

**Brian C. Holtz**  
Temple University  
Fox School of Business  
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## PROFESSIONAL EMPLOYMENT

Associate Professor Fox School of Business, Temple University	July 2016-Present
Assistant Professor Fox School of Business, Temple University	July 2012-June 2016
Assistant Professor School of Business, Rutgers University	September 2008-June 2012
Visiting Assistant Professor Department of Psychological Sciences, Purdue University	August 2007-May 2008
Assistant Professor Department of Psychology, University of Calgary (Primary) Haskayne School of Business, University of Calgary (Courtesy)	July 2005-July 2008

## EDUCATION

<b>George Mason University</b> , Fairfax, VA Ph.D. Industrial-Organizational Psychology	August 2005
M.A: Industrial-Organizational Psychology	May 2003
<b>Portland State University</b> , Portland, OR B.S. Psychology (with Honors)	June 2000

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## PEER-REVIEWED JOURNAL ARTICLES

Kim, J., Holtz, B.C., Hu, B. (Forthcoming). Rising Above: Investigating employee exemplification as a response to the experience of shame induced by abusive supervision. *Journal of Occupational and Organizational Psychology*.

Brockner, J., DeCremer, D., van Dijke, M., De Schutter, L., Holtz, B.C., & van Hiel, A. (Forthcoming). Factors affecting supervisors' enactment of interpersonal fairness: The

- interactive relationship between their managers' informational fairness and supervisors' sense of power. *Journal of Organizational Behavior*.
- 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.
- 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.
- 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.
- 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
- Holtz, B.C., & Hu, B. (2017). Passive leadership: Relationships with trust and justice Perceptions. *Journal of Managerial Psychology*, 32, 119 - 130.
- 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.
- 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.
- Holtz, B. C. (2015). From first impression to fairness perception: Investigating the impact of initial trustworthiness beliefs. *Personnel Psychology*, 68, 499–546.
- Harold, C. M., & Holtz, B. C. (2015). The effects of passive leadership on workplace incivility. *Journal of Organizational Behavior*, 36, 16-38.
- Holtz, B. C. (2013). Trust primacy: A model of the reciprocal relations between trust and perceived justice. *Journal of Management*, 39, 1891-1923.
- Holtz, B. C., & Harold, C. M. (2013). The effects of leadership consideration and structure on employee perceptions of justice and counterproductive work behavior. *Journal of Organizational Behavior*, 34, 492–519

- Holtz, B. C., & Harold, C. M. (2013). Interpersonal justice and deviance: The moderating effects of interpersonal justice values and justice orientation. *Journal of Management*, 39, 339-365.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
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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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## PEER-REVIEWED CONFERENCE PAPERS AND PRESENTATIONS

**Note:** \*indicates the primary presenter at the conference.

- 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 34<sup>th</sup> 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 34<sup>th</sup> 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 32nd Annual 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 30<sup>th</sup> 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 28<sup>th</sup> 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 20<sup>th</sup> 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 20<sup>th</sup> 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 19<sup>th</sup> 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.

## 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

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

### MBA

- Human Resource Management

### Undergraduate

- Leadership and Organizational Management
  - Leadership in the 21<sup>st</sup> 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
- 

## 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 policies. 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.

## 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

## 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

## PROFESSIONAL SERVICE



- Consulting editor board, *Personnel Psychology* 2017-present
- Consulting editor board, *Journal of Organizational Behavior* 2012-present
- Consulting editor board, *Journal of Business and Psychology* 2009-2017
- 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-present
- Ad hoc reviewer, *Journal of Occupational and Organizational Psychology* 2007-present
- 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, SHRM Foundation Grant Committee 2010
- Volunteer, Academy of Management OBWeb Initiative 2008
- SIOP S. Raines Wallace Best Dissertation Subcommittee 2006

#### UNIVERSITY SCHOOL AND DEPARTMENT SERVICE

- CAFSBM Budget Committee 2020-2021
  - Fox School of Business
- CAFSBM Steering Committee 2020-2021
  - Fox School of Business
- HRM Department Merit Committee Chair 2019-2021
  - 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 2018-2019
  - 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
- CAFSBM Faculty Development Committee 2014-2015
  - Fox School of Business
- CAFSBM Steering Committee 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; Member
    - 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; Member
    - 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
- 

## **STUDENT THESIS COMMITTEES**

- Biyun Hu, PhD Doctoral Committee Chair; Temple University
  - Salifu Mohammed, EDDBA Committee Member; Temple University
  - Michael Hagy, EDDBA Committee Member; Temple University
  - 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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## **PROFESSIONAL AFFILIATIONS**

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