

Curriculum Vita
March 2013

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

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.

RESEARCH INTERESTS

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

ACADEMIC POSITIONS

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

EDITORIAL POSITIONS

Associate Editorships

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

Guest Editorships

Human Resource Management Review, Co-editor with Nathan A. Bowling of a special issue on implicit processing and measurement (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)

Journal of Occupational and Organizational Psychology (2012–present)

Journal of Organizational Behavior (2012–present)

Leadership & Organization Development Journal (2010–present)

Leadership Quarterly (2011–present)

Organizational Behavior and Human Decision Processes (2012–present)

Research in Occupational Stress and Well Being (2013–present)

PUBLICATIONS

* Denotes student co-author

51. *Kim, Y. J., Van Dyne, L., Kamdar, D., & **Johnson, R. E.** (in press). Why and when do motives matter? An integrative model of motives, role cognitions, and social support as predictors of OCB. *Organizational Behavior and Human Decision Processes*.

50. **Johnson, R. E.**, Chang, C.-H., *Meyer, T., *Lanaj, K., & *Way, J. D. (in press). Approaching success or avoiding failure? Approach and avoidance motives in the work domain. *European Journal of Personality*.
49. Bowling, N. A., & **Johnson, R. E.** (in press). Measuring implicit content and processes at work: A new frontier within the organizational sciences. *Human Resource Management Review*.
48. *Askew, K., *Taing, M. U., & **Johnson, R. E.** (in press). The effects of commitment to multiple foci: An analysis of relative influence and interactions. *Human Performance*.
47. *Yang, L., **Johnson, R. E.**, Zhang, X., Spector, P. E., & Xu, S. (in press). Relations of interpersonal unfairness with counterproductive work behavior: The moderating role of employee self-identity. *Journal of Business and Psychology*.
46. *Koopman, J., *Howe, M. D., **Johnson, R. E.**, Tan, J. A., & Chang, C.-H. (in press). A framework for developing word fragment completion tasks. *Human Resource Management Review*.
45. *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*.
44. Ferris, D. L., **Johnson, R. E.**, Rosen, C. C., *Djurdjevic, E., Chang, C.-H., & Tan, J. A. (2013). When is success not satisfying? A moderated mediation model of the relation between core self-evaluation and job satisfaction. *Journal of Applied Psychology*, 98, 342-353.
43. **Johnson, R. E.**, *Howe, M. D., & Chang, C.-H. (2013). The importance of velocity, or why speed may matter more than distance. *Organizational Psychology Review*, 3, 62-85.
42. Rosen, C. C., *Slater, D. J., Chang, C.-H., & **Johnson, R. E.** (2013). Let's make a deal: Development and validation of the ex post i-deals scale. *Journal of Management*, 39, 709-742.
41. Shi, J., **Johnson, R. E.**, *Liu, Y., & Wang, M. (2013). Linking subordinate political skill to supervisor dependence and reward recommendations: A moderated mediation model. *Journal of Applied Psychology*, 98, 374-384.
40. 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.
39. Chang, C.-H., *Siemienieć, G. M., Rosen, C. C., & **Johnson, R. E.** (2012). Perceptions of organizational politics and employee citizenship behaviors: Conscientiousness and self-monitoring as moderators. *Journal of Business and Psychology*, 27, 395-406.

