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**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

## **RESEARCH INTERESTS**

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

*Specific Topics:* Motivation & Self-Regulation  
Leadership  
Self-Concept  
Affect & Well-Being  
Implicit Information Processing  
Work Attitudes & Perceptions (e.g., Commitment, Justice)

## ACADEMIC POSITIONS

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### **Michigan State University**

MSU Foundation Professor

August 2020–present

Associate Professor

July 2014–June 2020

Assistant Professor

July 2010–June 2014

Department of Management

Eli Broad College of Business

East Lansing, MI, USA

Adjunct Professor

May 2013–present

Department of Psychology

### **Deakin University**

Professorial Research Fellow

January 2017–December 2020

Department of Management

Faculty of Business and Law

Melbourne, VIC, Australia

### **University of South Florida**

Assistant Professor

August 2006–June 2010

Department of Psychology

Tampa, Florida, USA

## EDITORIAL POSITIONS

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### **Guest Editorships**

*Academy of Management Review*, Co-editor with Gary N. Powell, Jeffrey H. Greenhaus, and Tammy D. Allen of a special topic forum on work-life theory (2019)

*Human Resource Management Review*, Co-editor with Nathan A. Bowling of a special issue on implicit processing and measurement (2013)

### **Associate Editorships**

*Academy of Management Review*, Associate Editor (2014–2017)

*Journal of Applied Psychology*, Associate Editor (2020–2022)

*Journal of Business and Psychology*, Associate Editor (2011–2014)

### **Editorial Boards**

*Academy of Management Journal* (2011–2020)

*Academy of Management Review* (2010–2014, 2017–2023)

*Canadian Journal of Administrative Sciences* (2012–present)

*European Journal of Work and Organizational Psychology* (2009–present)

*Journal of Applied Psychology* (2011–2020)

*Journal of Business and Psychology* (2009–2011, 2014–present)

*Journal of Experimental Psychology: Applied* (2013–2018)

*Journal of Occupational and Organizational Psychology* (2012–present)

*Journal of Organizational Behavior* (2012–2020)

*Leadership & Organization Development Journal* (2010–2020)  
*Leadership Quarterly* (2011–2020)  
*Organizational Behavior and Human Decision Processes* (2012–2020)  
*Organizational Research Methods* (2017–present)  
*Personnel Psychology* (2014–2020)  
*Research in Occupational Stress and Well Being* (2013–2020)

## **PUBLICATIONS**

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Total citations (as of January 2025 on Google Scholar): 21,850 (h-index = 74, i10-index = 125)

\* Denotes current or former student co-author

134. \*Lin, S.-H., \*Woodall, J. P., Mitchell, M. S., Chi, N.-W., & **Johnson, R. E.** (in press). The gendered nature of leader behaviors: Navigating stereotype threat from conservation of resources and gender role perspectives. *Journal of Applied Psychology*.
133. \*Zhu, Z., \*Chen, X., **Johnson, R. E.**, Yang, M., Yuan, Y., Yin, Y., & Liu, J. (in press). A tale of two narratives: The role of event disruption in employee affective and behavioral reactions to authoritarian leadership. *Journal of Applied Psychology*.
132. \*Li, S., **Johnson, R. E.**, \*Lee, H. W. & Scott, B. A. (in press). Inspired to be transformational: The interplay between employee voice type and manager construal level. *Human Relations*.
131. Scott, B. A., \*Awasty, N., \*Li, S., Conlon, D. E., **Johnson, R. E.**, Voorhees, C. M., & \*Passantino, L. G. (in press). Too much of a good thing? A multilevel examination of listening to music at work. *Journal of Applied Psychology*.
130. Lu, L., Wang, L., & **Johnson, R. E.** (in press). The joint fluctuations of LMX and relative LMX predict follower work effort: A dual-dynamic perspective. *Journal of Business and Psychology*.
129. \*Lin, S.-H., \*Fatimah, S., \*Poulton, E. C., \*Ho, C. M., Ferris, D. L., & **Johnson, R. E.** (2025). Every voice has its bright and dark sides: Understanding third-party observers' reactions to coworkers' voice behaviors. *Journal of Occupational and Organizational Psychology*, 98, e12546.
128. \*Lee, H. W., Chi, Nai-Wen, \*Kim, Y. J., Lee, H., \*Lin, S.-H., & **Johnson, R. E.** (2024). Leaders' responses to receipt of proactive helping: Integrating theories of approach-avoidance and challenge-hindrane. *Human Relations*, 77, 560-590.
127. \*Liao, Z., Wang, N., Zhu, J., Chen, T., & **Johnson, R. E.** (2024). Disentangling the relational approach to organizational justice: Meta-analytic and field tests of distinct roles of social exchange and social identity. *Journal of Applied Psychology*, 109, 1716-1741.

126. \*Liao, Z., Yam, K. C. S., \*Lee, H. W., **Johnson, R. E.**, & Tang, P. M. (2024). Cleansing or licensing? Corporate social responsibility reconciles the competing effects of unethical pro-organizational behavior on moral self-regulation. *Journal of Management*, *50*, 1643-1683.
125. \*Matusik, J. G., \*Poulton, E. C., Ferris, D. F., **Johnson, R. E.**, & Rodell, J. B. (2024). The PCMT model of organizational support: Scale development and theoretical application. *Journal of Applied Psychology*, *109*, 1059-1076.
124. \*Poulton, E. C., \*Lin, S.-H., \*Fatimah, S., \*Ho, C. M., Ferris, D. L., & **Johnson, R. E.** (2024). My manager endorsed my coworkers' voice: Understanding observers' positive and negative reactions to managerial endorsement of coworker voice. *Journal of Applied Psychology*, *109*, 1250-1270.
123. \*Young, H. R., Scott, B. A., Ferris, D. L., \*Lee, H. W., \*Awasty, N., & **Johnson, R. E.** (2024). Distances and directions: An emotional journey into the recovery process. *Journal of Applied Psychology*, *109*, 115-134.
122. \*Mitchell, R. L., \*Matusik, J. G., & **Johnson, R. E.** (2023). Backlashes or boosts? The role of warmth and gender in relational uncertainty reductions. *Human Resource Management*, *62*, 851-865.
121. \*Li, S., \*Young, H. R., Ghorbani, M., Lee, B. Y., van Knippenberg, D., & **Johnson, R. E.** (2023). Keeping employees safe during health crises: The effects of media exposure, HR practices, and age. *Journal of Business and Psychology*, *38*, 457-472.  
<2022 Recipient of Editor Commendation>
120. Haesevoets, T., De Cremer, D., \*De Schutter, L., van Dijke, M., \*Young, H. R., \*Lee, H. W., **Johnson, R. E.**, & Chiang, J. T.-J. (2022). The impact of leader depletion on leader performance: The mediating role of leaders' trust beliefs and employees' citizenship behaviors. *Scientific Reports*, *12*, 20676. <https://doi.org/10.1038/s41598-022-24882-3>
119. Ho, C., \*Lin, S.-H., & **Johnson, R. E.** (2022). Does depletion have a bright side? Self-regulation exertion heightens creative engagement. *Journal of Consumer Affairs*, *56*, 666-684.
118. \*Lennard, A. C., \*Matta, F. K., \*Lin, S., \*Koopman, J., & **Johnson, R. E.** (2022). The dynamism of daily justice: A person-environment fit perspective on the situated value of justice. *Organization Science*, *33*, 1523-1553.
117. \*Matusik, J. G., Ferris, D. L., & **Johnson, R. E.** (2022). The PCMT model of organizational support: An integrative review and reconciliation of the organizational support literature. *Journal of Applied Psychology*, *107*, 329-345.
116. \*Xu, X., \*Du, D., **Johnson, R. E.**, & Lu, C. (2022). Justice change matters: Approach and avoidance mechanisms underlying the regulation of justice over time. *Journal of Applied Psychology*, *107*, 1070-1093.

