

Curriculum Vita  
April 2012

**RUSSELL E. JOHNSON, Ph.D.**  
**Department of Management, Michigan State University**  
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## **EDUCATION**

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**University of Akron, Akron, Ohio, USA**

*Doctor of Philosophy, Industrial and Organizational Psychology* August 2006

Advisor: Robert G. Lord, Ph.D.

Dissertation: Uncovering the motivational processes underlying justice: The implicit cognitive, affective, and conative effects of experiencing (un)fairness

Committee: Robert G. Lord (Chair), Rosalie J. Hall, Paul E. Levy, Aaron M. Schmidt, and Roger C. Mayer

*Masters of Arts, Industrial and Organizational Psychology*

August 2003

Advisor: Robert G. Lord, Ph.D.

Thesis: The influence of performance-goal discrepancy and progress rate feedback on motivation: The differential effects of how far and how fast

**University of Calgary, Calgary, Alberta, Canada**

May 2001

*Bachelor of Arts (Honours)*

Advisor: Theresa J. B. Kline, Ph.D.

Major/Minor: Psychology / Philosophy

Thesis: What users think about groupware: A case study.

## **ACADEMIC POSITIONS**

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**Michigan State University**

Department of Management

Eli Broad College of Business

East Lansing, MI, USA

Assistant Professor

July 2010–present

**University of South Florida**

Department of Psychology

Tampa, Florida, USA

Assistant Professor

August 2006–June 2010

## RESEARCH INTERESTS

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*General Areas:* Organizational Behavior  
Human Resource Management  
Industrial and Organizational Psychology

*Specific Topics:* Motivation and Emotion  
Leadership  
Work Attitudes and Perceptions (e.g., Commitment, Justice)  
Employee Identity  
Implicit Information Processing

## PUBLICATIONS

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\* Denotes student co-author

**Johnson, R. E.**, \*Venus, M., \*Lanaj, K., \*Mao, C., & Chang, C.-H. (conditionally accepted). Leader identity as an antecedent of the frequency and consistency of transformational, consideration, and abusive leadership behaviors. *Journal of Applied Psychology*.

\*Lanaj, K., Chang, C.-H., & **Johnson, R. E.** (in press). Regulatory focus and work-related outcomes: A meta-analysis. *Psychological Bulletin*.

\*Jackson, E. M., & **Johnson, R. E.** (in press). When opposites do (and do not) attract: Interplay of leader and follower self-identities and its consequences for leader-member exchange. *The Leadership Quarterly*.

Uhlmann, E. L., Leavitt, K., Menges, J. I., \*Koopman, J., \*Howe, M. D., & **Johnson, R. E.** (in press). Getting explicit about the implicit: A taxonomy of implicit measures and guide for their use in organizational research. *Organizational Research Methods*.

**Johnson, R. E.**, Rosen, C. C., Chang, C.-H., \*Djurdjevic, E., & \*Taing, M. U. (in press). Recommendations for improving the construct clarity of higher-order multidimensional constructs. *Human Resource Management Review*.

**Johnson, R. E.**, & Scott, B. A. (in press). Learning agility requires proper action identification. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

\*Koopman, J., \*Howe, M., **Johnson, R. E.**, Tan, J. A., & Chang, C.-H. (in press). A framework for developing word fragment completion tasks. *Human Resource Management Review*.

\*Taing, M. U., \*Smith, T., \*Singla, N., **Johnson, R. E.**, & Chang, C.-H. (in press). The relationship between learning goal orientation, goal-setting, and performance: A longitudinal study. *Journal of Applied Social Psychology*.

- Rosen, C. C., \*Slater, D. J., Chang, C.-H., & **Johnson, R. E.** (in press). Let's make a deal: An examination of the frequency, dimensionality, and relationships of idiosyncratic work arrangements. *Journal of Management*.
- Chang, C.-H., \*Siemienieć, G. M., Rosen, C. C., & **Johnson, R. E.** (in press). Perceptions of organizational politics and employee performance: Conscientiousness and self-monitoring as moderators. *Journal of Business and Psychology*.
- \*Jackson, E. M., \*Rossi, M. E., \*Hoover, E. R., & **Johnson, R. E.** (in press). Relationships of leader reward behavior with employee behavior: Fairness and morale as key mediators. *Leadership & Organization Development Journal*.
- Chang, C.-H., Ferris, D. L., **Johnson, R. E.**, Rosen, C. C., & Tan, J. A. (2012). Core self-evaluations: A review and evaluation of the literature. *Journal of Management*, 38, 81-128.
- \*Eatough, E. M., Chang, C.-H., \*Miloslavic, S., & **Johnson, R. E.** (2011). Relationships of role stressors with organizational citizenship behavior: A meta-analysis. *Journal of Applied Psychology*, 96, 619-632.
- Ferris, D. L., Rosen, C. C., **Johnson, R. E.**, Brown, D. J., Risavy, S., & Heller, D. (2011). Approach or avoidance (or both?): Integrating core self-evaluations within an approach/avoidance framework. *Personnel Psychology*, 64, 137-161.
- Johnson, R. E.**, Rosen, C. C., & Chang, C.-H. (2011). To aggregate or not to aggregate: Steps for developing and validating higher-order multidimensional constructs. *Journal of Business and Psychology*, 26, 241-248.
- Johnson, R. E.**, Rosen, C. C., & \*Djurdjevic, E. (2011). Assessing the impact of common method variance on higher-order multidimensional constructs. *Journal of Applied Psychology*, 96, 744-761.
- Johnson, R. E.**, & \*Saboe, K. (2011). Measuring implicit traits in organizational research: Development of an indirect measure of employee implicit self-concept. *Organizational Research Methods*, 14, 530-547.
- \*Taing, M. U., \*Groff, K. W., \*Granger, B. P., \*Jackson, E. M., & **Johnson, R. E.** (2011). The multidimensional nature of continuance commitment: Commitment owing to economic exchanges versus lack of employment alternatives. *Journal of Business and Psychology*, 26, 269-284.
- Chang, C.-H., & **Johnson, R. E.** (2010). Not all leader-member exchanges are created equal: Importance of leader relational identity level. *The Leadership Quarterly*, 21, 796-808.
- Chang, C.-H., **Johnson, R. E.**, & Lord, R. G. (2010). Moving beyond discrepancies: The importance of velocity as a predictor of satisfaction and motivation. *Human Performance*, 23, 58-80.

- \*Ispas, D., \*Ilie, A., Iliescu, D., **Johnson, R. E.**, & Harris, M. M. (2010). Fairness reactions to selection methods: A Romanian study. *International Journal of Selection and Assessment*, 18, 102-110.
- \*Ispas, D., Iliescu, D., \*Ilie, A., & **Johnson, R. E.** (2010). Examining the criterion related validity of the General Mental Ability Measure for Adults: A two sample investigation. *International Journal of Selection and Assessment*, 18, 226-229.
- Johnson, R. E.**, Chang, C.-H., & Rosen, C. C. (2010). "Who I am depends on how fairly I'm treated": Effects of justice on self-identity and regulatory focus. *Journal of Applied Social Psychology*, 40, 3020-3058.
- Johnson, R. E.**, Chang, C.-H., & \*Yang, L. (2010). Commitment and motivation at work: The relevance of employee identity and regulatory focus. *Academy of Management Review*, 35, 226-245.
- Johnson, R. E.**, & Lord, R. G. (2010). Implicit effects of justice on self-identity. *Journal of Applied Psychology*, 95, 681-695.
- Johnson, R. E.**, Silverman, S. B., Shyamsunder, A., Swee, H.-Y., \*Rodopman, O. B., \*Cho, E., & \*Bauer, J. (2010). Acting superior but actually inferior?: Correlates and consequences of workplace arrogance. *Human Performance*, 23, 403-427.
- Johnson, R. E.**, \*Tolentino, A. L., \*Rodopman, O. B., & \*Cho, E. (2010). We (sometimes) know not how we feel: Predicting work behaviors with an implicit measure of trait affectivity. *Personnel Psychology*, 63, 197-219.
- \*Bauer, J., \*Saboe, K., \*Cho, E., \*Yang, L., **Johnson, R. E.**, \*Erol, H. T., \*Göncü, A., & Tan, J. A. (2009). How prevalent are the different types of organizational justice research? *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2, 196-198.
- Johnson, R. E.**, \*Groff, K. W., & \*Taing, M. U. (2009). Nature of the interactions among organizational commitments: Complementary, competitive or synergistic? *British Journal of Management*, 20, 431-447.
- Johnson, R. E.**, & \*Jackson, E. M. (2009). Appeal of organizational values is in the eye of the beholder: The moderating role of employee identity. *Journal of Occupational and Organizational Psychology*, 82, 915-933.
- Johnson, R. E.**, & \*Steinman, L. (2009). The use of implicit measures for organizational research: An empirical example. *Canadian Journal of Behavioural Science*, 41, 202-212.
- Johnson, R. E.**, & Tan, J. A. (2009). Explicit reasons for examining the implicit motive system. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2, 103-105.