38. *Jackson, E. M., & **Johnson, R. E.** (2012). When opposites do (and do not) attract: Interplay of leader and follower self-identities and its consequences for leader-member exchange. *The Leadership Quarterly*, 23, 488-501.
37. *Jackson, E. M., *Rossi, M. E., *Hoover, E. R., & **Johnson, R. E.** (2012). Relationships of leader reward behavior with employee behavior: Fairness and morale as key mediators. *Leadership & Organization Development Journal*, 33, 646-661.
36. **Johnson, R. E.**, Rosen, C. C., Chang, C.-H., *Djurdjevic, E., & *Taing, M. U. (2012). Recommendations for improving the construct clarity of higher-order multidimensional constructs. *Human Resource Management Review*, 22, 62-72.
35. **Johnson, R. E.**, & Scott, B. A. (2012). Learning agility requires proper action identification. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 309-312.
34. **Johnson, R. E.**, *Venus, M., *Lanaj, K., *Mao, C., & Chang, C.-H. (2012). Leader identity as an antecedent of the frequency and consistency of transformational, consideration, and abusive leadership behaviors. *Journal of Applied Psychology*, 97, 1262-1272.
33. *Lanaj, K., Chang, C.-H., & **Johnson, R. E.** (2012). Regulatory focus and work-related outcomes: A meta-analysis. *Psychological Bulletin*, 138, 998-1034.
32. Silverman, S. B., **Johnson, R. E.**, *McConnell, N., & *Carr, A. (2012). Arrogance: A formula for leadership failure. *The Industrial-Organizational Psychologist*, 50(1), 21-28.
31. Uhlmann, E. L., Leavitt, K., Menges, J. I., *Koopman, J., *Howe, M. D., & **Johnson, R. E.** (2012). Getting explicit about the implicit: A taxonomy of implicit measures and guide for their use in organizational research. *Organizational Research Methods*, 15, 553-601.
30. *Venus, M., *Mao, C., *Lanaj, K. & **Johnson, R. E.** (2012). Collectivistic leadership requires a collective identity. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 432-436.
29. *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.
28. 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.
27. **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.

26. **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.
25. **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.
24. *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.
23. 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.
22. 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.
21. *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.
20. *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.
19. **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.
18. **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.
17. **Johnson, R. E.**, & Lord, R. G. (2010). Implicit effects of justice on self-identity. *Journal of Applied Psychology*, 95, 681-695.
16. **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.
15. **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.

14. *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.
13. **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.
12. **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.
11. **Johnson, R. E.**, & *Steinman, L. (2009). Use of implicit measures for organizational research: An empirical example. *Canadian Journal of Behavioural Science*, 41, 202-212.
10. **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.
9. 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.
8. 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.
7. **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.
6. **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.
5. Chang, C.-H., **Johnson, R. E.**, & *Yang, L. (2007). Emotional strain and organizational citizenship behaviours: A meta-analysis and review. *Work & Stress*, 21, 312-332.
4. **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.
3. **Johnson, R. E.**, Chang, C.-H., & Lord, R. G. (2006). Moving from cognition to behavior: What the research says. *Psychological Bulletin*, 132, 381-415.

2. **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.
1. **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

9. *Howe, M. D., Chang, C.-H., & **Johnson, R. E.** (under review). Understanding affect, stress, and well being within a self-regulation framework. In P. L. Perrewé, J. Halbesleben, & C. C. Rosen (Eds.), *Research in Occupational Stress and Well Being*, Vol. 11. Bingley, UK: Emerald Group Publishing.
8. **Johnson, R. E.**, *Taing, M. U., Chang, C.-H., & *Kawamoto, C. K. (2013). A self-regulation approach to person–environment fit. In J. Billsberry & A. Kristof-Brown (Eds.), *Organizational fit: Key issues and new directions* (pp. 74-98). Oxford, UK: Wiley-Blackwell.
7. **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.
6. **Johnson, R. E.** (2011, September). Using implicit measures in organizational settings. *Personnel Testing Council of Metropolitan Washington Quarterly*, 7(3), 4-6.
5. **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.
4. **Johnson, R. E.** (2010). Book review of B. Wittenbrink & N. Schwarz (Eds.), *Implicit measures of attitudes*. *Organizational Research Methods*, 13, 210-213.
3. **Johnson, R. E.**, & Nelson, C. E. (2008). Industrial and organizational psychology. Chapter in R. Feldman, *Understanding psychology*, 8th edition. Boston: McGraw-Hill.
2. **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_organizational.html.
1. **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

6. *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.
5. *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.
4. *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.
3. *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.
2. 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.
1. *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

- Chang, C.-H., *Eatough, E. M., *Ilie, A., *Ispas, D., & **Johnson, R. E.** (revise-and-resubmit, 2nd 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*.
- *Göncü, A., Aycan, Z., & **Johnson, R. E.** (revise-and-resubmit, 2nd round). Effects of transformational and paternalistic leadership on follower outcomes. *International Journal of Management and Business*.
- *Saboe, K., *Taing, M. U., *Way, J. D., & **Johnson, R. E.** (revise-and-resubmit, 2nd round). Transformational leadership behaviors and commitment: A mediation model. *Journal of Managerial Psychology*.