115. Zheng, X., Ni, D., Zhu, J., Song, L. J., Liu, X.-Y., & **Johnson, R. E.** (2022). Be mindful in love: Exploring the interpersonal effects of spouse mindfulness on employee work and family outcomes. *Applied Psychology: An International Review*, *71*, 612-639.
114. Chen, C., Qin, X., **Johnson, R. E.**, Huang, M., Yang, M., & Liu, S. (2021). Entering an upward spiral: Investigating how and when supervisors' talking about abuse leads to subsequent abusive supervision. *Journal of Organizational Behavior*, *42*, 407-428.
113. Creed, A., Zushi, A., & **Johnson, R. E.** (2021). Organizational power embodied in hand and finger touchlines. *Cross Cultural & Strategic Management*, *28*, 553-573.
112. \*Kim, J., \*Lee, H. W., Gao, H., & **Johnson, R. E.** (2021). When CEOs are all about themselves: Perceived CEO narcissism and middle managers' workplace behaviors amid the COVID-19 pandemic. *Journal of Applied Psychology*, *106*, 1283-1298.
111. \*Lee, H. W., Hays, N. A., & **Johnson, R. E.** (2021). To thine own (empowered) self be true: Aligning social hierarchy motivation and leader behavior. *Journal of Applied Psychology*, *106*, 1033-1048.
110. Liao, C., \*Lee, H. W., **Johnson, R. E.**, & \*Lin, S.-H. (2021). Serving you depletes me? A leader-centric examination of servant leader behaviors. *Journal of Management*, *47*, 1185-1218.
109. \*Liao, Z., \*Lee, H. W., **Johnson, R. E.**, Song, Z., & Liu, Y. (2021). Seeing from a short-term perspective: When and why daily abusive supervisor behavior yields functional and dysfunctional consequences. *Journal of Applied Psychology*, *106*, 377-398.
108. \*Lin, S.-H., Chang, C.-H., \*Lee, H. W., & **Johnson, R. E.** (2021). Positive family events facilitate effective leader behaviors at work: A within-individual investigation of family-work enrichment. *Journal of Applied Psychology*, *106*, 1412-1434.
107. Rosen, C. C., Gabriel, A. S., \*Lee, H. W., \*Koopman, J., & **Johnson, R. E.** (2021). When leading an ear turns into mistreatment: An episodic examination of leader mistreatment in response to receipt of venting at work. *Personnel Psychology*, *74*, 175-195.
106. Tong, J., \*Oh, J. K., & **Johnson, R. E.** (2021). Being mindful at work: a moderated mediation model of the effects of challenge stressors on employee dedication and cynicism. *European Journal of Work and Organizational Psychology*, *30*, 887-898.
105. Van Dijk, D., Kark, R., \*Matta, F. K., & **Johnson, R. E.** (2021). Collective aspirations: Collective regulatory focus as a mediator between transformational and transactional leadership and team creativity. *Journal of Business and Psychology*, *36*, 735-736.
104. Yang, J., \*Lee, H. W., Zheng, X., & **Johnson, R. E.** (2021). What does it take for voice opportunity to lead to creative performance? Supervisor listening as a boundary condition. *Journal of Business and Psychology*, *36*, 1137-1150.

103. Zhu, Y., Chen, T., Wang, J., Wang, M., **Johnson, R. E.**, & Jin, Y. (2021). How critical activities within COVID-19 intensive care units increase nurses' daily occupational calling. *Journal of Applied Psychology, 106*, 4-14.
102. Ali, A., Wang, H., & **Johnson, R. E.** (2020). Empirical analysis of shared leadership promotion and team creativity: An adaptive leadership perspective. *Journal of Organizational Behavior, 41*, 405-423.
101. \*Chong, S., \*Kim, Y. J., \*Lee, H. W., **Johnson, R. E.**, & \*Lin, S.-H. (2020). Mind your own break! The interactive effect of workday respite activities and mindfulness on employee outcomes via affective linkages. *Organizational Behavior and Human Decision Processes, 159*, 64-77.
100. Eby, L. T., Shockley, K. M., Bauer, T. N., Edwards, B. D., Homan, A. C., **Johnson, R. E.**, Lang, J. W. B., Morris, S. B., & Oswald, F. L. (2020). Methodological checklists for improving research quality and reporting consistency. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 13*, 76-83.
99. \*Koopman, J., \*Lin, S.-H., \*Lennard, A. C., \*Matta, F. K., & **Johnson, R. E.** (2020). My coworkers are treated more fairly than me! A self-regulatory perspective on justice social comparisons. *Academy of Management Journal, 63*, 857-880.
98. \*Koopman, J., Rosen, C. C., Gabriel, A. S., \*Puranik, H., **Johnson, R. E.**, & Ferris, D. L. (2020). Why and for whom does the pressure to help hurt others? Emotional and cognitive mechanisms linking helping pressure to workplace deviance. *Personnel Psychology, 73*, 333-362.
97. Scott, B. A., \*Awasty, N., **Johnson, R. E.**, \*Matta, F., & Hollenbeck, J. R. (2020). Origins and destinations, distances and directions: Accounting for the journey in the emotion regulation process. *Academy of Management Review, 45*, 423-446.
96. Scott, B. A., \*Lennard, A., \*Mitchell, R., & **Johnson, R. E.** (2020). Emotions naturally and laboriously expressed: Antecedents, consequences, and the role of valence. *Personnel Psychology, 73*, 587-613.
95. Tong, J., \*Chong, S., \*Chen, J., **Johnson, R. E.**, & Ren, X. (2020). The interplay of low identification, psychological detachment, and cynicism for predicting counterproductive work behaviour. *Applied Psychology: An International Review, 69*, 59-92.
94. Beard, A., & **Johnson, R. E.** (2019). You shouldn't volunteer to help your coworkers. *Harvard Business Review, 97*(2), 30-31.
93. \*Koopmann, J., **Johnson, R. E.**, Wang, M., \*Lanaj, K., Wang, G., & Shi, J. (2019). A self-regulation perspective on how and when regulatory focus differentially relates to citizenship behaviors. *Journal of Applied Psychology, 104*, 629-641.

92. \*Lee, H. W., \*Bradburn, J., \*Lin, S.-H., **Johnson, R. E.**, & Chang, C.-H. (2019). The benefits of receiving gratitude for helpers: A daily investigation of proactive and reactive helping at work. *Journal of Applied Psychology, 104*, 197-213.
91. \*Lennard, A. C., Scott, B. A., & **Johnson, R. E.** (2019). Turning frowns (and smiles) upside down: A multilevel examination of surface acting positive and negative emotions on well-being. *Journal of Applied Psychology, 104*, 1164-1180.
90. \*Mao, C., Chang, C.-H., Sun, J., & **Johnson, R. E.** (2019). Incivility and employee performance, citizenship, and counterproductive behaviors: Implications of the social context. *Journal of Occupational Health Psychology, 24*, 213-227.
89. \*McClellan, S. T., Barnes, C. M., Courtright, S. H., & **Johnson, R. E.** (2019). Resetting the clock on dynamic leader behaviors: A conceptual integration and agenda for future research. *Academy of Management Annals, 13*, 479-508.
88. Powell, G. N., Greenhaus, J. H., Allen, T. D., & **Johnson, R. E.** (2019). Advancing and expanding work-life theory from multiple perspectives. *Academy of Management Review, 44*, 54-71.
87. Rosen, C. C., Simon, L. S., Gajendran, R. S., **Johnson, R. E.**, \*Lee, H. W., & \*Lin, S.-H. (2019). Boxed in by your inbox: Implications of daily email demands for managers' leadership behaviors. *Journal of Applied Psychology, 104*, 19-33.
86. Spector, P. E., Rosen, C. C., Richardson, H. A., Williams, L. J., & **Johnson, R. E.** (2019). A new perspective on method variance: A measure-centric approach. *Journal of Management, 45*, 855-880.
85. \*Steinbach, A. L., \*Gamache, D. L., & **Johnson, R. E.** (2019). Don't get it misconstrued: Executive construal-level shifts and flexibility in the upper echelons. *Academy of Management Review, 44*, 871-895.
84. Tong, J., \*Chong, S., & **Johnson, R. E.** (2019). The indirect relations of workplace incivility with emotional exhaustion and supportive behaviors via self-blame: The moderating roles of observed incivility and trait emotional control. *Journal of Organizational Behavior, 40*, 931-946.
83. \*Venus, M., **Johnson, R. E.**, \*Zhang, S., Wang, X.-H., & \*Lanaj, K. (2019). Seeing the big picture: A within-person examination of leader construal level and vision communication. *Journal of Management, 45*, 2666-2684.
82. Zhu, J., Song, L. J., \*Zhu, J. L., & **Johnson, R. E.** (2019). Visualizing the landscape and evolution of leadership research. *The Leadership Quarterly, 30*, 215-232.
81. Gabriel, A. S., Campbell, J. T., Djurdjevic, E., **Johnson, R. E.**, & Rosen, C. C. (2018). Fuzzy profiles: Comparing and contrasting latent profile analysis and fuzzy set analysis for person-centered research. *Organizational Research Methods, 21*, 877-904.