- Rosen, C. C., Chang, C.-H., **Johnson, R. E.**, & Levy, P. E. (2009). Perceptions of the organizational context and psychological contract breach: Assessing competing perspectives. *Organizational Behavior and Human Decision Processes*, 108, 202-217.
- Swann, W. B., Jr., **Johnson, R. E.**, & Bosson, J. K. (2009). Identity negotiation at work. In B. M. Staw & A. P. Brief (Eds.), *Research in Organizational Behavior* (Vol. 29, pp. 81-109). Oxford, UK: Elsevier.
- Johnson, R. E.**, & Chang, C.-H. (2008). Relationships between organizational commitment and its antecedents: Employee self-concept matters. *Journal of Applied Social Psychology*, 38, 513-541.
- Johnson, R. E.**, Rosen, C. C., & Levy, P. E. (2008). Getting to the core of core self-evaluations: A review and recommendations. *Journal of Organizational Behavior*, 29, 391-413.
- Chang, C.-H., **Johnson, R. E.**, & \*Yang, L. (2007). Emotional strain and organizational citizenship behaviors: A meta-analytic review. *Work & Stress*, 21, 312-332.
- Johnson, R. E.**, & Chang, C.-H. (2006). "I" is to continuance as "we" is to affective: The relevance of the self-concept for organizational commitment. *Journal of Organizational Behavior*, 27, 549-570.
- Johnson, R. E.**, Chang, C.-H., & Lord, R. G. (2006). Moving from cognition to behavior: What the research says. *Psychological Bulletin*, 132, 381-415.
- Johnson, R. E.**, Selenta, C., & Lord, R. G. (2006). When organizational justice and the self-concept meet: Consequences for the organization and its members. *Organizational Behavior and Human Decision Processes*, 99, 175-201.
- Johnson, R. E.**, & Kline, T. J. B. (2001). What users think about groupware: A case study. *Psychologist-Manager Journal*, 5, 21-37.

## **BOOK CHAPTERS AND OTHER CONTRIBUTIONS**

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- Johnson, R. E.**, \*Taing, M. U., Chang, C.-H., & \*Kawamoto, C. K. (in press). A self-regulation approach to person–environment fit. In J. Billsberry & A. Kristof-Brown (Eds.), *New directions in organizational fit*. Oxford, UK: Wiley-Blackwell.
- Johnson, R. E.**, \*Lanaj, K., Tan, J. A., & Chang, C.-H. (2012). Putting our trust in fairness: Justice and regulatory focus as triggers of trust and cooperation. In L. L. Neider & C. A. Schriesheim (Eds.), *Research in Management*, Vol. 9 (pp. 1-28). Hartford, CT: Information Age Publishing.
- Johnson, R. E.** (2011, September). Using implicit measures in organizational settings. *Personnel Testing Council of Metropolitan Washington Quarterly*, 7(3), 4-6.

- Johnson, R. E.** (2011). The flexibility of the doctoral degree in I/O psychology. In J. L. Helms & D. T. Rogers, *Majoring in psychology: Achieving your educational and career goals* (pp. 170-171). Oxford, UK: Wiley-Blackwell.
- Johnson, R. E.** (2010). Book review of B. Wittenbrink & N. Schwarz (Eds.), *Implicit measures of attitudes*. *Organizational Research Methods*, 13, 210-213.
- Johnson, R. E., & Nelson, C. E.** (2008). Industrial and organizational psychology. Chapter in R. Feldman, *Understanding psychology*, 8<sup>th</sup> edition. Boston: McGraw-Hill.
- Johnson, R. E.** (2007, August). Implicit organizational behavior: What employees aren't aware of may be important. Editorial in *Europe's Journal of Psychology*. Available online at: [http://www.ejop.org/archives/2007/08/implicit\\_organ.html](http://www.ejop.org/archives/2007/08/implicit_organ.html).
- Johnson, R. E., & Lord, R. G.** (2004). Leader categorization theory. In G. R. Goethals, G. J. Sorenson, & J. M. Burns (Eds.), *Encyclopedia of leadership* (pp. 823-828). Thousand Oaks, CA: Sage.

## **PUBLISHED PROCEEDINGS**

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- \*Göncü, A., \*Kastendieck, T., & **Johnson, R. E.** (2010). The effects of leadership context and level on leadership style preferences. *Proceedings of the 2010 Work Conference on Psychology, Counselling and Guidance Conference*. Antalya, Turkey.
- \*Göncü, A., & **Johnson, R. E.** (2010). The impact of perceptions of gender inequalities in job-related opportunities, justice, and supervisory empathy on employees' commitment. *Proceedings of the 2010 Work Conference on Psychology, Counselling and Guidance Conference*. Antalya, Turkey.
- \*Saboe, K., \*Eatough, E. M., \*Winick, D., Gordon, T., **Johnson, R. E.**, & \*Göncü, A. (2009). Predicting leadership style preferences via followers' chronic motivations. *Proceedings of the 2009 Fall Conference of the International Academy of Management and Business*, Istanbul, Turkey.
- \*Bauer, J., \*Cho, E., **Johnson, R. E.**, & Silverman, S. B. (2008). Acting superior but actually inferior? Relationships of arrogance with motivation and cognitive ability. *Proceedings of the 2008 Southern Management Association Meeting*, St. Pete Beach, Florida.
- Chang, C.-H., & **Johnson, R. E.** (2008). Strain and employee outcomes: Work-based regulatory foci as moderators. *Work, Stress, and Health 2008 Proceedings*, Washington, D.C.
- \*Siemienieć, G. M., Chang, C.-H., Rosen, C. C., & **Johnson, R. E.** (2008). Perceptions of organizational politics and employee performance: Conscientiousness and self-monitoring as moderators. *Proceedings of the 2008 Southern Management Association Meeting*, St. Pete Beach, Florida.