Johnson, R. E., *Lanaj, K., & Barnes, C. M. (revise-and-resubmit, 1st round). The good and bad of being fair: Effects of procedural and interactional justice behaviors on actors' regulatory resources. *Journal of Applied Psychology*.

Johnson, R. E., Chang, C.H., Schaubroeck, J. M., & *Ott-Holland, C. (revise-and-resubmit, 1st round). Psychological licensing and ethical behavior: How past good deeds permit employees to be less prosocial. *Organizational Behavior and Human Decision Processes*.

*Lanaj, K., **Johnson, R. E.**, & Barnes, C. M. (revise-and-resubmit, 1st round). Beginning the workday yet already depleted? Consequences of late-night smartphone use and sleep. *Organizational Behavior and Human Decision Processes*.

*Djurdjevic, E., & **Johnson, R. E.** (revise-and-resubmit, 1st round). Putting the "implicit" in implicit leadership theory: Assessing leadership schemas using an implicit measure. *Journal of Applied Psychology*.

*Steinman, L., Persing, C. R., & **Johnson, R. E.** (revise-and-resubmit, 1st 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*.

Chang, C.-H., *Taing, M. U., *Jackson, E. M., *Poteat, L., **Johnson, R. E.**, & *Askew, K. (revise-and-resubmit, 1st round). The relative effects of commitment to the supervisor and organization: A meta-analysis. *Journal of Occupational and Organizational Psychology*.

MANUSCRIPTS UNDER REVIEW

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.

*Qin, X., Ren, R., Zhang, Z., & **Johnson, R. E.** (under review). Fairness heuristics and substitutability effects: Inferring the fairness of outcomes, procedures, and interpersonal treatment when employees lack clear information.

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.

Johnson, R. E., *Lin, S.-H., Kark, R., Van Dijk, D, & *King, D. D. (under review). Similarity breeds favorability: Leader–follower regulatory fit and its interpersonal and behavioral consequences.

*Yang, L., *Bauer, J., **Johnson, R. E.,** Groer, M., & Salomon, K. (under review). Physiological mechanisms that underlie the effects of interactional unfairness on deviant behavior: The role of cortisol activity.

INVITED TALKS

28. **Johnson, R. E.** (2013, March). *Physiological mechanisms underlying the effects of unfairness on deviant behavior*. Sam M. Walton College of Business, University of Arkansas, Fayetteville, AR.

27. **Johnson, R. E.** (2012, October). *Leadership in organizations*. Educational Administration Department, Michigan State University, East Lansing, MI.

26. **Johnson, R. E.** (2012, October). *Antecedents and consequences of employee identity: Evidence of conscious and subconscious effects*. College of Business, Florida State University, Tallahassee, FL.

25. **Johnson, R. E.** (2012, July). *Chinese–American Psychological Academic Exchange*. Workshop presented at Shaanxi Normal University, Xi'an, People's Republic of China.

- “Self-regulation at work” (Presenter)
- “Hot research topics in applied psychology” (Co-presenter with Mo Wang, Tammy Allen, Mark Poteet, and Chu-Hsiang Chang)

24. **Johnson, R. E.** (2012, July). *Antecedents and consequences of employee identity: Evidence of conscious and subconscious effects*. Guanghua School of Management, Peking University, Beijing, People's Republic of China.

23. **Johnson, R. E.** (2012, May). *Personality in Israel: The implications of personality and employee reactions and organizational processes and outcomes*. Workshop presented at The Hebrew University of Jerusalem, Israel.

- “Beyond traits and values: The theories of attachment and regulatory focus” (Co-presenter with Avi Kluger)
- “Measuring personality in work contexts via implicit measures” (Presenter)

22. **Johnson, R. E.** (2012, May). *Antecedents and consequences of employee identity: Evidence of conscious and subconscious effects*. Schulich School of Business, York University, Toronto, ON.