80. Gabriel, A. S., \*Koopman, J., Rosen, C. C., & **Johnson, R. E.** (2018). Helping others or helping oneself? An episodic examination of the behavioral consequences of helping at work. *Personnel Psychology, 71*, 85-107.
79. Galvin, B. M., Randel, A. E., Collins, B. J., & **Johnson, R. E.** (2018). Changing the focus of locus (of control): A targeted review of the locus of control literature and agenda for future research. *Journal of Organizational Behavior, 39*, 820-833.
78. Lapiere, L. M., Matthews, R. A., Eby, L. T., Truxillo, D. M., **Johnson, R. E.**, & Major, D. A. (2018). Recommended practices for academics to initiate and manage research partnerships with organizations. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 11*, 543-581.
77. \*Liao, Z., Yam, K. C. S., **Johnson, R. E.**, Liu, W., & Song, Z. (2018). Cleansing my abuse: A reparative response model of perpetrating abusive supervisor behavior. *Journal of Applied Psychology, 103*, 1039-1056.
76. \*Lin, S.-H., & **Johnson, R. E.** (2018). Opposing affective and cognitive effects of prevention focus on counterproductive work behavior. *Journal of Business and Psychology, 33*, 283-296.
75. Qin, X., Huang, M., **Johnson, R. E.**, Ju, D., & Hu, Q. (2018). The short-lived benefits of abusive supervisory behavior for actors: An investigation of recovery and work engagement. *Academy of Management Journal, 61*, 1951-1975.
74. Qin, X., Ren, R., Zhang, Z.-X., & **Johnson, R. E.** (2018). Considering self-interests and symbolism together: How instrumental and value-expressive motives interact to influence supervisors' justice behavior. *Personnel Psychology, 71*, 225-253.
73. \*Song, Y., \*Liu, Y., Wang, M., \*Lanaj, K., **Johnson, R. E.**, & Shi, J. (2018). A social mindfulness approach to understanding experienced customer mistreatment: A within-person field experiment. *Academy of Management Journal, 61*, 994-1020.
72. Zhu, J., \*Liao, Z., Yam, K. C. S., & **Johnson, R. E.** (2018). Shared leadership: A state-of-the-art review and future research agenda. *Journal of Organizational Behavior, 39*, 834-852.
71. **Johnson, R. E.**, \*King, D. D., \*Lin, S.-H., Scott, B. A., \*Jackson Walker, E. M., & Wang, M. (2017). Regulatory focus trickle-down: How leader regulatory focus and behavior shape follower regulatory focus. *Organizational Behavior and Human Decision Processes, 140*, 29-45.
70. **Johnson, R. E.**, \*Lin, S.-H., Kark, R., Van Dijk, D., \*King, D. D., & Esformes, E. (2017). Consequences of regulatory fit for leader-follower relationship quality and commitment. *Journal of Occupational and Organizational Psychology, 90*, 379-406.
69. Kanfer, R., Frese, M., & **Johnson, R. E.** (2017). Motivation related to work: A century of progress. *Journal of Applied Psychology, 102*, 338-355.



68. **Johnson, R. E.**, Rosen, C. C., Chang, C.-H., & \*Lin, S.-H. (2016). Assessing the status of locus of control as an indicator of core self-evaluations. *Personality and Individual Differences*, *90*, 155-162.
67. \*Lanaj, K., **Johnson, R. E.**, & \*Lee, S. M. (2016). Benefits of transformational behavior for leaders: A daily investigation of leader behavior and need fulfillment. *Journal of Applied Psychology*, *101*, 237-251.
66. \*Lanaj, K., **Johnson, R. E.**, & Wang, M. (2016). When lending a hand depletes the will: The daily costs and benefits of helping. *Journal of Applied Psychology*, *101*, 1097-1110.
65. \*Lin, S.-H., \*Ma, J., & **Johnson, R. E.** (2016). When ethical leader behavior breaks bad: How ethical leader behavior can turn abusive via ego depletion and moral licensing. *Journal of Applied Psychology*, *101*, 815-830.
64. Rosen, C. C., \*Koopman, J., Gabriel, A. S., & **Johnson, R. E.** (2016). Who strikes back? A daily investigation of when and why incivility begets incivility. *Journal of Applied Psychology*, *101*, 1620-1634.
63. Ballinger, G. A., & **Johnson, R. E.** (2015). Editors' comments: Your first *AMR* review. *Academy of Management Review*, *40*, 315-322.
62. \*Gamache, D. L., McNamara, G., Mannor, M., & **Johnson, R. E.** (2015). Motivated to acquire? The impact of CEO regulatory focus on firm acquisitions. *Academy of Management Journal*, *58*, 1261-1282.
61. **Johnson, R. E.**, Rosen, C. C., Chang, C.-H., & \*Lin, S.-H. (2015). Getting to the core of locus of control: Is it a core evaluation of the self or the environment? *Journal of Applied Psychology*, *100*, 1568-1578.
60. \*Lin, S.-H., & **Johnson, R. E.** (2015). A suggestion to improve a day keeps your depletion away: Examining promotive and prohibitive voice behaviors within a regulatory focus and ego depletion framework. *Journal of Applied Psychology*, *100*, 1381-1397.
59. \*Qin, X., Ren, R., Zhang, Z., & **Johnson, R. E.** (2015). Fairness heuristics and substitutability effects: Inferring the fairness of outcomes, procedures, and interpersonal treatment when employees lack clear information. *Journal of Applied Psychology*, *100*, 749-766.
58. \*Saboe, K., \*Taing, M. U., \*Way, J. D., & **Johnson, R. E.** (2015). Examining the unique mediators that underlie the effects of different dimensions of transformational leadership. *Journal of Leadership & Organizational Studies*, *22*, 175-186.
57. \*Göncü, A., Aycan, Z., & **Johnson, R. E.** (2014). Effects of paternalistic and transformational leadership on follower outcomes. *International Journal of Management and Business*, *5*, 36-58.

56. \*Ispas, D., Iliescu, D., \*Ilie, A., & **Johnson, R. E.** (2014). Exploring the cross-cultural generalizability of the five factor model of personality: The Romanian NEO PI-R. *Journal of Cross-Cultural Psychology, 45*, 1074-1088.
55. **Johnson, R. E.**, \*Lanaj, K., & Barnes, C. M. (2014). The good and bad of being fair: Effects of procedural and interactional justice behaviors on actors' regulatory resources. *Journal of Applied Psychology, 99*, 635-650.
54. \*Lanaj, K., **Johnson, R. E.**, & Barnes, C. M. (2014). Beginning the workday yet already depleted? Consequences of late-night smartphone use and sleep. *Organizational Behavior and Human Decision Processes, 124*, 11-23.
53. \*Matta, F., \*Erol-Korkmaz, T. H., **Johnson, R. E.**, & Bicaksiz, P. (2014). Significant work events and counterproductive work behavior: The role of fairness, emotions, and emotion regulation. *Journal of Organizational Behavior, 35*, 920-944.
52. \*Yang, L., \*Bauer, J., **Johnson, R. E.**, Groer, M., & Salomon, K. (2014). Physiological mechanisms that underlie the effects of interactional unfairness on deviant behavior: The role of cortisol activity. *Journal of Applied Psychology, 99*, 310-321.
51. \*Askew, K., \*Taing, M. U., & **Johnson, R. E.** (2013). The effects of commitment to multiple foci: An analysis of relative influence and interactions. *Human Performance, 26*, 171-190.
50. Bowling, N. A., & **Johnson, R. E.** (2013). Measuring implicit content and processes at work: A new frontier within the organizational sciences. *Human Resource Management Review, 23*, 203-204.
49. 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.
48. **Johnson, R. E.**, Chang, C.-H., \*Meyer, T., \*Lanaj, K., & \*Way, J. D. (2013). Approaching success or avoiding failure? Approach and avoidance motives in the work domain. *European Journal of Personality, 27*, 424-441.
47. **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.
46. \*Kim, Y. J., Van Dyne, L., Kamdar, D., & **Johnson, R. E.** (2013). 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, 121*, 231-245.
45. \*Koopman, J., \*Howe, M. D., **Johnson, R. E.**, Tan, J. A., & Chang, C.-H. (2013). A framework for developing word fragment completion tasks. *Human Resource Management Review, 23*, 242-253.

44. 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.
43. 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.
42. \*Taing, M. U., \*Smith, T., \*Singla, N., **Johnson, R. E.**, & Chang, C.-H. (2013). The relationship between learning goal orientation, goal-setting, and performance: A longitudinal study. *Journal of Applied Social Psychology*, 43, 1668-1675.
41. \*Yang, L., **Johnson, R. E.**, Zhang, X., Spector, P. E., & Xu, S. (2013). Relations of interpersonal unfairness with counterproductive work behavior: The moderating role of employee self-identity. *Journal of Business and Psychology*, 28, 189-202.
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., Rosen, C. C., \*Siemieniec, G. M., & **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.
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## **BOOKS**

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## **BOOK CHAPTERS AND OTHER CONTRIBUTIONS**

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16. Rosen, C. C., \*Yochum, E. J., \*Passantino, L. G., **Johnson, R. E.**, & Chang, C.-H. (2018). Review and recommended best practices for measuring and modeling organizational citizenship behavior. In P. M. Podsakoff, S. B. MacKenzie, & N. P. Podsakoff (Eds.), *The Oxford Handbook of Organizational Citizenship Behavior* (pp. 401-416). New York: Oxford University Press.
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## **PUBLISHED PROCEEDINGS**

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11. \*Xu, X., Lu, C., \*Du, D., & **Johnson, R. E.** (2018). Justice change matters: Approach and avoidance mechanisms in the self regulation process. *Proceedings of the 2018 Academy of Management Annual Meeting* (p. 14085), Chicago, IL.
10. \*Davidson, T., \*Jamieson, B., & **Johnson, R. E.** (2014). What goes down also goes up: A trickle-up model of follower and leader identity. *Proceedings of the 2014 Academy of Management Annual Meeting* (p. 11936), Philadelphia, PA.



9. \*Lin, S-H., & **Johnson, R. E.** (2014). Promotive and prohibitive voice behaviors: The role of self-regulation. *Proceedings of the 2014 Academy of Management Annual Meeting* (p. 12879), Philadelphia, PA.
8. \*Gamache, D. L., McNamara, G., & **Johnson, R. E.** (2013). CEO regulatory focus: The impact on firm acquisitions. *Proceedings of the 2013 Academy of Management Annual Meeting* (p. 13885), Orlando, Florida.
7. \*Lanaj, K., & **Johnson, R. E.** (2013). Within-person depleting and replenishing effects of justice behaviors. *Proceedings of the 2013 Academy of Management Annual Meeting* (p. 16646), Orlando, Florida.
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.
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1. \*Siemieniec, 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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- \*Young, H. R., Koval, C. Z., \*Lee, H. W., \*Hahn, R. S., & Johnson, R. E. (revise-and-resubmit, 2<sup>nd</sup> round). High maintenance interactions: Intergenerational communication impairs self-regulation at work. *Personnel Psychology*.
- \*Ali, A. A., \*Golden, S. J., Chang, C.-C., & **Johnson, R. E.** (revise-and-resubmit, 1<sup>st</sup> round). The impact of self-regulation effectiveness on performance and well-being: A meta-analysis of action–state orientation. *Organizational Behavior and Human Decision Processes*.