## REVISE AND RESUBMIT

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- Ferris, D. L., **Johnson, R. E.**, Rosen, C. C., \*Djurdjevic, E., Chang, C.-H., & Tan, J. A. (under revision, 3<sup>rd</sup> round). When is success not satisfying? A moderated mediation model of the relation between core self-evaluation and job satisfaction. *Journal of Applied Psychology*.
- Johnson, R. E.**, Chang, C.-H., \*Meyer, T., \*Lanaj, K., & \*Way, J. D. (under review, 2<sup>nd</sup> round). Approaching success or avoiding failure? Approach and avoidance motives in the work domain. *European Journal of Personality*.
- \*Yang, L., **Johnson, R. E.**, Zhang, X., Spector, P. E., & Xu, S. (under review, 2<sup>nd</sup> round). Relations of interpersonal unfairness with counterproductive work behavior: The moderating role of employee self-identity. *Journal of Business and Psychology*.
- \*Kim, Y. J., Van Dyne, L., Kamdar, D., & **Johnson, R. E.** (under review, 2<sup>nd</sup> round). When and why do motives matter? An integrative model of motives, social exchange relationships, and role cognitions as predictors of OCB. *Organizational Behavior and Human Decision Processes*.
- \*Taing, M. U., **Johnson, R. E.**, & \*Askew, K. (under revision, 2<sup>nd</sup> round). The effects of commitment to multiple foci: An analysis of relative influence and interactions. *Human Performance*.
- \*Steinman, L., Persing, C. R., & **Johnson, R. E.** (under revision, 1<sup>st</sup> round). Is it an office with a view or view of the office? Priming versus equity theory as an explanation of productivity in office workers. *Human Performance*.
- \*Taing, M. U., \*Jackson, E. M., \*Poteat, L., **Johnson, R. E.**, & \*Askew, K. (under revision, 1<sup>st</sup> round). The relative effects of commitment to the supervisor and organization: A meta-analysis. *Journal of Occupational and Organizational Psychology*.
- \*Taing, M. U., \*Saboe, K., \*Way, J. D., & **Johnson, R. E.** (under revision, 1<sup>st</sup> round). Transformational leadership: The mediating effects of employee commitment. *Journal of Managerial Psychology*.
- \*Göncü, A., Aycan, Z., & **Johnson, R. E.** (under revision, 1<sup>st</sup> round). Effects of transformational and paternalistic leadership on follower outcomes. *International Journal of Management and Business*.
- \*Djurdjevic, E., & **Johnson, R. E.** (under revision, 1<sup>st</sup> round). Putting the “implicit” in implicit leadership theory: Assessing leadership schemas using an implicit measure. *Journal of Applied Psychology*.
- Chang, C.-H., \*Eatough, E. M., \*Ilie, A., \*Ispas, D., & **Johnson, R. E.** (under revision, 1<sup>st</sup> round). Buffering the negative relationship of psychological strain with citizenship

behavior: The benefits of regulatory focus as a person-based resource. *Organizational Behavior and Human Decision Processes*.

## MANUSCRIPTS UNDER REVIEW

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- Chang, C.-H., **Johnson, R. E.**, & Rosen, C. C. (under review). Moving beyond goal–performance discrepancies: Effects of velocity on goal revision.
- \*Erol-Korkmaz, T. H., **Johnson, R. E.**, & Bicaksiz, P. (under review). Daily events and counterproductive work behavior: The role of fairness, emotions, and emotion regulation.
- \*Ispas, D., \*Ilie, A., **Johnson, R. E.**, Iliescu, D., & Borman, W. C. (under review). A field quasi-experiment of the effects of employee voice in the development of a performance appraisal system.
- \*Ispas, D., Iliescu, D., \*Ilie, A., & **Johnson, R. E.** (under review). The Romanian NEO PI-R: Psychometric analyses and gender differences.
- Johnson, R. E.**, Chang, C.-H., \*Jackson, E. M., & \*Saboe, K. (under review). The effects of transformational and transactional leaders on follower self-concept: A review and meta-analysis.
- \*Lanaj, K., **Johnson, R. E.**, & Barnes, C. M. (under review). Beginning the workday yet already depleted? Consequences of late-night smartphone use and sleep quantity.
- Shi, J., **Johnson, R. E.**, \*Liu, Y., & Wang, M. (under review). Linking subordinate political skill to supervisor dependence and reward recommendations: A moderated mediation model.
- Silverman, S. B., **Johnson, R. E.**, \*McConnell, N., & \*Carr, A. (under review). Arrogance: A formula for leadership failure.

## PRESENTATIONS

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### *Refereed Papers and Posters*

- \*Gamache, D. L., McNamara, G. M., & **Johnson, R. E.** (2012, October). *CEO regulatory focus: The impact of firm acquisitions*. Paper presented at the 32<sup>nd</sup> Strategic Management Society Annual Conference, Prague, Czech Republic.
- \*Ott-Holland, C., Chang, C.-H., **Johnson, R. E.**, & Schaubroeck, J. M. (2012, April). Moral licensing in the workplace. In M. Gradshtein & L. Van Dyne (Chairs), *The interactive dynamics of helping*. Paper presented at the 72<sup>nd</sup> Academy of Management Annual Meeting, Boston, MA.



- \*Lanaj, K., Barnes, C. M., & **Johnson, R. E.** (2012, August). *Beginning the workday already depleted? Consequences of late-night smartphone use and sleep quantity*. Paper presented at the 72<sup>nd</sup> Academy of Management Annual Meeting, Boston, MA.  
<Selected for the Best Paper Proceedings of the 2012 Academy of Management Meeting>
- \*Venus, M., & **Johnson, R. E.** (2012, August). *A construal level perspective of the leadership influence process*. Paper presented at the 72<sup>nd</sup> Academy of Management Annual Meeting, Boston, MA.
- \*Bauer, J., Spector, P. E., & **Johnson, R. E.** (2012, April). *The role of discrete emotions in predicting counterproductive work behavior*. Poster presented at the 27<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, California.
- \*Djurdjevic, E., Rosen, C. C., & **Johnson, R. E.** (2012, April). Use it or lose it: Political skill and social capital. In C. C. Rosen & E. Djurdjevic (Chairs), *New insights into political skill*. Paper presented at the 27<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, California.
- Johnson, R. E.**, \*Lanaj, K., & Barnes, C. M. (2012, April). Predictors of intra-individual justice behaviors. In J. A. Colquitt & M. D. Baer (Chairs), *Affective and cognitive perspectives on fairness*. Paper presented at the 27<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, California.
- \*Mao, C., Chang, C.-H., **Johnson, R. E.**, & Sun, J. (2012, April). *A mediated moderation model of incivility, contract breach, and behaviors*. Poster presented at the 27<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, California.
- \*Venus, M., \*Mao, C., \*Lanaj, K., **Johnson, R. E.**, & Chang, C.-H. (2012, April). *Relations of leader identity with leader behavior and effectiveness*. Poster presented at the 27<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, California.
- \*Djurdjevic, E., Rosen, C. C., Chang, C.-H., \*Taing, M. U., & **Johnson, R. E.** (2011, August). Core self-evaluation: Assessing and improving construct clarity. In A.-G. Albrecht & J. Deller (Chairs), *A closer look at core self-evaluations*. Paper presented at the 71<sup>st</sup> Academy of Management Annual Meeting, San Antonio, TX.
- \*Djurdjevic, E., Rosen, C. C., & **Johnson, R. E.** (2011, August). Improving the construct clarity of multidimensional constructs. In N. P. Podsakoff & L. R. James (Chairs), *Addressing challenges in the validation of management constructs*. Paper presented at the 71<sup>st</sup> Academy of Management Annual Meeting, San Antonio, TX.
- Johnson, R. E.**, \*Ispas, D., \*Rodopman, O. B., \*Akirmak, U., & \*Walvoord, A. (2011, August). A dual process model of justice. In E. E. Umphress, J. Greenberg, & A. C. Stoverink (Chairs), *New trends in Organizational Justice: A fresh look at its antecedents, processes, and consequences*. Paper presented at the 71<sup>st</sup> Academy of Management Annual Meeting, San Antonio, TX.