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

20. **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.
19. **Johnson, R. E.** (2011, May). *Advanced workshop of applied psychology and management*. Workshop presented at Peking University, Beijing, 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)
18. **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.
17. **Johnson, R. E.** (2011, February). *Putting the 'implicit' in implicit leadership theories*. Department of Psychology, University of Akron, Akron, OH.
16. **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.
15. **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.
14. **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.
13. **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.
12. **Johnson, R. E.** (2009, December). *Effects of implicit processes on behavior: Two empirical examples*. Department of Psychology, University of South Florida, Tampa, FL.
11. **Johnson, R. E.** (2009, November). *Effects of implicit processes on organizational behavior: What employees aren't aware of may be important!* Department of Management, Michigan State University, East Lansing, MI.
10. **Johnson, R. E.** (2009, November). *The 5 w's of industrial/organizational psychology*. University of South Florida Chapter of Psi Chi, Tampa, FL.

9. **Johnson, R. E.** (2008, November). *Effects of automatic processes on organizational behavior: What employees aren't aware of may be important!* Department of Psychology, University of Minnesota, Minneapolis, MN.
8. *Bauer, J., *Cho, E., & **Johnson, R. E.** (2008, September). *Workplace arrogance: Correlates and consequences.* Department of Psychology, University of South Florida, Tampa, FL.
7. *Saboe, K., & **Johnson, R. E.** (2008, February). *I/O and implicit measures: An empirical example.* Department of Psychology, University of South Florida, Tampa, FL.
6. **Johnson, R. E.** (2007, November). *Putting leaders in their place: Leadership schemas as situated cognitions.* Department of Psychology, University of South Florida, Tampa, FL.
5. **Johnson, R. E.** (2007, February). *Continuance organizational commitment: "Why doesn't anybody like me?"* Human Resources – Return on Investments (HR – ROI) conference, Tampa, FL.
4. **Johnson, R. E.** (2007, January). *Implicit effects of (un)fairness on motivation.* Personnel and Human Resources Research Group (PHRRG), Tampa, FL.
3. **Johnson, R. E.** (2006, December). *Implicit effects of justice on motivation.* Department of Psychology, University of South Florida, Tampa, FL.
2. **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.
1. **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.

CONFERENCE PRESENTATIONS

113. **Johnson, R. E.**, Rosen, C. R., & Chang, C.-H. (2013, April). Biasing effects of common method variance on higher-order constructs. In N. P. Podsakoff (Chair), *Common method variance biases: Evidence and remedies*. Paper presented at the 28th Annual Society for Industrial and Organizational Psychology Conference, Houston, Texas.
112. *Lanaj, K., **Johnson, R. E.**, & Barnes, C. M. (2013, April). Within-person depleting and replenishing effects of justice behaviors. In J. Greenberg (Chair), *Moderating established justice effects: New twists and varied contexts*. Paper presented at the 28th Annual Society for Industrial and Organizational Psychology Conference, Houston, Texas.
111. *Gamache, D. L., McNamara, G. M., & **Johnson, R. E.** (2012, October). *CEO regulatory focus: The impact of firm acquisitions*. Paper presented at the 32nd Strategic Management Society Annual Conference, Prague, Czech Republic.

110. *Ott-Holland, C., Chang, C.-H., **Johnson, R. E.**, & Schaubroeck, J. M. (2012, August). Moral licensing in the workplace. In M. Gradshtein & L. Van Dyne (Chairs), *The interactive dynamics of helping*. Paper presented at the 72nd Academy of Management Annual Meeting, Boston, MA.
109. *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 72nd Academy of Management Annual Meeting, Boston, MA.
<Selected for the Best Paper Proceedings of the 2012 Academy of Management Meeting>
108. *Venus, M., & **Johnson, R. E.** (2012, August). *A construal level perspective of the leadership influence process*. Paper presented at the 72nd Academy of Management Annual Meeting, Boston, MA.
107. *Erol-Korkmaz, H. T., **Johnson, R. E.**, & Bicaksiz, P. (2012, July). *Daily triggers of counterproductive work behavior: Moderating effects of emotion regulation*. Paper presented at the 8th International Conference on Emotions and Worklife, Helsinki, Finland.
106. *Bauer, J., Spector, P. E., & **Johnson, R. E.** (2012, April). *The role of discrete emotions in predicting counterproductive work behavior*. Poster presented at the 27th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
105. *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 27th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
104. **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 27th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
103. *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 27th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
102. *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 27th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
101. *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 71st Academy of Management Annual Meeting, San Antonio, TX.

100. *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 71st Academy of Management Annual Meeting, San Antonio, TX.

99. **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 71st Academy of Management Annual Meeting, San Antonio, TX.