Hays, N. A., \*Guo, Z., & **Johnson, R. E.** (revise-and-resubmit, 1<sup>st</sup> round). Contextualizing the corporate ladder: How the psychology of structural rank is shaped by the relative salience of power versus status. *Organizational Behavior and Human Decision Processes*.

\*Guo, Z., Ferris, D. L., Yan, M., & **Johnson, R. E.** (revise-and-resubmit, 1<sup>st</sup> round). The nice narcissists? Agentic and communal narcissism in organizations. *Journal of Applied Psychology*.

## MANUSCRIPTS UNDER REVIEW

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Chang, C.-H., \*Eatough, E. M., \*Ilie, A., \*Ispas, D., & **Johnson, R. E.** (under review). Buffering the negative relationship of psychological strain with citizenship behavior: The benefits of regulatory focus as a person-based resource.

Chang, C.-H., **Johnson, R. E.**, & Rosen, C. C. (under review). Moving beyond goal–performance discrepancies: Effects of velocity on goal revision.

\*Davidson, T., \*Jamieson, B., & **Johnson, R. E.** (under review). The role of followers in leadership development: How follower identity shapes the subsequent identity of leaders.

\*Dennerlein, T., **Johnson, R. E.**, & van Knippenberg, D. (under review). When empowering leadership becomes too much: The moderating role of development self-efficacy.

\*Djurdjevic, E., & **Johnson, R. E.** (under review). Putting the “implicit” in implicit leadership theory: Assessing leadership schemas using an implicit measure.

Ellen, B. P., III, Rosen, C. C., DeOrtentiis, P. S., \*Lee, H. W., **Johnson, R. E.**, \*Koopman, J., & Gabriel, A. S. (under review). Employee see, employee do: Understanding the contagious nature of political behavior.

\*Gamache, D. L., **Johnson, R. E.**, McNamara, G., & Mannor, M. (under review). Getting at the measurement of and consequences of CEO motivational constructs: CEO emotionality and the strategic actions of firms.

\*Guo, Z., \*Awasty, N., **Johnson, R. E.**, & \*Cornfield, B. (under review). What managers ought to do versus what they can do: A self-regulation perspective of task-based conflict and leadership behavior.

\*Ho, C. M., Clarkson, J. J., \*Lin, S.-H., **Johnson, R. E.**, & \*Lee, H. W. (under review). The paradox of non-sustainable choice: Why failing to go green elevates goal setting.

**Johnson, R. E.**, Chang, C.-H., \*Jackson Walker, 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.**, Chang, C.H., Schaubroeck, J. M., & \*Ott-Holland, C. (under review). When good deeds beget bad ones (and vice versa): Licensing effects of citizenship and counterproductive work behaviors.

**Johnson, R. E.**, Rosen, C. C., & Chang, C.-H. (under review). Biasing effects of common method variance on higher-order personality and attitude constructs: An empirical test and recommendations.

\*Kim, Y. J., \*Lee, H. W., & **Johnson R. E.** (under review). Biting the hand that helps them: When and why employees react to help by being counterproductive.

\*Lee, H. W., \*Kim, Y. J., **Johnson, R. E.**, & \*Lin, S.-H. (under review). Do those who receive help always give help? A daily investigation of the consequences of receiving unsolicited and solicited help.

\*Li, S., \*Lee, H. W., **Johnson, R. E.**, Scott, B. A. (under review). Consequences of team member voice: When and for whom does voice inspire managers to be transformational?

\*Lu, L., Wang, L., & **Johnson, R. E.** (under review). Keep running in order to keep in the same place: Joint fluctuations in LMX and relative LMX predict follower work effort.

Ren, S., Tang, G., & **Johnson, R. E.** (under review). Always on, but avoiding work? The influence of work connectivity on self-control depletion and withdrawal.

\*Wang, Y., **Johnson, R. E.**, \*Guo, Z., \*Zhang, S. X., & Wang, X. H. (under review). Is there a bright side when supervisors are cognitively depleted? Opportunities for subordinates to participate.

Wang, Z., \*Du, C., Xu, H., & **Johnson, R. E.** (under review). The benefit and bane of core self-evaluations for work-to-family conflict: Opposing mediating mechanisms and a boundary condition.

Zhang, H., Yang, F., Lang, Y., Xu, H., & **Johnson, R. E.** (under review). An affective account of how and when leaders' prevention focus leads to followers' unethical pro-organizational behavior.

## **INVITED TALKS**

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94. **Johnson, R. E.** (2019, May). *Editor panel: Some musings about publishing in top-tier journals.* Durham University Business School, Durham, UK.

93. **Johnson, R. E.** (2019, May). *Leader cognition and behavior as outcomes rather than predictors: The influence of followers and team members.* Durham University Business School, Durham, UK.

92. **Johnson, R. E.** (2019, May). *Editor panel: Publishing in top-tier journals*. 2019 Taiwanese Association of Industrial and Organizational Psychology International Conference, Taipei, Taiwan.
91. **Johnson, R. E.** (2018, December). *Some musings regarding what to do (and what to avoid!) when making a theoretical contribution*. Department of Psychology, University of Zurich, Zurich, Switzerland.
90. **Johnson, R. E.** (2018, December). *Leader cognition and behavior as outcomes rather than predictors: The influence of followers and team members*. Department of Psychology, University of Zurich, Zurich, Switzerland.
89. **Johnson, R. E.** (2018, October). *Leader cognition and behavior as outcomes rather than predictors: The influence of followers and team members*. Department of Organisation and Personnel Management, Rotterdam School of Management, Rotterdam, The Netherlands.
88. **Johnson, R. E.** (2018, October). *Some musings regarding what to do (and what to avoid!) when making a theoretical contribution*. Faculty of Economics and Business, KU Leuven, Leuven, Belgium.
87. **Johnson, R. E.** (2018, October). *Leader cognition and behavior as outcomes rather than predictors: The influence of followers and team members*. Department of Work and Organisation Studies, KU Leuven, Brussels, Belgium.
86. **Johnson, R. E.** (2018, October). *Leaders: Mind your cognitive resources!* Faculty of Economics and Business, KU Leuven, Brussels, Belgium.
85. **Johnson, R. E.** (2018, September). *Leader cognition and behavior as outcomes rather than predictors: The influence of followers and team members*. Sauder School of Business, University of British Columbia, Vancouver, Canada.
84. **Johnson, R. E.** (2018, June). *Leadership behavior as an outcome rather than a predictor: The influence of followers and team members*. School of Psychology, Beijing Normal University, Beijing, People's Republic of China.
83. **Johnson, R. E.** (2018, June). *Frontiers of organizational behavior*. M.A. and Ph.D. workshop presented at The School of Business at Renmin University, Beijing, People's Republic of China.
82. **Johnson, R. E.** (2018, June). *Leadership behavior as an outcome rather than a predictor: The influence of followers and team members*. International Conference on Leadership, Teams, and Innovation. School of Business Administration, Zhejiang Gongshang University, Hangzhou, People's Republic of China.
81. **Johnson, R. E.** (2018, January). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them*. Department of Organizational Behavior, Collier School of Management, Tel Aviv University, Tel Aviv, Israel.

80. **Johnson, R. E.** (2017, December). *Uncovering the benefits of abusive supervisory behaviors for the managers who perform them.* Management Department, LeBow College of Business, Drexel University, Philadelphia, PA.
79. **Johnson, R. E.** (2017, October). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* Department of Psychology, University of Minnesota, Minneapolis, MN.
78. **Johnson, R. E.** (2017, October). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* Carlson School of Management, University of Minnesota, Minneapolis, MN.
77. **Johnson, R. E.** (2017, October). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* Terry College of Business, University of Georgia, Athens, GA.
76. **Johnson, R. E.** (2017, September). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* Sam M. Walton College of Business, University of Arkansas, Fayetteville, AR.
75. **Johnson, R. E.** (2017, September). *A model of leadership behavior change.* Society for Organizational Behavior (SOB), Fort Collins, CO.
74. **Johnson, R. E.** (2017, June). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* School of Psychological and Cognitive Sciences, Peking University, Beijing, People's Republic of China.
73. **Johnson, R. E.** (2017, June). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* School of Business, Renmin University, Beijing, People's Republic of China.
72. **Johnson, R. E.** (2017, June). *Advanced topics in organizational behavior research.* M.A. and Ph.D. workshop presented at The School of Business, Renmin University, Beijing, People's Republic of China.
71. **Johnson, R. E.** (2017, May). *Selfish solicitation of PHRRG members' feedback on my mindfulness research.* Personnel and Human Resources Research Group (PHRRG), Dublin, Ireland.
70. **Johnson, R. E.** (2017, May). *What I've learned during my time as an associate editor at Academy of Management Review.* Department of Management & Organisation, National University of Singapore, Singapore.
69. **Johnson, R. E.** (2017, April). *Reflections on publishing in the Academy of Management Review.* Faculty of Business and Law BUiLD workshop, Deakin University, Melbourne, Australia.