- Chang, C.-H., \*Eatough, E. M., & **Johnson, R. E.** (2011, May). *Understanding the mechanism linking family interference with work and employee safety*. Poster presented at the 9<sup>th</sup> International Conference for Work, Stress, and Health, Orlando, FL.
- Bowling, N. A., & **Johnson, R. E.** (Chairs). (2011, April). *Measuring implicit processes in organizational research*. Symposium presented at the 26<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
- Ispas, D., \*Ilie, A., **Johnson, R. E.**, & Iliescu, D. (2011, April). *Rater motivation in validation studies*. Poster presented at the 26<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
- Johnson, R. E.**, Tan, J. A., & Chang, C.-H. (2011, April). A “how to” guide for developing word fragment completion measures. In N. A. Bowling & Johnson, R. E. (Chairs), *Measuring implicit processes in organizational research*. Paper presented at the 26<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
- \*Saboe, K., & **Johnson, R. E.** (2011, April). *Happy, healthy, and productive employees: Servant leadership and needs fulfillment*. Poster presented at the 26<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
- \*Taing, M. U., \*Askew, K., \*Bauer, J., \*Wilcox, J., & **Johnson, R. E.** (2011, April). *Employee commitment to foci: Relative influence and interactive effects*. Poster presented at the 26<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
- \*Saboe, K., & **Johnson, R. E.** (November, 2010). *Healthy, happy, and productive employees: Servant leadership and need fulfillment*. Poster presented at the 3<sup>rd</sup> Annual Sunshine Education and Research Center Research Conference, University of South Florida, Tampa, FL.
- \*Smith, K. M., \*Saboe, K. N., & **Johnson, R. E.** (November, 2010). *Mentoring functions and self-identity: The importance of relationships for workplace effectiveness*. Poster presented at the 3<sup>rd</sup> Annual Sunshine Education and Research Center Research Conference, University of South Florida, Tampa, FL.
- \*Granger, B. P., \*Taing, M. U., \*Way, J. D., & **Johnson, R. E.** (2010, October). *Clearing up muddy waters: The roles of self-efficacy and goal level for predicting performance and the moderating role of state goal orientation*. Paper presented at the 2010 Southern Management Association Meeting, St. Pete Beach, Florida.
- \*Djurdjevic, E., Rosen, C. C., & **Johnson, R. E.** (2010, August). Enhancing the prediction of core self-evaluation by considering trait interactions. In A.-G. Albrecht & D. S. Ones (Chairs), *New insights into core self-evaluations at work*. Paper presented at the 70<sup>th</sup> Academy of Management Annual Meeting, Montreal, Quebec.

- \*Hoover, E. R., **Johnson, R. E.**, & \*Bales, T. (2010, August). *Indirect effects of leader-member exchange on outcomes via role stressors*. Paper presented at the 70<sup>th</sup> Academy of Management Annual Meeting, Montreal, Quebec.
- \*Taing, M. U., **Johnson, R. E.**, & \*Jackson, E. M. (2010, August). *On the nature of core self-evaluation: A formative or reflective construct?* Paper presented at the 70<sup>th</sup> Academy of Management Annual Meeting, Montreal, Quebec.
- \*Bauer, J., Yang, L. & **Johnson, R. E.** (2010, April). *Justice and OCB: Do emotions and self-esteem matter?* Interactive poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- \*Dullaghan, T. R., \*Loo, K., & **Johnson, R. E.** (2010, April). *Work engagement: Are some workers predisposed to become engaged?* Interactive poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- \*Ispas, D., \*Ilie, A., Iliescu, D., **Johnson, R. E.**, & \*Askew, K. (2010, April). *Criterion-related validity of the General Mental Ability Measure for Adults*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- \*Ispas, D., \*Ilie, A., **Johnson, R. E.**, Iliescu, D., & Borman, W. C. (2010, April). *Participation in the development of performance appraisal systems: A quasi-experiment*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.  
<Featured in the Top-Rated Poster Session and finalist for the John C. Flanagan Award>
- \*Jackson, E. M., \*Saboe, K., Chang, C.-H., & **Johnson, R. E.** (2010, April). *Effects of transformational leadership on follower self-efficacy and –esteem*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- Johnson, R. E.**, Rosen, C. C., \*Toumbava, T., & \*Djurdjevic, E. (2010, April). *Controlling for common method variance using statistical remedies*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- Johnson, R. E.**, Rosen, C. C., \*Toumbava, T., & \*Djurdjevic, E. (2010, April). *Does “CSE” mean core self-evaluations or common source effects?* Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- \*Miloslavic, S., \*Eatough, E. M., Chang, C.-H., & **Johnson, R. E.** (2010, April). *Effects of role stressors on organizational citizenship behavior: A meta-analysis*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.

- \*Saboe, K., \*Way, J., \*Taing, M. U., & **Johnson, R. E.** (2010, April). *Transformational leader? Look for committed employees*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- \*Taing, M. U., **Johnson, R. E.**, & \*Gonzalez, H. (2010, April). *Generalizing Meyer and Allen's three-component commitment model to foci*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- Tan, J. A., **Johnson, R. E.**, Ferris, D. L., & Rosen, C. C. (2010, April). *Interplay among core self-evaluation, motivation orientations, and job performance*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- \*Tolentino, A. L., **Johnson, R. E.**, & \*Rodopman, O. B. (2010, April). *Do good soldiers equal good intentions? Measuring OCB motives*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- \*Way, J., & **Johnson, R. E.** (2010, April). *Assessing employees' regulatory focus using implicit measurement techniques*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
- \*Göncü, A., & **Johnson, R. E.** (2010, April). *The impact of perceptions of gender inequalities in job-related opportunities, justice, and supervisory empathy on employees' commitment*. Paper presented at the 2010 Work Conference on Psychology, Counselling and Guidance Conference, Antalya, Turkey.
- \*Göncü, A., \*Kastendieck, T., & **Johnson, R. E.** (2010, April). *The effects of leadership context and level on leadership style preferences*. Paper presented at the 2010 Work Conference on Psychology, Counselling and Guidance Conference, Antalya, Turkey.
- Johnson, R. E.**, \*Taing, M. U., & Chang, C.-H. (2009, November). *Conceptualizing person–environment fit as ideal–actual goal discrepancies: What can the fit literature learn from goal-based theories of self-regulation?* Paper presented at the 3<sup>rd</sup> Global e-Conference on Fit, Buckinghamshire, UK.
- Chang, C.-H., Bernard, T. E., \*Eatough, E. M., **Johnson, R. E.**, & Bluswick, D. S. (2009, November). Employee outcomes of musculoskeletal symptoms: Psychosocial factors as moderators. In L. Q. Yang & C.-H. Chang (Chairs), *Linking occupational health and safety: Evidence from high-risk populations*. Paper presented at the 8<sup>th</sup> International Conference for Work, Stress, and Health, San Juan, Puerto Rico.
- \*Göncü, A., Aycan, Z., & **Johnson, R. E.** (2009, October). *Effects of paternalistic and transformational leadership on follower outcomes*. Paper presented at the International Academy of Management and Business 2009 Fall Conference, Istanbul, Turkey.  
<Winner of the IAMB Best Student Paper Award>
- \*Saboe, K., \*Eatough, E. M., \*Winick, D., Gordon, T., **Johnson, R. E.**, & \*Göncü, A. (2009, October). *Predicting leadership style preferences via followers' chronic motivations*.

Paper presented at the 2009 Fall Conference of the International Academy of Management and Business, Istanbul, Turkey.