98. 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 9th International Conference for Work, Stress, and Health, Orlando, FL.

97. Bowling, N. A., & **Johnson, R. E.** (Chairs). (2011, April). *Measuring implicit processes in organizational research*. Symposium presented at the 26th Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.

96. *Ispas, D., *Ilie, A., **Johnson, R. E.**, & Iliescu, D. (2011, April). *Rater motivation in validation studies*. Poster presented at the 26th Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.

95. **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 26th Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.

94. *Saboe, K., & **Johnson, R. E.** (2011, April). *Happy, healthy, and productive employees: Servant leadership and needs fulfillment*. Poster presented at the 26th Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.

93. *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 26th Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.

92. *Saboe, K., & **Johnson, R. E.** (November, 2010). *Healthy, happy, and productive employees: Servant leadership and need fulfillment*. Poster presented at the 3rd Annual Sunshine Education and Research Center Research Conference, University of South Florida, Tampa, FL.

91. *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 3rd Annual Sunshine Education and Research Center Research Conference, University of South Florida, Tampa, FL.

90. *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.
89. *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 70th Academy of Management Annual Meeting, Montreal, Quebec.
88. *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 70th Academy of Management Annual Meeting, Montreal, Quebec.
87. *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 70th Academy of Management Annual Meeting, Montreal, Quebec.
86. *Bauer, J., Yang, L. & **Johnson, R. E.** (2010, April). *Justice and OCB: Do emotions and self-esteem matter?* Interactive poster presented at the 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
85. *Dullaghan, T. R., *Loo, K., & **Johnson, R. E.** (2010, April). *Work engagement: Are some workers predisposed to become engaged?* Interactive poster presented at the 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
84. *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 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
83. *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 25th 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>
82. *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 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
81. **Johnson, R. E.**, Rosen, C. C., *Toumbeva, T., & *Djurdjevic, E. (2010, April). *Controlling for common method variance using statistical remedies*. Poster presented at the 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.

80. **Johnson, R. E.**, Rosen, C. C., *Toumbeva, T., & *Djurdjevic, E. (2010, April). *Does "CSE" mean core self-evaluations or common source effects?* Poster presented at the 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
79. *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 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
78. *Saboe, K., *Way, J., *Taing, M. U., & **Johnson, R. E.** (2010, April). *Transformational leader? Look for committed employees.* Poster presented at the 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
77. *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 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
76. 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 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
75. *Tolentino, A. L., **Johnson, R. E.**, & *Rodopman, O. B. (2010, April). *Do good soldiers equal good intentions? Measuring OCB motives.* Poster presented at the 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
74. *Way, J., & **Johnson, R. E.** (2010, April). *Assessing employees' regulatory focus using implicit measurement techniques.* Poster presented at the 25th Annual Society for Industrial and Organizational Psychology Conference, Atlanta, Georgia.
73. *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.
72. *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.
71. **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 3rd Global e-Conference on Fit, Buckinghamshire, UK.
70. Chang, C.-H., Bernard, T. E., *Eatough, E. M., **Johnson, R. E.**, & Bloswick, 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 8th International Conference for Work, Stress, and Health, San Juan, Puerto Rico.

69. *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>
68. *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.
67. *Djurdjevic, E., & **Johnson, R. E.** (2009, August). *Putting the "Implicit" in Implicit Leadership Theory (ILT): Assessing ILTs using implicit measures*. Paper presented at the 69th Academy of Management Annual Meeting, Chicago, Illinois.
66. *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 117th Annual Convention of the American Psychological Association, Toronto, CA.
65. *Göncü, A., & **Johnson, R. E.** (2009, July). *Predictors of interpersonal and informational justice among female supervisors: A relative deprivation perspective*. Poster presented at the 11th European Congress of Psychology, Oslo, Norway.
64. *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 11th European Congress of Psychology, Oslo, Norway.
63. *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 3rd Congress of Psychology Graduate Students, Istanbul, Turkey.
62. *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 3rd Congress of Psychology Graduate Students, Istanbul, Turkey.
61. 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 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
60. *Cho, E., **Johnson, R. E.**, *Rodopman, O. B., & *Tolentino, A. L. (2009, April). *Measuring trait affectivity using an implicit measure*. Poster presented at the 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.