68. **Johnson, R. E.** (2017, March). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* College of Business and Economics, Australian National University, Canberra, Australia.
67. **Johnson, R. E.** (2017, February). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* Department of Management, Deakin University, Melbourne, Australia.
66. **Johnson, R. E.** (2016, December). *The challenges of exhibiting effective leader behavior for managers.* Frontiers in Leadership OB/HR Symposium hosted at China Europe International Business School (CEIBS), Shanghai, People's Republic of China.
65. **Johnson, R. E.** (2016, November). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands.
64. **Johnson, R. E.** (2016, November). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* Department of Psychology, University of Maryland, College Park, MD.
63. **Johnson, R. E.** (2016, November). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* Department of Management and Organizational Development, Northeastern University, Boston, MA.
62. **Johnson, R. E.** (2016, September). *Taking an actor-centric perspective: Consequences of leadership behaviors for the people who perform them.* Department of Management, University of Cincinnati, Cincinnati, OH.
61. **Johnson, R. E.** (2016, September). *What I've learned (thus far in my tenure) as an associate editor at Academy of Management Review.* Department of Management, University of Cincinnati, Cincinnati, OH.
60. **Johnson, R. E.** (2016, June). Workshop presented at the Amsterdam School of Business, University of Amsterdam, Amsterdam, The Netherlands.
- Paper feedback and development sessions
  - "How to publish in top OB journals" (Co-presenter with Brent Scott and Chu-Hsiang Chang)
59. **Johnson, R. E.** (2016, May). *Changes in justice, fundamental social dilemmas, & air pollution in China.* Personnel and Human Resources Research Group (PHRRG), Richmond, VA.
58. **Johnson, R. E.** (2016, May). *Publishing theory in AMR: Do's and don'ts.* The School of Business at Renmin University, Beijing, People's Republic of China.
57. **Johnson, R. E.** (2016, May). *My haphazard advice for conducting studies that use experience sampling methods (ESM).* The School of Business at Renmin University, Beijing, People's Republic of China.

56. **Johnson, R. E.** (2016, April-May). *Frontiers of organizational behavior*. M.A. and Ph.D. workshop presented at The School of Business at Renmin University, Beijing, People's Republic of China.
55. **Johnson, R. E.** (2016, April). *The challenges of being an ethical manager*. Kiwanis Club of East Lansing, East Lansing, MI.
54. **Johnson, R. E.** (2016, March). *When good leaders break bad: Moral licensing and ego depletion consequences of ethical leader behavior*. Department of Management & Organisation, National University of Singapore, Singapore.
53. **Johnson, R. E.** (2016, March). *When good leaders break bad: Moral licensing and ego depletion consequences of ethical leader behavior*. Department of Organisational Behaviour and Human Resources, Singapore Management University, Singapore.
52. **Johnson, R. E.** (2015, November). *When good leaders break bad: Moral licensing and ego depletion consequences of ethical leader behavior*. Department of Management and Organizations, University of Arizona, Tucson, AZ.
51. **Johnson, R. E.** (2015, November). *When good leaders break bad: Moral licensing and ego depletion consequences of ethical leader behavior*. Department of Psychology, University of Western Ontario, London, ON.
50. **Johnson, R. E.** (2015, September). *Seeing is believing: Leader emergence and the importance of charisma*. Workshop presented at the 44th Annual Meeting of Midwestern Association of Forensic Scientists, Mackinac Island, MI.
49. **Johnson, R. E.** (2015, June). *Lingnan Organizational Behavior Symposium*. Workshop presented at Lingnan College at Sun Yat-sen University, Guangzhou, People's Republic of China.
- "Process theories of work motivation: Ego depletion as an example" (Presenter)
  - "How to publish in top OB journals" (Co-presenter with Mo Wang, John Kammeyer-Mueller, and Chu-Hsiang Chang)
48. **Johnson, R. E.** (2015, April). *When good leaders break bad: Moral licensing and ego depletion consequences of ethical leader behavior*. Personnel and Human Resources Research Group (PHRRG), Alexandria, VA.
47. **Johnson, R. E.** (2015, March). *The moral licensing effects of laudable employee and leader behavior*. Department of Human Resource Management and Organizational Behavior, University of Amsterdam, Amsterdam, The Netherlands.
46. **Johnson, R. E.** (2015, February). *The moral licensing effects of laudable employee and leader behavior*. Department of Management, University of Central Florida, Orlando, FL.
45. **Johnson, R. E.** (2015, January). *When good deeds beget bad ones (and vice versa): Licensing effects of citizenship and counterproductive work behaviors*. Department of Psychology, Rice University, Houston, TX.

44. **Johnson, R. E.** (2015, January & March). *Seeing is believing: Leader emergence and the importance of charisma*. Broad College Weekend MBA Leadership Session, James B. Henry Center for Executive Development, Lansing, MI.
43. **Johnson, R. E.** (2014, November). *Moral licensing effects of citizenship and counterproductive behaviors*. Department of Psychology, University of Akron, Akron, OH.
42. **Johnson, R. E.** (2014, November). *Moral licensing from past citizenship and counterproductive work behavior*. College of Business Administration, University of Illinois at Chicago, Chicago, IL.
41. **Johnson, R. E.** (2014, October). *What I've learned (in my brief tenure) so far as an associate editor at Academy of Management Review*. Sam M. Walton College of Business, University of Arkansas, Fayetteville, AR.
40. **Johnson, R. E.** (2014, September). *To be or not to be fair? Reasons why fairness should be at the top of every manager's to-do list*. Broad College Business and Bagels talk, James B. Henry Center for Executive Development, Lansing, MI.
39. **Johnson, R. E.** (2014, June). *What about the leader, eh? Consequences of exhibiting fairness and leader behaviors for actors*. 2014 New Directions in Leadership Research Conference hosted by the Erasmus Centre for Leadership Studies at the Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands.
38. **Johnson, R. E.** (2014, May). *Using implicit measures for organizational research*. Distinguished Early Career Contribution Award (Science) talk given at the 29<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
37. **Johnson, R. E.** (2014, April). *Trickle down effects of regulatory focus from leaders to followers*. Guilford Glazer Faculty of Business and Management, Ben Gurion University, Be'er Sheva, Israel.
36. **Johnson, R. E.** (2014, April). *Is it smart to use your smartphone for work late at night?* Center for Decision Making and Economic Psychology, Ben Gurion University, Be'er Sheva, Israel.
35. **Johnson, R. E.** (2014, April). *Moral licensing from past citizenship and counterproductive work behavior*. Personnel and Human Resources Research Group (PHRRG), Atlanta, GA.
34. **Johnson, R. E.** (2014, February). *Is it smart to use your smartphone for work late at night?* School of Labor and Employment Relations, University of Illinois, Champaign, IL.
33. **Johnson, R. E.** (2014, January). *What goes down may also go up: A trickle-up model of follower and leader identity*. Department of Psychology, Michigan State University, East Lansing, MI.



32. **Johnson, R. E.** (2013, June). *The physiological effects of unfairness: Social self-preservation and cortisol activity*. Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands.
31. **Johnson, R. E.** (2013, May). *Leadership and regulatory focus: Leader-to-follower trickle down effects*. Department of Psychology, Portland State University, Portland, OR.
30. **Johnson, R. E.** (2013, May). *Physiological mechanisms underlying the effects of unfairness on deviant behavior*. College of Business, Oregon State University, Corvallis, OR.
29. **Johnson, R. E.** (2013, May). *Leadership and regulatory focus: Evidence of leader-to-follower spillover*. Personnel and Human Resources Research Group (PHRRG), Pittsburgh, PA.
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**

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176. Presbitero, A., & **Johnson, R. E.** (2020, July). *Making the implicit explicit: A novel approach to assessing cultural intelligence.* Paper presented at the Academy of International Business 2020 Conference, Miami, FL.
175. **Johnson, R. E.**, Lee, H. W., & Chang, C.-H. (2019, August). Organizational citizenship behavior and its implications for moral licensing. In Y. Song, M.-H. Tu, & J. Koopmann (Chairs), *Citizenship behavior: Different theoretical perspectives to understand the predictors and outcomes.* Symposium presented at the 79<sup>th</sup> Academy of Management Annual Meeting, Boston, MA.
174. Liao, Z., Yam, K. C. S., & **Johnson, R. E.** (2019, August). How does CSR reconcile employees' paradoxical responses to unethical pro-organizational behavior. In M. Parkinson (Chair), *"Pictures of our lost morality": Moral judgments and moral behaviors.* Symposium presented at the 79<sup>th</sup> Academy of Management Annual Meeting, Boston, MA.

