DISSERTATIONS CHAIRED**

Jiu Chang, 2009.

Lisa Stickney, 2008.

Kimberly Merriman, 2002.

Carol Cirka, 2000.

Andrea Lopez, 1996.

## **EDITORIAL BOARD MEMBERSHIP and MANUSCRIPT REVIEW**

Member, *Group and Organizational Management* Editorial Board, 2003-2019.

Member, *Academy of Management Journal* Editorial Board, 1998-2010

Guest Editor, *Group and Organizational Management*, 2005, 2006.

### **Ad-hoc Reviewer for (Selected):**

National Academy of Science

*Academy of Management Review*

*Academy of Management Journal*

*Industrial and Labor Relations Review*

*Industrial Relations*

*Journal of Management Studies*

*Human Resource Management Review*

*Motivation and Emotion*

*Nonprofit and Voluntary Sector Quarterly*

*Fathering: A Journal of Theory, Research, and Practice about Men as Fathers*

*Human Relations*

*International Journal of Manpower*

## **RESEARCH GRANTS**

2002 (March) Co-Principal Investigator on \$108,835 grant from the Mott Foundation to study the effect of human resource management practices on the retention of former welfare recipients. (with Alison Konrad, PI, and Felice Perlmutter, Co-PI).

2001 Temple University Collaborative Research Fund and Center for Public Policy (\$12,500). With Alison Konrad and Felice Perlmutter.

1991 Summer Research Fellowship, Temple University (\$3,500)

1984-1986 Summer Research Fellowships, Vanderbilt University (\$6,000 - \$8,000 each)

1981 Minnesota Occupational Information Coordination Committee (\$4,500).

## **MEDIA QUOTES (selected)**

*Philadelphia Business Journal*, Top Executive Compensation, 2002

*Orange County Register*, Top Executive Compensation, 2001

Healthscout.com: Nonprofit pay systems, 2000

*The Register Guard*: Top Executive Compensation, 1998

*St. Louis Post-Dispatch*: Top Executive Compensation, 1996, 1998, 1999, 2000

*St. Paul Pioneer Press*: Top Executive Compensation, 1995-97, 1999, 2002

*Philadelphia Inquirer*: Top Executive Compensation, 1997

*Philadelphia Daily News*: Performance Appraisal, 1996

*Philadelphia Daily News*: Severance Plans, 1995

*Doylestown Intelligencer*: Public Sector Compensation, 1997

## **PROFESSIONAL MEMBERSHIPS**

Academy of Management.

Divisional Memberships:  
Human Resource Management,  
Public and Nonprofit,  
Social Issues in Management

## **TEACHING AREAS**

Strategic Reward Systems  
Compensation Management  
Business, Society, and Ethics  
Human Resource Management  
International Human Resource Management  
Co-op/Field Experiences in Human Resource Management  
Organizational Staffing, Development  
Organizational Management  
Human Relations  
Quantitative Methods

## **TEACHING AWARDS**

MS in Human Resource Management (Singapore) Faculty of the Year, 2014.

The Musser Award for Excellence in Leadership, for Teaching, 2007.

Fox MBA Faculty of the Year, 2007.

MBA Professor of the Year, May, 1998.

### **UNIVERSITY SERVICE (Selected)**

- 2013-21 Member, Fox School Promotion and Tenure Committee
- 2019-20 Member, Fox School Merit Committee
- 2013-21 BA 3102 Core Course Coordinator
- 2013-19 Member, HRM Department New Faculty Search Committee
- 2015-18 Co-Chair, BBA Redesign Committee: Critical Thinking
- 2017-18 Chair, Task Force on HRM Absorbing Business Management Major
- 2009-16 Member, Faculty Senate Personnel Committee
- 2007-13: Chair, HRM Department New Faculty Search Committee
- 2009-10 FSBM Merit Committee Member
- 2003-09: Director, Organization and Human Resources Specialization, Ph.D. BA program.
- 2002-08: Department Merit Committee, Department M.S. Program Committee
- 2002-06 Representative, Temple University Faculty Senate
- 2007-09 Member, Executive Council, FSBM Re-accreditation Review Task Force
- 2000-04 Member, FSBM Accreditation Oversight Committee
- 2000-02 Member, FSBM MS Program Proposal Subcommittee
- 1995-02 HRM Department Chair
- 2000-02 Member, Division of University Studies Oversight Committee
- 1999-00 Chair, Collegial Assembly of the School of Business and Management

- 1998-99 Chair-Elect, Collegial Assembly of the School of Business and Management; Member, Steering Committee
- 1999-00 Led Committee (ad-hoc) that reformulated Masters level HRA curriculum
- 1998-99 Member, MBA 2000 Advanced Management Core Task Force
- 1994-97: Member, Elections and Grievance Committee, Collegial Assembly of the School of Business and Management (Chair, 1994-95)
- 1993-96: Associate Director, Business Ethics Resource Center
- 1992-96: Business Ethics Coordinator, Temple SBM
- 1987-96: Department Undergraduate Curriculum Committee
- 1994-95: Member, Steering Committee, Collegial Assembly of the School of Business and Management
- 1991-95: Ph.D. Qualifying Exam Committee (Org. Theory and Beh.)
- 1988-95: HRA Department Co-op Coordinator
- 1991-92: Led committee (Ad-hoc) to formulate ethics module for MBA curriculum
- 1991-92: Secretary, School of Business Collegial Assembly
- 1990-92: Member, Steering Committee, Collegial Assembly School of Business and Management
- 1988-91: Grievance and Elections Committee, School of Business Collegial Assembly, (Chair, 1990-91)