59. *Jackson, E. M., & **Johnson, R. E.** (2009, April). *Leader-member exchange: Importance of self-identity level congruence*. Poster presented at the 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
58. **Johnson, R. E.**, Chang, C.-H., *Jackson, E. M., & *Saboe, K. (2009, April). *Effects of leadership on follower identity: A meta-analysis*. Poster presented at the 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
57. **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 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
56. *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 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
55. *Ramsey, C., Tan, J. A., & **Johnson, R. E.** (2009, April). *Implicit effects of justice on self-identity and regulatory focus*. Poster presented at the 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
54. *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 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
53. *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 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
52. *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 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, Louisiana.
51. *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.
50. *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.

49. 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 68th Academy of Management Annual Meeting, Anaheim, California.
48. *Groff, K., *Granger, B., *Taing, M., *Jackson, E. M., & **Johnson, R. E.** (2008, August). *Exploring continuance commitment: A multidimensional approach*. Paper presented at the 68th Academy of Management Annual Meeting, Anaheim, California.
47. *Steinman, L., & **Johnson, R. E.** (2008, August). *Are implicit measures useful for organizational research? Some answers and an empirical example*. Paper presented at the 68th Academy of Management Annual Meeting, Anaheim, California.
46. *Djurdjevic, E., *Grzesick, N., & **Johnson, R. E.** (2008, April). *Effects of supervisor support for creativity on employee outcomes*. Poster presented at the 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
45. *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.
44. *Granger, B., *Taing, M., *Groff, K., & **Johnson, R. E.** (2008, April). *Developing a multidimensional measure of continuance organizational commitment*. Poster presented at the 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
43. *Jackson, E. M., *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 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
42. **Johnson, R. E.**, & Chang, C.-H. (2008, April). *Development and validation of a work-based regulatory focus scale*. Poster presented at the 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
41. *Nixon, A., *Jackson, E. M., **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 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
40. 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 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.

39. *Saboe, K., & **Johnson, R. E.** (2008, April). *Implicit identities predict supervisor-rated work outcomes and relationships*. Poster presented at the 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
38. *Tolentino, A., & **Johnson, R. E.** (2008, April). *Are all good soldiers created equal? Assessing OCB motives*. Poster presented at the 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
37. *Yang, L., **Johnson, R. E.**, Zhang, X., & Spector, P. E. (2008, April). *When self-identity meets occupational stress*. Poster presented at the 23rd Annual Society for Industrial and Organizational Psychology Conference, San Francisco, California.
36. Chang, C.-H., & **Johnson, R. E.** (2008, March). *Strain and employee outcomes: Work-based regulatory foci as moderators*. Poster presented at the 7th International Conference for Work, Stress, and Health, Washington, DC.
35. *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 16th Annual Mid-Winter Conference for the Society of Consulting Psychology, Austin, TX.
34. **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 67th Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
33. **Johnson, R. E.**, & *Ispas, D. (Chairs). (2007, August). *Taking measure of organizational commitment*. Symposium presented at the 67th Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
32. 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 67th Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
31. *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 67th Academy of Management Annual Meeting, Philadelphia, Pennsylvania.
30. 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.

29. 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.
28. 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 68th Annual Convention of the Canadian Psychological Association, Ottawa, Ontario, Canada.
27. *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 68th Annual Convention of the Canadian Psychological Association, Ottawa, Ontario, Canada.
26. Bobocel, D. R., & **Johnson, R. E.** (Chairs) (2007, April). *The role of the self in organizational justice*. Symposium presented at the 22nd Annual Society for Industrial and Organizational Psychology Conference, New York, New York.
25. **Johnson, R. E.**, & Chang, C.-H. (Chairs) (2007, April). *Self-based individual differences in organizations: Implications for employee behaviors*. Symposium presented at the 22nd Annual Society for Industrial and Organizational Psychology Conference, New York, New York.
24. **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 22nd Annual Society for Industrial and Organizational Psychology Conference, New York, New York.
23. **Johnson, R. E.**, & Levy, P. E. (Chairs) (2006, May). *Taking account of measurement issues regarding organizational justice*. Symposium presented at the 21st Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
22. **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 22nd Annual Society for Industrial and Organizational Psychology Conference, New York, New York.
21. *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 22nd Annual Society for Industrial and Organizational Psychology Conference, New York, New York.
20. 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 22nd Annual Society for Industrial and Organizational Psychology Conference, New York, New York.