173. Chang, C.-H., **Johnson, R. E.**, \*LeBlanc, C., Kuang, S., Way, J., & Keller, A. (2019, May). *Narcissism and response distortion in a personality assessment*. Paper presented at the 19<sup>th</sup> European Association of Work and Organizational Psychology Congress, Turin, Italy.
172. **Johnson, R. E.** (2019, May). Leader identity and behavior as outcomes rather than predictors: The influence of followers and team members. In R. G. Lord (Chair), *Leadership and identity*. Symposium presented at the 19<sup>th</sup> European Association of Work and Organizational Psychology Congress, Turin, Italy.
171. Ellen III, B. P., Rosen, C. C., DeOrtentiis, P. S., **Johnson, R. E.**, \*Lee, H. W., Koopman, J., & Gabriel, A. S. (2019, April). Political contagion. In S. E. Hill, A. M. Thomas, & J. P. Meriac (Chairs), *Do you perceive it?: Perceptual issues surrounding organizational politics*. Symposium presented at the 34<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, National Harbor, MD.
170. **Johnson, R. E.** (Panelist) (2019, April). *Too legit to quit or pay to quit: Innovative recruitment and retention*. Panel discussion presented at the 34<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, National Harbor, MD.
169. **Johnson, R. E.** (Panelist) (2019, April). *Why “good” people do “bad” things in organizations*. Panel discussion presented at the 34<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, National Harbor, MD.
168. \*Lin, S.-H., \*Fatimah, S., **Johnson, R. E.**, & Ferris, D. L. (2019, April), The bright and dark sides of voice: Employees’ reactions to coworkers’ voice. In H. Johnson, C. F. Lam, & Y. Shao (Chairs), *Leaders’ and coworkers’ reactions to voice and why they matter*. Symposium presented at the 34<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, National Harbor, MD.
167. Koopman, J., **Johnson, R. E.**, Gabriel, A. S., & Puranik, H. G. (2018, August). Affective and cognitive mechanisms linking daily citizenship pressure to workplace deviance. In A. S. Gabriel & J. Koopman (Chairs), *When employees break bad: Examining the dark side of citizenship behaviors at work*. Symposium presented at the 78<sup>th</sup> Academy of Management Annual Meeting, Chicago, IL.
166. \*Lee, H. W., Kim, Y. J., **Johnson, R. E.**, & Lin, S.-H. (2018, August). Do those who receive help always give help? Consequences of receiving unsolicited and solicited help. In J. Harvey & D. Bergeron (Chairs), *Perspectives on performance: New vantages on organizational citizenship behavior*. Symposium presented at the 78<sup>th</sup> Academy of Management Annual Meeting, Chicago, IL.
165. Xu, X., Lu, C., Du, D., & **Johnson, R. E.** (2018, August). *Justice change matters: Approach and avoidance mechanisms in the self regulation process*. Paper presented at the 78<sup>th</sup> Academy of Management Annual Meeting, Chicago, IL.

164. Hays, N. A., \*Guo, Z., & **Johnson, R. E.** (2018, July) *Competing for attention: Competition, cooperation, and the salience of power and status*. Paper presented at the 2018 Conference of the International Association for Conflict Management, Philadelphia, Pennsylvania.
163. **Johnson, R. E.** (Panelist) (2018, June). *Experience sampling method mentors*. Panel discussion presented at the 5<sup>th</sup> Frontiers of Business Research in China International Conference, Beijing, People's Republic of China.
162. \*Chong, S., Tong, J., & **Johnson R. E.** (2018, April). *Responding to incivility with supportive behaviors: A moderated mediation model*. Paper presented at the 33<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
161. \*Jamieson, B. B., & **Johnson, R. E.** (2018, April). Cognitive and motivation-based antecedents of workplace arrogance. In S. B. Silverman (Chair), *Why arrogant leaders are poor performers*. Symposium presented at the 33<sup>rd</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, Illinois.
160. **Johnson, R. E.**, Hays, N. A., & \*Guo, Z. (2018, March). Do I feel powerful or respected? Competition and cooperation as triggers of power and status salience. In C. Cannon (Chair), *An integrative perspective on social rank*. Symposium presented at the 2018 Society for Personality and Social Psychology Annual Convention, Atlanta, GA.
159. \*Lee, H. W., Yang, J., & **Johnson, R. E.** (2018, January). What does it take for voice behavior to lead to creative performance? Supervisor listening as a boundary condition. In E. Miron-Spektor (Chair), *Gender and voice*. Symposium presented at the 4<sup>th</sup> Israel Organizational Behavior Conference, Tel Aviv, Israel.
158. Van Dijk, D., Kark, R., \*Matta, F., & **Johnson, R. E.** (2018, January). Collective aspirations: Collective regulatory focus as a mediator of the effects of leadership and chronic regulatory focus on team creativity. In M. Lazar & E. Miron-Spektor (Chairs), *Motivating creativity over context and time*. Symposium presented at the 4<sup>th</sup> Israel Organizational Behavior Conference, Tel Aviv, Israel.
157. Gajendran, R. S., Rosen, C. R., Simon, L. S., & **Johnson, R. E.** (2017, October). *Boxed in by your inbox: Implications of daily email overload for managers' leader behavior*. Paper presented at the 2017 Southern Management Association Meeting, St. Pete Beach, FL.
156. Gabriel, A. S., Koopman, J., Rosen, C. C., & **Johnson, R. E.** (2017, August). An episodic examination of the behavioral consequences of workplace helping. In A. S. Gabriel & J. Koopman (Chairs), *Time and resources processes associated with organizational citizenship behavior*. Symposium presented at the 77<sup>th</sup> Academy of Management Annual Meeting, Atlanta, GA.
155. \*Lee, H. W., \*Bradburn, J. C., **Johnson, R. E.**, & Chang, C.-H. (2017, August). Benefits of receiving gratitude for helpers: Daily investigation of proactive and reactive helping. In H. W. Lee (Chair), *Toward a social interaction view of organizational citizenship behavior*. Symposium presented at the 77<sup>th</sup> Academy of Management Annual Meeting, Atlanta, GA.

154. **Johnson, R. E.** (Discussant) (2017, August). In H. W. Lee (Chair), *Toward a social interaction view of organizational citizenship behavior*. Symposium presented at the 77<sup>th</sup> Academy of Management Annual Meeting, Atlanta, GA.
153. Dennerlein, T., **Johnson, R. E.**, & Dietz, J. (2017, August). The too-much-of-a-good-thing effect of empowering leadership: Moderation by efficacy beliefs. In T. Dennerlein & D. van Knippenberg (Chairs), *The next stage of empowering leadership research*. Symposium presented at the 77<sup>th</sup> Academy of Management Annual Meeting, Atlanta, GA.
152. Mao, C., Chang, C.-H., **Johnson R. E.**, Sun, J. M., & \*Lauricella, T. K. (2017, April). *Incivility, performance, and work behaviors: Implications of the social context*. Paper presented at the 32<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, Orlando, Florida.
151. Van Dijk, D., Kark, R., \*Matta, F. K., & **Johnson, R. E.** (2017, April). The effect of collective regulatory focus on team creativity. In L. M. Steele & M. D. Mumford (Chairs), *Leadership and innovation: New theoretical and empirical developments*. Symposium presented at the 32<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, Orlando, Florida.
150. **Johnson, R. E.** (Panelist) (2016, August). In Y. van Rosenberg (Organizer), *Advancing theory on the dynamics of multiple commitments*. Symposium presented at the 76<sup>th</sup> Academy of Management Annual Meeting, Anaheim, California.
149. \*Koopman, J., \*Lin, S.-H., \*Connors, A. L., **Johnson, R. E.**, & \*Matta, F. K. (2016, August). Everyone is treated more fairly than me: An ego depletion perspective on justice social comparison. In S.-H. Lin, A. L. Connors, & J. Koopman (Chairs), *Justice is all around us: The role of coworkers, employees, and daily justice*. Symposium presented at the 76<sup>th</sup> Academy of Management Annual Meeting, Anaheim, California.
148. \*Lin, S.-H., & **Johnson, R. E.** (Chairs) (2016, April). *New and emerging research on the dark triad of personality*. Symposium presented at the 31<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Anaheim, California.
147. \*Lin, S.-H., \*Pan, L., \*Guo, Z., & **Johnson, R. E.** (2016, April). The potential bright side of narcissism. In S.-H. Lin & R. E. Johnson (Chairs), *New and emerging research on the dark triad of personality*. Symposium presented at the 31<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Anaheim, California.
146. \*Ma, J., \*Lin, S.-H., **Johnson, R. E.**, & Chang, C.-H. (2016, April). *Commute stressor and effective leader behaviors: An ego depletion perspective*. Paper presented at the 31<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Anaheim, California.
145. Rosen, C. C., Gabriel, A. S., \*Koopman, J., & **Johnson, R. E.** (2016, April). A daily investigation of experienced and instigated incivility. In A. S. Gabriel & J. Koopman (Chairs), *Who is mistreating whom? Investigating novel drivers of workplace mistreatment*. Symposium presented at the 31<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Anaheim, California.

