**HOWARD J. KLEIN**

Work Address: The Ohio State University

Fisher College of Business

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**EDUCATION:**

Ph.D. Business Administration 1987

Michigan State University

Major: Human Resource Management, Organizational Behavior

Minors: Labor Relations, Industrial/Organizational Psychology

M.B.A. Michigan State University 1986

Major: Personnel/Human Resource Management

B.A. University of Minnesota 1983

Major: Psychology

**ACADEMIC EXPERIENCE:**

Professor, The Ohio State University, Department of Management and Human Resour­ces (2007‑Presen­t). Associate Professor (1994-2006), Assistant Professor (1987-1993).

Instructor and Teaching Assistant, Michigan State University, Department of Management. (1983‑1987).

Graduate Research Assistant, Michigan State University, Department of Management. (1983-1987). Worked under the direction of Georgia T. Chao, John R. Hollenbeck, Daniel R. Ilgen, and Kenneth N. Wexley.

Undergraduate Research Assistant, University of Minnesota, Department of Child Psychology. (1982). Worked under the direction of Shirley Moore.

**RESEARCH INTERESTS:**

Commitment, Motivation, and Performance of Individuals and Teams

Commitment, Onboarding/Socialization, Goal Setting, and Performance Management.

**PUBLICATIONS:** (current or former Ph.D. students underlined)

 **Peer Reviewed Articles:**

Turek, D., Wojtczuk-Turek, A., & Klein, H. J. (conditionally accepted). The polish adaptation of the unidimensional target-neutral scale of commitment (KUT-PL). *Polish Psychological Bulletin*.

Zhan, Y., Noe, R. A., & Klein, H. J. (in press). How Can Organizations Operating in a Negative Reputation Industry Attract Job Seekers? *Journal of Vocational Behavior*. [*doi.org/10.1016/j.jvb.2021.103661*](https://doi.org/10.1016/j.jvb.2021.103661)

Klein, H. J., Solinger, O., & Duflot, V. (2022). Commitment System Theory: The Evolving Structure of Commitments to Multiple Targets. *Academy of Management Review, 47, 116-138.*

Klein, H. J., Cooper, J. T., & Brinsfield, C. T. (2021). The Experience of Commitment in the Contemporary Workplace: An Exploratory Re-Examination of Commitment Model Antecedents. *Human Resource Management, 60, 885-902.*

Klein, H. J., Park, H. M., Lount, R. B, & Linford, B. J. (2020). When goals are shared: The effects of audience relative status on goal commitment and performance. *Journal of Applied Psychology, 105(4), 372–389.*

Şenel, E., Yildiz, M., & Klein, H. J. (2020). The Turkish adaptation of the klein et al’s unidimensional target neutral commitment (KUT) scale. *SPORMETRE The Journal of Physical Education and Sport Sciences*, *18*(1), 176-186.

Prochazka, J., Zidlicka, A., Cigler, H., Vaculik, M. & Klein, H. J. (2019). The Czech adaptation of the Klein et al’s unidimensional target-neutral scale of commitment. *E a M: Ekonomie a Management, 22*(4), 52-67.

Van Rossenberg, Y. G. T., Klein, H. J., et al. (2018). Future of workplace commitment: key questions and directions. *European Journal of Work and Organizational Psychology, 27*(2), 153-167.

Becker, T. E., Clark, K. D., Kernan, M. C., & Klein, H. J. (2018). Dual Commitments to Organizations and Professions: Different Motivational Pathways to Productivity. *Journal of Management, 44*(3), 1202-1225.

Klein, H. J., Brinsfield, C. T. Cooper, J. T., & Molloy, J. C. (2017). Quondam Commitments: An Examination of Commitments Employees No Longer Have. *Academy of Management Discoveries*, *3*(4), 331–357.

Cooper, J. T., Stanley, L. J., Klein, H. J., & & Tenhiälä, A. (2016). Profiles of Commitment in standard and fixed-term employment arrangements: Implications for work outcomes. *European Journal of Work and Organizational Psychology, 25*, 149-165.