- \*Djurdjevic, E., & **Johnson, R. E.** (2009, August). *Putting the "Implicit" in Implicit Leadership Theory (ILT): Assessing ILTs using implicit measures*. Paper presented at the 69<sup>th</sup> Academy of Management Annual Meeting, Chicago, Illinois.
- \*Taing, M., \*Jackson, E. M., \*Poteat, L., & **Johnson, R. E.** (2009, August). *Relative effects of organizational and supervisor commitment on citizenship behavior*. Poster presented at the 117<sup>th</sup> Annual Convention of the American Psychological Association, Toronto, CA.
- \*Göncü, A., & **Johnson, R. E.** (2009, July). *Predictors of interpersonal and informational justice among female supervisors: A relative deprivation perspective*. Poster presented at the 11<sup>th</sup> European Congress of Psychology, Oslo, Norway.
- \*Göncü, A., & **Johnson, R. E.** (2009, July). *Relationships between paternalistic leadership, vertical collectivism and organizational identification: Comparison of USA and Turkey*. Paper presented at the 11<sup>th</sup> European Congress of Psychology, Oslo, Norway.
- \*Göncü, A., & **Johnson, R. E.** (2009, June). *The effects of paternalistic leadership on employee empowerment and organizational identification: The mediator role of collectivism*. Paper presented at the 3<sup>rd</sup> Congress of Psychology Graduate Students, Istanbul, Turkey.
- \*Göncü, A., \*Kastendieck, T., & **Johnson, R. E.** (2009, June). *Comparison of preferences for paternalistic, charismatic, task-oriented and relationship-oriented leadership styles in politics, business and military contexts*. Paper presented at the 3<sup>rd</sup> Congress of Psychology Graduate Students, Istanbul, Turkey.
- Chang, C.-H., **Johnson, R. E.**, & Rosen, C. C. (2009, April). *Discrepancy, velocity, and goal revision: Temporal orientation as a moderator*. Poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- \*Cho, E., **Johnson, R. E.**, \*Rodopman, O. B., & \*Tolentino, A. L. (2009, April). *Measuring trait affectivity using an implicit measure*. Poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- \*Jackson, E., & **Johnson, R. E.** (2009, April). *Leader-member exchange: Importance of self-identity level congruence*. Poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- Johnson, R. E.**, Chang, C.-H., \*Jackson, E., & \*Saboe, K. (2009, April). *Effects of leadership on follower identity: A meta-analysis*. Poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- Johnson, R. E.**, \*Saboe, K., & Chang, C.-H. (2009, April). Relationships of self-identity with counterproductive work behavior. In D. L. Ferris & J. Spence (Chairs), *Deviant behavior*

- and the self*. Paper presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- \*Loo, K., \*Dullaghan, T. R., & **Johnson, R. E.** (2009, April). *Is work engagement distinct from organizational commitment and job involvement?* Interactive poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- \*Ramsey, C., Tan, J. A., & **Johnson, R. E.** (2009, April). *Implicit effects of justice on self-identity and regulatory focus*. Poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- \*Slater, D., Rosen, C. C., & **Johnson, R. E.** (2009, April). *Idiosyncratic work arrangement prevalence: An exploratory study of i-deal frequency*. Poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- \*Taing, M., \*Belliveau, T., \*Singla, N., **Johnson, R. E.**, Chang, C.-H., & Rosen, C. C. (2009, April). *Longitudinal effects of goal orientation on goal-setting and performance*. Poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- \*Winick, D., \*Rodopman, O. B., \*Göncü, A., Gordon, T., & **Johnson, R. E.** (2009, April). *Who's your leader? Follower personality and leadership style preferences*. Poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
- \*Bauer, J., \*Cho, E., **Johnson, R. E.**, & Silverman, S. B. (2008, October). *Acting superior but actually inferior? Relationships of arrogance with motivation and cognitive ability*. Paper presented at the 2008 Southern Management Association Meeting, St. Pete Beach, Florida.
- \*Siemienieć, G. M., Chang, C.-H., Rosen, C. C., & **Johnson, R. E.** (2008, October). *Perceptions of organizational politics and employee performance: Conscientiousness and self-monitoring as moderators*. Paper presented at the 2008 Southern Management Association Meeting, St. Pete Beach, Florida.
- Chang, C.-H., **Johnson, R. E.**, & \*Matias, M. M. (2008, August). What role does leader identity play in leader-member exchange? In J. D. Nahrgang & C. C. Rosen (Chairs), *Novel questions (and answers!) concerning leader-member exchange*. Paper presented at the 68<sup>th</sup> Academy of Management Annual Meeting, Anaheim, California.
- \*Groff, K., \*Granger, B., \*Taing, M., \*Jackson, E., & **Johnson, R. E.** (2008, August). *Exploring continuance commitment: A multidimensional approach*. Paper presented at the 68<sup>th</sup> Academy of Management Annual Meeting, Anaheim, California.

- \*Steinman, L., & **Johnson, R. E.** (2008, August). *Are implicit measures useful for organizational research? Some answers and an empirical example*. Paper presented at the 68<sup>th</sup> Academy of Management Annual Meeting, Anaheim, California.
- \*Djurdjevic, E., \*Grzesick, N., & **Johnson, R. E.** (2008, April). *Effects of supervisor support for creativity on employee outcomes*. Poster presented at the 23<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
- \*Djurdjevic, E., & **Johnson, R. E.** (2008, April). *What makes a leader? Examining followers' implicit leadership schemas under various leadership contexts*. Paper presented at the 2008 Florida Student Conference for Human Factors and Applied Psychology, Daytona, Florida.
- \*Granger, B., \*Taing, M., \*Groff, K., & **Johnson, R. E.** (2008, April). *Developing a multidimensional measure of continuance organizational commitment*. Poster presented at the 23<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
- \*Jackson, E., \*Rossi, M., \*Rodopman, O. B., \*Taylor, A., \*Lopez Rivas, G., \*Hoover, E. R., \*Yang, L., & **Johnson, R. E.** (2008, April). *Justice and morale: How leader reward behaviors affect employee performance*. Poster presented at the 23<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
- Johnson, R. E.**, & Chang, C.-H. (2008, April). *Development and validation of a work-based regulatory focus scale*. Poster presented at the 23<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
- \*Nixon, A., \*Jackson, E., **Johnson, R. E.**, Chang, C.-H., & Rosen, C. C. (2008, April). *Politics, justice, and citizenship: Does justice make workers more considerate?* Poster presented at the 23<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
- Rosen, C. C., \*Akirmak, U., & **Johnson, R. E.** (2008, April). *Affect and performance: Support for the use of implicit measures*. In D. Ispas & E. L. Levine (Chairs), *Affect and performance: Recent findings and new directions for research*. Paper presented at the 23<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
- \*Saboe, K., & **Johnson, R. E.** (2008, April). *Implicit identities predict supervisor-rated work outcomes and relationships*. Poster presented at the 23<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
- \*Tolentino, A., & **Johnson, R. E.** (2008, April). *Are all good soldiers created equal? Assessing OCB motives*. Poster presented at the 23<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.

- \*Yang, L., **Johnson, R. E.**, Zhang, X., & Spector, P. E. (2008, April). *When self-identity meets occupational stress*. Poster presented at the 23<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
- Chang, C.-H., & **Johnson, R. E.** (2008, March). *Strain and employee outcomes: Work-based regulatory foci as moderators*. Poster presented at the 7<sup>th</sup> International Conference for Work, Stress, and Health, Washington, DC.
- \*Djurdjevic, E., & **Johnson, R. E.** (2008, February). *Improving employee job performance and attitudes through understanding the effects of support for creativity*. Poster presented at the 16<sup>th</sup> Annual Mid-Winter Conference for the Society of Consulting Psychology, Austin, TX.
- Johnson, R. E.**, Chang, C.-H., & \*Yang, L. (2007, August). Motivation and organizational commitment: Support for a four-factor model. In R. E. Johnson & D. Ispas (Chairs), *Taking measure of organizational commitment*. Paper presented at the 67<sup>th</sup> Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
- Johnson, R. E.**, & \*Ispas, D. (Chairs). (2007, August). *Taking measure of organizational commitment*. Symposium presented at the 67<sup>th</sup> Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
- Rosen, C. C., Levy, P. E., & **Johnson, R. E.** (2007, August). Coping with strains and breaches: Consequences of organizational politics. In J. Greenberg & G. P. Latham (Chairs), *Political influences on human resource management practices*. Paper presented at the 67<sup>th</sup> Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
- \*Yang, L., Spector, P. E., Zhang, X. C., **Johnson, R. E.**, \*Rodopman, O. B., & Li, H. Y. (2007, August). The roles of negative emotion and sensitivity to injustice in the organizational justice-counterproductive work behavior relationship. In L. Yang & P. E. Spector (Chairs), *The antecedents of voluntary work behavior: Stepping further*. Paper presented at the 67<sup>th</sup> Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
- Chang, C.-H., & **Johnson, R. E.** (2007, October). *Strain and employee outcomes: Work-based regulatory foci as moderators*. Poster presented at the Sunshine Education and Research Center Poster Presentation, Tampa, FL.
- Chang, C.-H., **Johnson, R. E.**, \*Yang, L., & \*Thorp, S. (2007, October). *Emotional strain and organizational citizenship behaviors: A meta-analytic review*. Poster presented at the Sunshine Education and Research Center Poster Presentation, Tampa, FL.
- Chang, C.-H., **Johnson, R. E.**, & Hall, R. J. (2007, June). *Follower self-identity activation as the process underlying leadership effects*. Poster presented at the 68<sup>th</sup> Annual Convention of the Canadian Psychological Association, Ottawa, Ontario, Canada.
- \*Groff, K. W., \*Taing, M. U., & **Johnson, R. E.** (2007, June). *Models of possible interactive effects among different forms of commitment*. Poster presented at the 68<sup>th</sup> Annual Convention of the Canadian Psychological Association, Ottawa, Ontario, Canada.