19. *Swartzenruber, K., *Jackson, E. M., & **Johnson, R. E.** (2007, April). *Organizational values and employee attachment: Moderating role of employee identity*. Poster presented at the 22nd Annual Society for Industrial and Organizational Psychology Conference, New York, New York.
18. *Taing, M. U., *Groff, K. W., & **Johnson, R. E.** (2007, April). *Interactions among organizational commitment types: Synergistic or competitive?* Poster presented at the 22nd Annual Society for Industrial and Organizational Psychology Conference, New York, New York.
17. **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 66th Academy of Management Annual Meeting, Atlanta, Georgia.
16. 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 21st Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
15. Chang, C.-H., & **Johnson, R. E.** (2006, May). *Discrepancy, velocity, and job satisfaction: Temporal orientation as a moderator*. Poster presented at the 21st Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
14. **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 21st Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
13. **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 21st Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
12. Rosen, C. C., Chang, C.-H., & **Johnson, R. E.** (2006, May). *Politics, stress, and satisfaction: Personal and situational buffers*. Poster presented at the 21st Annual Society for Industrial and Organizational Psychology Conference, Dallas, Texas.
11. 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 65th Academy of Management Annual Meeting, Honolulu, Hawaii.
10. **Johnson, R. E.** (2005, June). *Organizational justice and self-concept: (Un)fairness perceptions and shifting identities*. Poster presented at the 66th Annual Convention of the Canadian Psychological Association, Montreal, Quebec, Canada.
9. **Johnson, R. E.**, & Chang, C.-H. (2005, June). *Implications of self-concept for organizational commitment*. Poster presented at the 66th Annual Convention of the Canadian Psychological Association, Montreal, Quebec, Canada.

8. **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 20th Annual Society for Industrial and Organizational Psychology Conference, Los Angeles, California.
7. **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 20th Annual Society for Industrial and Organizational Psychology Conference, Los Angeles, California.
6. 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 20th Annual Society for Industrial and Organizational Psychology Conference, Los Angeles, California.
5. **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.
4. **Johnson, R. E.** (2004, April). *Trait mood and its impact on processing organizational justice information*. Interactive poster presented at the 19th Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
3. **Johnson, R. E.** (2004, April). *Politics and organizational support perceptions: Dimensionality and discriminant validity*. Poster presented at the 19th Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
2. **Johnson, R. E.**, & Kline, T. J. B. (2001, June). *User expectations and acceptance of groupware*. Poster presented at the 62nd Annual Convention of the Canadian Psychological Association, Quebec City, Quebec, Canada.
1. **Johnson, R. E.** (2001, May). *Employee expectations of and commitment to groupware adoption*. Paper presented at the 5th Annual University of Calgary Psychology Student Conference, Calgary, Alberta, Canada.

FUNDED RESEARCH AND GRANTS

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

“Arrogant bosses hiding inferiority” *The Chicago Tribune* (<http://www.chicagotribune.com/business/sns-mct-arrogant-bosses-hiding-inferiority-20120804,0,2364.story>), August 4, 2012.

“MSU study helps identify arrogant bosses” *The State News.com* (http://www.statenews.com/index.php/article/2012/07/msu_study_helps_identify_arrogant_bosses), July 31, 2012.

“Do you have an arrogant boss?” *Psychology Today* (<http://www.psychologytoday.com/blog/the-squeaky-wheel/201207/do-you-have-arrogant-boss>), July 30, 2012.

“New study: Why arrogant bosses are so damaging” *Intuit* (<http://quickbase.intuit.com/blog/2012/07/26/new-study-why-arrogant-bosses-are-so-damaging/>), July 26, 2012.

“Scientific proof your boss is a jerk” *Yahoo! News* (<http://news.yahoo.com/scientific-proof-boss-jerk-171029059.html>), July 26, 2012.

“Arrogant bosses poor at performance” *MSN News* (<http://news.in.msn.com/international/article.aspx?cp-documentid=250401429>), July 26, 2012.

“Identifying the arrogant boss” *The University of Akron Online Newsroom* (<http://www.uakron.edu/im/online-newsroom>), July 20, 2012.