144. Rosen, C. C., **Johnson, R. E.**, Chang, C.-H., \*Passantino, L., & \*Yochum, E. J. (2016, April). Practices for measuring and modeling OCBs: A review and recommendations. In N. P. Podsakoff & P. M. Podsakoff (Chairs), *Foundations of organizational citizenship behavior: Reviews and future research recommendations*. Symposium presented at the 31<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Anaheim, California.
143. **Johnson, R. E.** (Panelist) (2016, February). In C. C. Rosen (Chair), *Meet the editors: Identifying and developing good theory*. Symposium presented at the 2016 Human Resource International Conference, Sydney, Australia.
142. **Johnson, R. E.** (Discussant) (2015, October). In P. E. Spector & P. L. Perrewé (Chairs), *New directions in work stress research*. Symposium presented at the 2015 Southern Management Association Meeting, St. Pete Beach, Florida.
141. \*Lanaj, K., **Johnson, R. E.**, & Wang, M. (2015, August). *When lending a hand depletes the will: The costs and benefits of helping*. Paper presented at the 75<sup>th</sup> Academy of Management Annual Meeting, Vancouver, Canada.
140. \*Lauricella, T., Chang, C.-H., Lanaj, K., & **Johnson, R. E.** (2015, August). *Relations of regulatory focus with employee physical and psychosocial health*. Paper presented at the 75<sup>th</sup> Academy of Management Annual Meeting, Vancouver, Canada.
139. \*Lin, S.-H., Ma, J., & **Johnson, R. E.** (2015, August). *When ethical leadership turns abusive: Role of ego depletion and moral licensing*. Paper presented at the 75<sup>th</sup> Academy of Management Annual Meeting, Vancouver, Canada.
138. \*Lanaj, K., \*Foulk, T., & **Johnson, R. E.** (2015, May). *When leisurely activities harm: Daily effects of late-night smartphone use for fun*. Paper presented at the 17<sup>th</sup> Congress of the European Association of Work and Organizational Psychology, Oslo, Norway.
137. Chang, C.-H., Bernard, T. E., Bluswick, D. S., & **Johnson, R. E.** (2015, May). *Employee behavioral reactions to musculoskeletal symptoms: Supervisor support as a moderator*. Paper presented at the 11<sup>th</sup> International Conference for Work, Stress, and Health, Atlanta, GA.
136. \*Dixon, A. J., Chang, C.-H., & **Johnson, R. E.** (2015, May). *Aggression with a conscience: A rational and moral framework for proactive workplace aggression*. Paper presented at the 11<sup>th</sup> International Conference for Work, Stress, and Health, Atlanta, GA.
135. **Johnson, R. E.** (Discussant) (2015, May). In J. J. Dahling & A. S. Gabriel (Chairs), *Connecting social identities to well-being in the workplace*. Symposium presented at the 30<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Philadelphia, Pennsylvania.
134. **Johnson, R. E.**, Rosen, C. C., & Chang, C.-H. (2015, May). *Common method variance and higher-order constructs: An empirical test*. Poster presented at the 30<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Philadelphia, Pennsylvania.

133. \*Lin, S.-H., **Johnson, R. E.**, Rosen, C. C., & Chang, C.-H. (2015, May). *Locus of control: Evaluation of the self or the environment?* Poster presented at the 30<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Philadelphia, Pennsylvania.
132. \*Pan, L., \*Lin, S.-H., & **Johnson, R. E.** (2015, May). *Not too dark: When narcissism relates favorably to creativity.* Poster presented at the 30<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Philadelphia, Pennsylvania.
131. \*Saboe, K., Spector, P. E., & **Johnson, R. E.** (2015, May). Linking supervisors' health behaviors, well-being, and perceived leadership behaviors. In E. M. Richard & C. A. LeNoble (Chairs), *When health is wealth: Linking employee health to workplace outcomes.* Symposium presented at the 30<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Philadelphia, Pennsylvania.
130. **Johnson, R. E.**, Rosen, C. C., & \*Groff, K. W. (2014, November). *Unfurling the role of organizational commitment in the unfolding model of turnover: Commitment as a moderator of the effects of shocks.* Paper presented at the 2014 Conference on Commitment, Columbus, OH.
129. \*Gamache, D. L., **Johnson, R. E.**, McNamara, G. M., & Mannor, M. J. (2014, September). *CEO emotionality and the strategic actions of firms.* Paper presented at the 34<sup>th</sup> Strategic Management Society Annual Conference, Madrid, Spain.
128. \*Davidson, T., \*Jamieson, B., & **Johnson, R. E.** (2014, August). *What goes down also goes up: A trickle-up model of follower and leader identity.* Paper presented at the 74<sup>th</sup> Academy of Management Annual Meeting, Philadelphia, PA.
127. \*Lin, S.-H., & **Johnson, R. E.** (2014, August). *Promotive and prohibitive voice behaviors: The role of self-regulation.* Paper presented at the 74<sup>th</sup> Academy of Management Annual Meeting, Philadelphia, PA.
126. \*Gamache, D. L., McNamara, G. M., Mannor, M., & **Johnson, R. E.** (2014, June). *Being motivated to acquire: The impact of CEO regulatory focus on firm acquisitions.* Paper presented at the 2014 Strategic Management Society Special Conference, Copenhagen, Denmark.  
<Finalist for the Special Conference Copenhagen Best Ph.D. Proposal Prize>
125. Chang, C.-H., & **Johnson, R. E.** (2014, May). Relations of employee approach and avoidance motives with work outcomes. In A. A. Grandey & M. A. Krannitz (Chairs), *Complexity of applying approach/avoidance motivation to work outcomes.* Symposium presented at the 29<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
124. Chang, C.-H., & **Johnson, R. E.** (2014, May). Identity as an antecedent of abusive behavior. In K. S. Nei & D. V. Simonet (Chairs), *The emergence of abusive supervisors: What makes them mean?* Symposium presented at the 29<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.



123. \*Golden, S., \*Ali, A., Chang, C.-H., & **Johnson, R. E.** (2014, May). *A meta-analysis of action-state orientation and its antecedents and consequences*. Poster presented at the 29<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
122. **Johnson, R. E.** (Panelist) (2014, May). *Best practices in the collection of high-quality field data*. Panel discussion presented at the 29<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
121. **Johnson, R. E.**, & Chang, C.-H. (2014, May). Relations of implicit approach and avoidance motives with work outcomes. In J. L. Unnerstall & S. M. Merritt (Chairs), *New perspectives on implicit processes in organizations*. Symposium presented at the 29<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
120. \*Lanaj, K., \*Lee, S., & **Johnson, R. E.** (2014, May). The benefits of performing transformational behaviors for leaders. In K. Lee & M. Duffy (Chairs), *Interplay of stable individual differences and mood*. Symposium presented at the 29<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
119. \*Yang, L.-Q., \*Bauer, J., **Johnson, R. E.**, Groer, M., & Salomon, K. (2014, May). Effects of interactional unfairness on deviant behavior through cortisol activity. In A. S. Gabriel & J. E. Dinh (Chairs), *Let's get physiological: Incorporating physiological assessments in well-being research*. Symposium presented at the 29<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Honolulu, Hawaii.
118. **Johnson, R. E.**, \*King, D. D., Scott, B. A., \*Lin, S.-H., & \*Jackson, E. M. (2013, November). *Regulatory focus spillover: How leader regulatory focus shapes follower regulatory focus*. Paper presented at the 2013 Southern Management Association Meeting, New Orleans, LA.
117. **Johnson, R. E.** (Panelist) (2013, November). *Ask the experts: Advice for identifying and remedying the effects of common method variance*. Panel discussion presented at the 2013 Southern Management Association Meeting, New Orleans, LA.
116. \*Gamache, D. L., McNamara, G. M., & **Johnson, R. E.** (2013, August). *CEO regulatory focus: The impact of firm acquisitions*. Paper presented at the 73<sup>rd</sup> Academy of Management Annual Meeting, Orlando, FL.
115. \*Lanaj, K., & **Johnson, R. E.** (2013, August). *Within-person depleting and replenishing effects of justice behaviors*. Paper presented at the 73<sup>rd</sup> Academy of Management Annual Meeting, Orlando, FL.
114. **Johnson, R. E.** (2013, August). *Using implicit measures for organizational research*. Paper presented at the American Psychological Association Annual Convention, Honolulu, HI.
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 28<sup>th</sup> 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 28<sup>th</sup> 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 32<sup>nd</sup> 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 72<sup>nd</sup> 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 72<sup>nd</sup> 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 72<sup>nd</sup> 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 8<sup>th</sup> 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 27<sup>th</sup> 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 27<sup>th</sup> 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 27<sup>th</sup> 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 27<sup>th</sup> 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 27<sup>th</sup> 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 71<sup>st</sup> 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 71<sup>st</sup> 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 71<sup>st</sup> 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 9<sup>th</sup> 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 26<sup>th</sup> 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 26<sup>th</sup> 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 26<sup>th</sup> 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 26<sup>th</sup> 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 26<sup>th</sup> 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 3<sup>rd</sup> 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 3<sup>rd</sup> 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 70<sup>th</sup> 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 70<sup>th</sup> 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 70<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 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>
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 25<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> 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 3<sup>rd</sup> Global e-Conference on Fit, Buckinghamshire, UK.