Bobocel, D. R., & **Johnson, R. E.** (Chairs) (2007, April). *The role of the self in organizational justice*. Symposium presented at the 22<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

**Johnson, R. E.**, & Chang, C.-H. (Chairs) (2007, April). *Self-based individual differences in organizations: Implications for employee behaviors*. Symposium presented at the 22<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

**Johnson, R. E.**, & Chang, C.-H. (2007, April). Integrating organizational commitment with self-concept and regulatory focus: A four-factor model. In R. E. Johnson & C.-H. Chang (Chairs), *Self-based individual differences in organizations: Implications for employee behaviors*. Paper presented at the 22<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

**Johnson, R. E.**, & Levy, P. E. (Chairs) (2006, May). *Taking account of measurement issues regarding organizational justice*. Symposium presented at the 21<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.

**Johnson, R. E.**, & Lord, R. G. (2007, April). The implicit effects of (un)fairness on self-concept: Unconscious shifts in identity levels. In D. R. Bobocel & R. E. Johnson (Chairs), *The role of the self in organizational justice*. Paper presented at the 22<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

\*Matias, M. M., Chang, C.-H., & **Johnson, R. E.** (2007, April). *Emotional strain and organizational citizenship behaviors: A meta-analytic review*. Poster presented at the 22<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

Silverman, S. B., Shyamsunder, A., & **Johnson, R. E.** (2007, April). Arrogance: A formula for failure. In R. E. Johnson & C.-H. Chang's (Chairs), *Self-based individual differences in organizations: Implications for employee behaviors*. Paper presented at the 22<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

\*Swartzenruber, K., \*Jackson, E., & **Johnson, R. E.** (2007, April). *Organizational values and employee attachment: Moderating role of employee identity*. Poster presented at the 22<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

\*Taing, M. U., \*Groff, K. W., & **Johnson, R. E.** (2007, April). *Interactions among organizational commitment types: Synergistic or competitive?* Poster presented at the 22<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

**Johnson, R. E.**, Chang, C.-H., & Rosen, C. C. (2006, August). *Linking justice to motivation: The effects of justice on self-concept, regulatory focus, and affect*. Paper presented at the 66<sup>th</sup> Academy of Management Annual Meeting, Atlanta, Georgia.

- Chang, C.-H., Hall, R. J., & **Johnson, R. E.** (2006, May). *Follower self-concept activation as the process underlying leadership effects*. Poster presented at the 21<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
- Chang, C.-H., & **Johnson, R. E.** (2006, May). *Discrepancy, velocity, and job satisfaction: Temporal orientation as a moderator*. Poster presented at the 21<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
- Johnson, R. E.**, Pogson, C. E., & Levy, P. E. (2006, May). Fairness as a heuristic: What are the measurement implications? In R. E. Johnson & P. E. Levy (Chairs), *Taking account of measurement issues regarding organizational justice*. Paper presented at the 21<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
- Johnson, R. E.**, Rosen, C. C., & Levy, P. E. (2006, May). Getting to the core of core self-evaluations: A critical review. In D. L. Ferris & D. Heller (Chairs), *New directions in core self-evaluations research*. Paper presented at the 21<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
- Rosen, C. C., Chang, C.-H., & **Johnson, R. E.** (2006, May). *Politics, stress, and satisfaction: Personal and situational buffers*. Poster presented at the 21<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
- Rosen, C. C., Chang, C.-H., **Johnson, R. E.**, & Levy, P. E. (2005, August). *Psychological contract as a mediator of relationships between politics, justice, and work attitudes*. Paper presented at the 65<sup>th</sup> Academy of Management Annual Meeting, Honolulu, Hawaii.
- Johnson, R. E.** (2005, June). *Organizational justice and self-concept: (Un)fairness perceptions and shifting identities*. Poster presented at the 66<sup>th</sup> Annual Convention of the Canadian Psychological Association, Montreal, Quebec, Canada.
- Johnson, R. E.**, & Chang, C.-H. (2005, June). *Implications of self-concept for organizational commitment*. Poster presented at the 66<sup>th</sup> Annual Convention of the Canadian Psychological Association, Montreal, Quebec, Canada.
- Johnson, R. E.**, Chang, C.-H., & Rosen, C. C. (2005, April). *Implicit effects of organizational justice: Moving beyond social exchange frameworks*. Interactive poster presented at the 20<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Los Angeles, California.
- Johnson, R. E.**, & Lord, R. G. (2005, April). Moving beyond discrepancies: The importance of progress rate. In S. Sonnentag & C. Fritz (Chairs), *Affective experiences at work: The role of self-regulation*. Paper presented at the 20<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Los Angeles, California.
- Rosen, C. C., Chang, C.-H., **Johnson, R. E.**, & Begue, L. (2005, April). *Motivation systems, affective dispositions, and information processing: A mediated model*. Poster presented at

the 20<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Los Angeles, California.

**Johnson, R. E.** (2004, October). *The importance of performance–goal discrepancy and progress rate feedback for motivation*. Paper presented at The University of Akron Conference on Undergraduate and Graduate Student Research, Akron, Ohio.

**Johnson, R. E.** (2004, April). *Trait mood and its impact on processing organizational justice information*. Interactive poster presented at the 19<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.

**Johnson, R. E.** (2004, April). *Politics and organizational support perceptions: Dimensionality and discriminant validity*. Poster presented at the 19<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.

**Johnson, R. E., & Kline, T. J. B.** (2001, June). *User expectations and acceptance of groupware*. Poster presented at the 62<sup>nd</sup> Annual Convention of the Canadian Psychological Association, Quebec City, Quebec, Canada.

**Johnson, R. E.** (2001, May). *Employee expectations of and commitment to groupware adoption*. Paper presented at the 5<sup>th</sup> Annual University of Calgary Psychology Student Conference, Calgary, Alberta, Canada.

### ***Invited Talks***

**Johnson, R. E.** (2012, April). *Seeing is believing: How people emerge as leaders and tips for performing successfully in leadership roles*. Jackson National Life Insurance Company, Lansing, MI.

**Johnson, R. E.** (2012, January). *Core self-evaluation: The good, the bad, and the ugly*. Department of Psychology, Bowling Green State University, Bowling Green, OH.

**Johnson, R. E.** (2011, May). *Advanced workshop of applied psychology and management*. Workshop presented at Peking University, People's Republic of China.

- “Conducting applied psychological research: The manuscript writing and journal review process” (Co-presenter with Mo Wang and Chu-Hsiang Chang)
- “Self-regulation at work” (Presenter)
- “Teaching organizational behavior to MBA and MA students” (Co-presenter with Chu-Hsiang Chang)
- “Organizational justice: Theory and research” (Presenter)

**Johnson, R. E.** (2011, April). *Assessing the validity of higher-order multidimensional constructs*. Center for the Advancement of Research Methods and Analysis (CARMA), Wayne State University, Detroit, MI.