“Getting explicit about the implicit” *Management INK* (<http://managementink.wordpress.com>), May 11, 2012.

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

“Predicting job performance with implicit word games?” *I/O at Work* (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), 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

*Gamache, D. L., McNamara, G., Mannor, M., & **Johnson, R. E.** (in progress). *Playing to win or playing not to lose: The impact of CEO regulatory focus on firm acquisitions*. Manuscript being prepared.

*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. (in progress). *Ruling out alternative explanations for the emergence of higher-order personality constructs: Beware of 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.

*Venus, M., & **Johnson, R. E.** (in progress). *A construal level perspective of the leadership influence process*. Manuscript being prepared.

TEACHING EXPERIENCE

Michigan State University, East Lansing, MI

Full-Time Faculty

July 2010–
present

- Weekend MBA Courses
 - Leadership & Managing Change (x9)
- Graduate Seminars
 - Organizational Behavior (Management; x1)
 - Organizational Behavior (Psychology; x1)
- Undergraduate Lectures
 - Introduction to Management (x1)
 - Management Capstone – Motivation (x3)
 - Staffing (x1)
- Online Certificate Program
 - Strategic Leadership & Management

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

Dissertations	Role	Year
Meng Taing	Chair	In progress
Kristin Saboe	Chair	2012
Kyle Groff	Chair	2012
Erin Jackson	Chair	2012
Michael Rossi	Chair	2011
Matthew Tuttle	Chair	2009
Rickamer Hoover	Chair	2009
Dan Ispas	Co-Chair (Borman)	2010
<i><Dan Ispas received the 2012 S. Rains Wallace Dissertation Award from SIOP></i>		
Anna Tolentino	Co-Chair (Borman)	2009
Shawn Komar	External Chair	2012
Michael Howe	Committee member	In progress
Linda Wang	Committee member	In progress
You Jin Kim	Committee member	In progress
Klodiana Lanaj	Committee member	In progress
Merlijn Venus	Committee member	In progress
Megan Huth	Committee member	In progress
Gordon Schmidt	Committee member	2012
Robert Davison	Committee member	2012
Matthew Lineberry	Committee member	2012
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
Master's Theses		
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

Undergraduate Honor's Theses	Role	Year
Kelly Smith	Chair	2010
Stephanie Miloslavac	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

Doctoral Students	Home Institution	Year
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

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

PROFESSIONAL SERVICE

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 2012)
- 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–present
- Friday Seminars Committee for SIOP conference
 - Chair: 2009
 - Member: 2008, 2010, 2013

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
Consulting Psychology Journal: Practice and Research
Emotion Review
European Journal of Personality
European Journal of Work and Organizational Psychology
European Management Journal
Human Performance
Human Relations
Human Resource Development Quarterly
Human Resource Management Review
Industrial Health
International Journal of Human Resources Development and Management
International Journal of Nursing Studies
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
Research in Occupational Stress and Well Being
Social Psychological and Personality Science
Stress & Health
Swiss Journal of Psychology
Work & Stress

Publishers

Guilford Press
 Oxford University Press
 Psychology Press

Granting Agencies

Social Sciences and Humanities Research Council of Canada

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

AWARDS AND ACHIEVEMENTS

- Distinguished Early Career Contributions Award for Research from the Society for Industrial and Organizational Psychology, 2013
- Outstanding Reviewer Award from *Academy of Management Journal*, 2012
- Outstanding Reviewer Award from *Academy of Management Review*, 2012

- Seshe Reviewer Award for Timeliness and Productivity from *The Leadership Quarterly*, 2012
- Outstanding Reviewer Award from *Academy of Management Review*, 2011
- Outstanding Reviewer Award from *Journal of Business and Psychology*, 2010
- Featured Top Poster at the 2010 Society for Industrial and Organizational Psychology conference (Ispas, Ilie, Johnson, Iliescu, & Borman, 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

APPLIED RESEARCH AND CONSULTING EXPERIENCE

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)
The University of Akron, Department of Psychology
Akron, Ohio

Feb. 2003

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
Calgary, Alberta, Canada

Sept. 2000-May 2001

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

PROFESSIONAL AFFILIATIONS

- 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)
- Personnel and Human Resource Research Group (PHRRG)
- Society for Industrial and Organizational Psychology (SIOP)
- Southern Management Association (SMA)