70. 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.
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 69<sup>th</sup> 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 117<sup>th</sup> 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 11<sup>th</sup> 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 11<sup>th</sup> 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 3<sup>rd</sup> 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 3<sup>rd</sup> 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 24<sup>th</sup> 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 24<sup>th</sup> 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 24<sup>th</sup> 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 24<sup>th</sup> 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 24<sup>th</sup> 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 24<sup>th</sup> 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 24<sup>th</sup> 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 24<sup>th</sup> 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 24<sup>th</sup> 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 24<sup>th</sup> 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. \*Siemieniec, 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 68<sup>th</sup> 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 68<sup>th</sup> 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 68<sup>th</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 7<sup>th</sup> 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 16<sup>th</sup> 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 67<sup>th</sup> 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 67<sup>th</sup> 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 67<sup>th</sup> 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 67<sup>th</sup> 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 68<sup>th</sup> 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 68<sup>th</sup> 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 22<sup>nd</sup> 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 22<sup>nd</sup> 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 22<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, New York, New York.
23. **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.
22. \*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.
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Michigan State University, Eli Broad College of Business, Summer Research Grant (2020). **Johnson, R. E.** \$15,000

Michigan State University, Eli Broad College of Business, Institute for Business Research (2019). **Johnson, R. E.** \$20,000

*Implicit measures of implicit leadership theories*. Army Research Institute (2019-2020). Johnson, S. K. (PI) & **Johnson, R. E.** (co-PI). \$88,574

Michigan State University, Eli Broad College of Business, Bruce E. MacDonald Faculty Excellence Fund Research Grant (2018). **Johnson, R. E.** \$18,000

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Michigan State University, Eli Broad College of Business, Bruce E. MacDonald Faculty Excellence Fund Research Grant (2017). **Johnson, R. E.** \$10,000

Michigan State University, Eli Broad College of Business, Bruce E. MacDonald Faculty Excellence Fund Research Grant (2016). **Johnson, R. E.** \$25,000

Michigan State University, Eli Broad College of Business, Donald and Marilyn Hibbert Faculty Excellence Research Grant (2015). **Johnson, R. E.** \$19,900

Michigan State University, Eli Broad College of Business, David and Holli Winclechter Faculty Excellence Research Grant (2014). **Johnson, R. E.** \$13,200

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“It’s easy for lack of effort to affect others,” *St. Petersburg Times* (<http://www.tampabay.com/features/humaninterest/its-easy-for-lack-of-effort-to-affect-others/781196>), August 24, 2008

## **TEACHING EXPERIENCE**

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

*Full-Time Faculty*

July 2010–  
present

- Graduate Seminars
  - Human Resource Management (x2)
  - Organizational Behavior (x3)
  - OP/OB/HR first year seminar (x1)
- Weekend MBA Courses
  - Leadership & Managing Change (x9)
- Online Masters of Science in Management, Strategy & Leadership
  - Leadership & Team Management (x13)
- Undergraduate Lectures
  - Introduction to Management (x4)
  - 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**

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<b>Dissertations</b>	<b>Role</b>	<b>Year</b>
Henry Young	Chair	2024
Shuqi Li	Co-Chair (Scott)	2023
Hun Whee Lee	Chair	2020
Szu Han (Joanna) Lin	Chair	2017
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>&lt;Dan Ispas received the 2012 S. Rains Wallace Dissertation Award from SIOP&gt;</i>		
Anna Tolentino	Co-Chair (Borman)	2009
Shawn Komar	External Chair	2012
Stefan Maric	Committee member	2023
Liana Passantino	Committee member	2023
Nathan Baker	Committee member	2022
Jooyoung Kim	Committee member	2022
Mike Morrison	Committee member	2021
Deirdre Cimino	Committee member	2020
Joshua Prasad	Committee member	2019
Stephanie Lee Kunst	Committee member	2019
Kyoungjo Oh	Committee member	2018
Anna Connors Lennard	Committee member	2018
Zhenyu Liao	Committee member	2017
Fadel Matta	Committee member	2016
Daniel Gamache	Committee member	2015
Linda Wang	Committee member	2014
Michael Howe	Committee member	2014
Joel Koopman	Committee member	2014
Megan Huth	Committee member	2013
Merlijn Venus	Committee member	2013
You Jin Kim	Committee member	2013
Klodiana Lanaj	Committee member	2013
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

<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
Nathan Baker	Committee member	2022
Zachary Woessner	Committee member	2022
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 Miloslavic	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>
Yao Wang	Renmin University, China	2017-2018
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, College, & Departmental Service**

Michigan State University

- Graduate Student Selection Committee
  - Member: 2019, 2022, 2023, 2024
- University Academic Hearing Board

- Member of Academic Appeal Board: 2016–2019
- College Advisory Council
  - Member: 2016
- Undergraduate Programs Committee
  - Member: 2011–2016, 2018–2022
- Graduate Programs Committee
  - Member: 2022–present
- Organizational Behavior/Human Resources Faculty Search Committee
  - Chair: 2015, 2016, 2024
  - Member: 2013, 2023
- Department Assurance of Learning Committee
  - Member: 2017
- Department Curriculum Committee
  - Member: 2015
- Business Analytics Project
  - Faculty Advisor: 2016

#### 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)

- Cummings Scholarly Achievement Award Committee (Organizational Behavior Division)
  - Chair: 2019
- Facilitator in the OB Division Research Roundtable PDW Workshop (August 2019)
- Facilitator in the OB Division Making Connections Networking Event (August 2017, August 2018)
- Human Resources Division Best Convention Paper Award Committee
  - Member: 2017
- Facilitator in the Organization and Management Theory Paper Development Workshop at Rotterdam School of Management in The Netherlands (January 2016)
- Facilitator in the Organizational Behavior Division Doctoral Consortium (August 2015)
- Human Resources Division Early Career Achievement Award Committee
  - Member: 2015
- Facilitator in the Academy of Management Review Workshop: Writing Theoretical Papers (August 2014, August 2016, August 2018)

- Facilitator in the New Member Networking and Research Forum sponsored by the Organizational Behavior Division (August 2014)
- 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)

- Presenter (publishing theory) and panelist (journal editor roundtable) for Junior Faculty Consortium (April 2018)
- Friday Seminars Committee for SIOP conference
  - Chair: 2009
  - Member: 2008, 2010, 2013
- History Committee
  - Member: 2011–2013
- Jeanneret Award Committee
  - Member: 2015
- S. Rains Wallace Dissertation Award Committee
  - Member: 2010–2016

#### Southern Management Association (SMA)

- Outstanding Paper Committee
  - Member: 2013

#### Conference on Commitment

- Program Committee
  - Member: 2014

### **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*  
*Current Directions in Psychological Science*  
*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 Experimental Psychology: Applied*  
*Journal of Management*  
*Journal of Management Inquiry*  
*Journal of Occupational Health Psychology*  
*Journal of Occupational and Organizational Psychology*  
*Journal of Organizational Behavior*  
*Journal of Research in Personality*  
*Journal of Personality*  
*Journal of Personality Assessment*  
*Journal of Personnel Psychology*  
*Journal of Public Administration Research and Theory*  
*Journal of Vocational Behavior*  
*Justice Quarterly*  
*Leadership & Organization Development Journal*  
*Leadership Quarterly*  
*Management Science*  
*Motivation and Emotion*  
*Organization Science*  
*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*  
*SpringerPlus*  
*Stress & Health*  
*Swiss Journal of Psychology*  
*Work & Stress*

**Publishers**

Guilford Press  
Oxford University Press  
Psychology Press

**Granting Agencies**

National Science Foundation

Social Sciences and Humanities Research Council of Canada  
Research Grants Council of Hong Kong

#### Conferences

Academy of Management (AoM) Annual Meeting  
Canadian Psychological Association (CPA) Convention  
Conference on Commitment  
International Congress of Applied Psychology (ICAP)  
Society for Industrial and Organizational Psychology (SIOP) Conference  
Southern Management Association (SMA) Meeting

### **AWARDS AND ACHIEVEMENTS**

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- Awarded Fellow status from the Society for Industrial and Organizational Psychology, 2021
- Awarded an MSU Foundation Professorship, 2020
- Cummings Scholarly Achievement Award from the Organizational Behavior Division of Academy of Management, 2018
- Elected member of Society for Organizational Behavior (SOB), 2016
- Outstanding Reviewer Award from *Academy of Management Journal*, 2015
- Best Reviewer Award from *Journal of Organizational Behavior*, 2015
- Reviewer of the Year Award from *Personnel Psychology*, 2015
- John D. and Dortha J. Withrow Endowed Emerging Scholar Award from the Eli Broad College of Business, Michigan State University, 2014
- Outstanding Reviewer Award from *Academy of Management Journal*, 2014
- Most Likely to Change the World Senior Superlative Award from The Academic Minute, 2014
- Outstanding Author Contribution in the 2014 Emerald Literati Network Award for Excellence (Howe, Chang, & Johnson, 2013)
- Distinguished Early Career Contributions Award for Science from the Society for Industrial and Organizational Psychology, 2013
- Outstanding Reviewer Award from *Academy of Management Review*, 2013
- Elected member of Personnel and Human Resource Research Group (PHRRG), 2013
- Certificate of Recognition, 2013 Master Teaching Program, Georgia State University
- 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**

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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

**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)
- International Association of Applied Psychology (IAAP)
- Personnel and Human Resource Research Group (PHRRG)
- Society for Industrial and Organizational Psychology (SIOP)
- Society for Organizational Behavior (SOB)
- Society for Personality and Social Psychology (SPSP)
- Southern Management Association (SMA)