**Johnson, R. E.** (2011, February). *Putting the ‘implicit’ in implicit leadership theories*. Department of Psychology, University of Akron, Akron, OH.

- Johnson, R. E.** (2010, November). *Does common method variance influence the emergence of higher-order multidimensional constructs?* Department of Psychology, Central Michigan University, Mount Pleasant, MI.
- Johnson, R. E.** (2010, November). *Common method variance as an alternative explanation for the emergence of higher-order multidimensional constructs.* Department of Psychology, Michigan State University, East Lansing, MI.
- Johnson, R. E.** (2010, October). *Examining the impact of common method variance on multidimensional constructs: Does "CSE" mean "core self-evaluations" or "common source effects"?* Department of Organizational Behaviour and Human Resource Management, Wilfrid Laurier University, Waterloo, ON.
- Johnson, R. E.** (2010, March). *What the heck is stress and how can you manage it?* University of South Florida Chapter of Delta Tau Lambda, Tampa, FL.
- Johnson, R. E.** (2009, December). *Effects of implicit processes on behavior: Two empirical examples.* Department of Psychology, University of South Florida, Tampa, FL.
- Johnson, R. E.** (2009, November). *The 5 w's of industrial/organizational psychology.* University of South Florida Chapter of Psi Chi, Tampa, FL.
- \*Bauer, J., \*Cho, E., & **Johnson, R. E.** (2008, September). *Workplace arrogance: Correlates and consequences.* Department of Psychology, University of South Florida, Tampa, FL.
- \*Saboe, K., & **Johnson, R. E.** (2008, February). *I/O and implicit measures: An empirical example.* Department of Psychology, University of South Florida, Tampa, FL.
- Johnson, R. E.** (2007, November). *Putting leaders in their place: Leadership schemas as situated cognitions.* Department of Psychology, University of South Florida, Tampa, FL.
- Johnson, R. E.** (2007, February). *Continuance organizational commitment: "Why doesn't anybody like me?"* Human Resources – Return on Investments (HR – ROI) conference, Tampa, FL.
- Johnson, R. E.** (2007, January). *Implicit effects of (un)fairness on motivation.* Personnel and Human Resources Research Group (PHRRG), Tampa, FL.
- Johnson, R. E.** (2006, December). *Implicit effects of justice on motivation.* Department of Psychology, University of South Florida, Tampa, FL.
- Johnson, R. E.** (2006, October). *Implicit effects of (un)fairness on motivation: What employees aren't aware of might be important!* Sam M. Walton College of Business, University of Arkansas, Fayetteville, AR.

**Johnson, R. E.** (2005, April). *Justice and motivation: Shifting identities, regulatory foci, and affective states in response to (un)fairness*. Department of Psychology, University of Akron, Akron, OH.

## **FUNDED RESEARCH AND GRANTS**

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*Increasing the use of structured interviews by hiring managers: A longitudinal field experiment*. Society for Industrial and Organizational Psychology (SIOP) Small Grant (2010). \*Ispas, D. (PI), \*Ilie, A. (co-PI), **Johnson, R. E.** (co-PI), & Iliescu, D. (co-PI). \$3,000.

*Was it an office with a view or a view of the office? Equity theory versus priming as an explanation for increased and decreased productivity in relocated workers*. Psi Chi National Honor Society in Psychology Undergraduate Research Supervisor Grant (2007). \*Steinman, L. (PI) & **Johnson, R. E.** (co-PI). \$1,000.

University of South Florida Faculty Research and Development Grant (2006). **Johnson, R. E.** \$800.

## **MEDIA COVERAGE**

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“Waging WARS on workplace arrogance” *I/O at Work* ([www.ioatwork.typepad.com](http://www.ioatwork.typepad.com)), February 16, 2011.

“Predicting job performance with implicit word games?” *I/O at Work* ([www.ioatwork.typepad.com](http://www.ioatwork.typepad.com)), April 19, 2010.

“Following the leader: SIOP members explain how ‘followership’ is important to leadership,” *Society for Industrial and Organizational Psychology* ([www.SIOP.org](http://www.SIOP.org)), October 22, 2008.

“It’s easy for lack of effort to affect others,” *St. Petersburg Times*, August 24, 2008.

“Arrogance—it’s just as bad as you think it is,” *University of Akron Alumni Magazine*, Vol. 20, Fall 2007.

## **CURRENT RESEARCH**

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\*Groff, K. W., & **Johnson, R. E.** (in progress). *Examining a multidimensional model of attitudinal commitment*. Manuscript being prepared.

**Johnson, R. E.** (in progress). *Implicit and explicit affective responses to unfairness: A test of competing dual process models*. Manuscript being prepared.

**Johnson, R. E.,** \*Rodopman, O. B., \*Akirmak, U., \*Gray, A., & \*Ispas, D. (in progress). *Applying dual processing theory to organizational behavior: Organizational justice as an example*. Manuscript being prepared.

**Johnson, R. E.,** Rosen, C. C., Chang, C.-H., & \*Djurdjevic, E. (in progress). *Ruling out alternative explanations for the emergence of higher-order constructs: Beware common method variance*. Manuscript being prepared.

\*Tolentino, A. L., \*Rodopman, O. B., & **Johnson, R. E.** (in progress). *Do good soldiers have good intentions? Measuring organizational citizenship behavior motives*. Manuscript being prepared.

## TEACHING EXPERIENCE

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### **Michigan State University, East Lansing, MI**

*Full-Time Faculty*

July 2010–  
present

- Weekend MBA Courses
  - Leadership & Managing Change (x6)
- Undergraduate Lectures
  - Management Capstone – Motivation (x2)
  - Staffing (x1)

### **University of South Florida, Tampa, FL**

*Full-Time Faculty*

August 2006–  
June 2010

- Graduate Seminars
  - Leadership (x1)
  - Motivation (x2)
  - Organizational Justice (x1)
  - Organizational Psychology (x2)
- Undergraduate Lectures
  - Motivation (x10)

### **University of Akron, Akron, OH**

*Psychology Instructor, Part-Time Faculty*

August 2001–  
July 2005

- Undergraduate Lectures
  - Introduction to Psychology (x10)
  - Industrial and Organizational Psychology (x1)

## THESIS/DISSERTATION COMMITTEES

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### **Dissertations**

Kristin Saboe

Meng Taing

Kyle Groff

Erin Jackson

### **Role**

Chair

Chair

Chair

Chair

### **Year**

In progress

In progress

2012

2012

Michael Rossi	Chair	2011
Matthew Tuttle	Chair	2009
Rickamer Hoover	Chair	2009
Dan Ispas	Co-chair (Borman)	2010
Anna Tolentino	Co-chair (Borman)	2009
You Jin Kim	Committee member	In progress
Klodiana Lanaj	Committee member	In progress
Megan Huth	Committee member	In progress
Robert Davison	Committee member	In progress
Matthew Lineberry	Committee member	In progress
Rochelle Burnaford	Committee member	2012
Matthew Prewett	Committee member	2009
Umit Akirmak	Committee member	2009
Haitham Khoury	Committee member	2008
Adam Bandelli	Committee member	2008

<b>Master's Theses</b>	<b>Role</b>	<b>Year</b>
Kristin Saboe	Chair	2010
Meng Taing	Chair	2009
Kyle Groff	Chair	2009
Erin Jackson	Chair	2008
Gabriel Lopez Rivas	Co-chair (Brannick)	2007
Jeremy Bauer	Committee member	2011
Vanessa Hettinger	Committee member	2010
Eunae Cho	Committee member	2010
Kevin Askew	Committee member	2010
Matthew Lineberry	Committee member	2009
Michael Rossi	Committee member	2008

<b>Undergraduate Honor's Theses</b>	<b>Role</b>	<b>Year</b>
Kelly Smith	Chair	2010
Stephanie Miloslavice	Chair	2009
Emilija Djurdjevic	Chair	2008
Katherine Levie	Committee member	2009
Cristina Kawamoto	Committee member	2009
Donna Smith	Committee member	2008
Danny Winick	Committee member	2008
Jeremy Bauer	Committee member	2007

## **RESEARCH INTERNSHIP SUPERVISION**

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<b>Doctoral Students</b>	<b>Home Institution</b>	<b>Year</b>
Changguo Mao	Renmin University, China	2011-2012
Merlijn Venus	Erasmus University, The Netherlands	2011
Till Kastendieck	University of Konstanz, Germany	2008-2009
Asli Göncü	Middle East Technical University, Turkey	2008-2009

<b>Undergraduate Students</b>	<b>Home Institution</b>	<b>Year</b>
Jon Duvall (Broad Scholar)	Michigan State University, Michigan	2010-2011
Lilunia Steinman	Marywood University, Pennsylvania	2007

## **PROFESSIONAL SERVICE**

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### **University & Departmental Service**

Michigan State University

- Undergraduate Programs Committee
  - Member: 2011–present

University of South Florida

- Strategic Planning Committee
  - Member: 2008-2010
- Undergraduate Honors Program Committee
  - Member: 2008-2010
- Psychology Department Colloquium/Brownbag Committee
  - Member: 2007-2010
- Industrial/Organizational Psychology Colloquia/Brownbag Committee
  - Faculty Coordinator: 2007-2010
- Industrial/Organizational Psychology Graduate Admissions
  - Faculty Coordinator: 2009
  - Rater: 2007-2010

### **Professional Service**

Academy of Management (AoM)

- Presenter in “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty” Professional Development Workshop sponsored by the Organizational Behavior and Human Resources Divisions (August 2011)
- Research facilitator in the Networking and Research Forum sponsored by the Organizational Behavior Division (August 2011)

Society for Industrial and Organizational Psychology (SIOP)

- History Committee
  - Member: 2011–present
- S. Rains Wallace Dissertation Award Committee
  - Member: 2010, 2011
- Friday Seminars Committee for SIOP conference
  - Chair: 2009
  - Member: 2008, 2010

### **Editorships**

*Journal of Business and Psychology*, Associate Editor (2011–present)

*Human Resource Management Review*, Co-Editor with Nathan A. Bowling of a special issue on implicit processing and indirect measures (2010–2012)



## **Editorial Boards**

*Academy of Management Journal* (2011–present)  
*Academy of Management Review* (2010–present)  
*Canadian Journal of Administrative Sciences* (2012–present)  
*European Journal of Work and Organizational Psychology* (2009–present)  
*Journal of Applied Psychology* (2011–present)  
*Journal of Business and Psychology* (2009–2011)  
*Leadership & Organization Development Journal* (2010–present)  
*Leadership Quarterly* (2011–present)  
*Organizational Behavior and Human Decision Processes* (2012–present)

## **Reviewing**

### *Journals*

*Academy of Management Journal*  
*Academy of Management Review*  
*Administrative Science Quarterly*  
*Administrative Sciences*  
*African Journal of Business Management*  
*Applied Psychology: An International Review*  
*European Journal of Personality*  
*European Journal of Work and Organizational Psychology*  
*Human Performance*  
*Human Relations*  
*Human Resource Management Review*  
*Industrial Health*  
*International Journal of Human Resources Development and Management*  
*Journal of Applied Psychology*  
*Journal of Applied Social Psychology*  
*Journal of Asia-Pacific Business*  
*Journal of Business and Psychology*  
*Journal of Business Research*  
*Journal of Management Inquiry*  
*Journal of Occupational Health Psychology*  
*Journal of Occupational and Organizational Psychology*  
*Journal of Organizational Behavior*  
*Journal of Personality*  
*Journal of Public Administration Research and Theory*  
*Journal of Vocational Behavior*  
*Leadership & Organization Development Journal*  
*Leadership Quarterly*  
*Organizational Behavior and Human Decision Processes*  
*Organizational Psychology Review*  
*Organizational Research Methods*  
*Personality and Social Psychology Bulletin*  
*Personnel Psychology*  
*Personnel Review*  
*Psychological Record*

*Psychological Reports*  
*Swiss Journal of Psychology*  
*Stress & Health*  
*Work & Stress*

*Publishers*

Oxford University Press

*Conferences*

Academy of Management (AoM) Annual Meeting  
Society for Industrial and Organizational Psychology (SIOP) Conference  
Canadian Psychological Association (CPA) Convention  
Southern Management Association (SMA) Meeting

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**APPLIED RESEARCH AND CONSULTING EXPERIENCE**

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**Barrett & Associates, Inc.**

Feb. 2005-Dec. 2005

**Akron, Ohio**

*Contract Consultant*

- Writing and reviewing expert witness testimonies
- Developing, validating, and administering selection test batteries
  - Job knowledge tests
  - In-basket tests
  - Physical ability tests
- Conducting literature reviews and preparing summaries
- Data management and analysis

**Center for Organizational Research (COR)**

Nov. 2004-Jan. 2005

**The University of Akron, Department of Psychology**

**Akron, Ohio**

*Contract Consultant*

- Researched different models of non-traditional internships and potential obstacles for adult learners
- Conducted literature reviews and conferred with members of organizations that specialize in internships
- Prepared a final report that summarized the findings

**Center for Organizational Research (COR)**

Feb. 2003

**The University of Akron, Department of Psychology**

**Akron, Ohio**

*Contract Consultant*

- Assisted in the administration of civil service selection tests
- Directed applicants, answered questions, and proctored exams

**The University of Calgary, Department of Psychology**

Sept. 2000-May 2001

**Calgary, Alberta, Canada**

#### *Research Assistant/Contract Consultant*

- Conducted quantitative and qualitative statistical analyses of organizational research data
- Supervised and managed work- and focus-groups
- Contacted and interviewed CEOs of organizations in the Calgary area

#### **The University of Calgary, Graduate School Calgary, Alberta, Canada**

Sept. 2001-Aug. 2001

#### *Research Assistant*

- Recorded and transcribed a symposium hosted by the Graduate School on the commercialization of research
- Provided a type-written summary of the proceedings

### **AWARDS AND ACHIEVEMENTS**

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- Outstanding Reviewer of the Year Award from *Academy of Management Review*, 2011
- Reviewer of the Year Award from *Journal of Business and Psychology*, 2010
- Outstanding Reviewer Award from the Organizational Behavior Division of the Academy of Management, 2009
- University Honors Program Faculty Recognition Award, University of South Florida, 2009
- Vice-President of the Industrial/Organizational Psychology Graduate Student Club, The University of Akron, 2005–2006
- Research Assistantship Appointment under the supervision of Dean Stanley Silverman, Summit College, The University of Akron, 2005–2006.
- President of the Industrial/Organizational Psychology Graduate Student Club, The University of Akron, 2004–2005
- Research Assistantship Appointment, Army Research Institute, 2003–2004
- President of the Industrial/Organizational Psychology Graduate Student Club, The University of Akron, 2003–2004
- Executive Committee Member for the Industrial/Organizational and Organizational Behavior (IOOB) Graduate Student Conference, The University of Akron, 2003
- University of Akron Graduate Fellowship, 2001–2005
- Louise McKinney Post-Secondary Scholarship, Province of Alberta, 2001
- Dean's Honours List, University of Calgary, 1998–2001
- Alexander Rutherford Scholarship, Province of Alberta, 1997

### **PROFESSIONAL AFFILIATIONS**

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- Academy of Management (AoM)
  - Organizational Behavior, Human Resources, and Research Methods Divisions
- American Psychological Association (APA)
- Canadian Psychological Association (CPA)
- Canadian Society for Industrial and Organizational Psychology (CSIOP)
- Society for Industrial and Organizational Psychology (SIOP)

- Southern Management Association (SMA)