**Peer Reviewed Articles (continued):**

Klein, H. J., Polin, B., & Sutton, K. L. (2015). An Assessment of the Use and Timing of Onboarding Practices to Socialize New Employees. *International Journal of Selection and Assessment, 23,* 263-283*.*

Klein, H. J., Cooper, J. T., Molloy, J. C., & Swanson, J. A. (2014). The assessment of commitment: Advantages of a unidimensional, target-free approach. *Journal of Applied Psychology, 99*, 222-238.

Klein, H. J., Molloy, J. C., & Brinsfield, C. T. (2012). Reconceptualizing workplace commitment to redress a stretched construct: revisiting assumptions and removing confounds. *Academy of Management Review, 37*, 130–151.

Fein, E. C. & Klein, H.J. (2011). Personality predictors of behavioral self-regulation: Linking behavioral self-regulation to five-factor model factors, facets, and a compound trait. *International Journal of Selection and Assessment, 19*, 132-144.

Cianci A. M., Klein, H. J., & Seijts, G. (2010). The Effect of Negative Feedback on Tension and Subsequent Performance: The Main and Interactive Effects of Goal Content and Conscientiousness. *Journal of Applied Psychology*, *95*, 618–630.

Brown, K. G., & Klein, H. J. (2008). Third-generation instruction: “Tools in the toolbox” tather than the “latest and greatest.” *Industrial and Organizational Psychology, 1*, 472–475.

Klein, H. J., Noe, R. A., & Wang, C. (2006). Motivation to learn and course outcomes: The impact of delivery mode, learning goal orientation, and perceived barriers and enablers. *Personnel Psychology,* *59*, 665-702.

Klein, H. J., Fan, J. & Preacher, K. J. (2006). The Effects of Early Socialization Experiences on Content Mastery and Outcomes: A Mediational Approach. *Journal of Vocational Behavior, 68*, 96-115.

Klein, H. J., & Lee, S. (2006). The Effects of Personality on Learning: The Mediating Role of Goal Setting. *Human Performance, 19*, 43-66.

Alge, B. J., Wiethoff, C., & Klein, H. J. (2003). When does the medium matter? Knowledge-building experiences and opportunities in decision-making teams. *Organizational Behavior and Human Decision Processes, 91*, 26‑37.

Lee, S., & Klein, H. J. (2002). Relationships between conscientiousness, self-efficacy, self-deception and learning over time. *Journal of Applied Psychology, 87*, 1175-1182.

Miles J. A., & Klein, H. J. (2002). Perception in consequences of free riding. *Psychological Reports, 90*, 215‑225.

Klein, H. J., Wesson, M. J., Hollenbeck, J. R., Wright, P. M., & DeShon, R. D. (2001). The assessment of goal commitment: A measurement model meta‑analysis. *Organizational Behavior and Human Decision Processes, 85*, 32-55.

**Peer Reviewed Articles (continued):**

Klein, H. J., & Weaver, N. (2000). The effectiveness of an organizational-level orientation training program in the socialization of new hires. *Personnel Psychology, 53*, 47-66.

Klein, H. J., Wesson, M. J., Hollenbeck, J. R., & Alge, B. J. (1999). Goal commitment and the goal setting process: Conceptual clarification and empirical synthesis. *Journal of Applied Psychology, 84*, 885‑896.

**Reprinted in:** Porter, L. W., Bigley, G., Steers, R. M. (2002). *Motivation and Work Behavior*, 7th Edition. McGraw-Hill.

Mulvey, P. W., & Klein, H. J. (1998). The impact of perceived loafing and collective efficacy on group goal processes and group performance. *Organizational Behavior and Human Decision Processes, 74*, 62‑87.

Mulvey, P. W., Bowes-Sperry, L., & Klein, H. J. (1998). The effects of perceived loafing and defensive impression management on group effectiveness. *Small Group Research, 29*, 394-415.

Klein, H. J., & Kim, J. S. (1998). A field study of the influence of situational constraints, leader-member exchange and goal commitment on performance. *Academy of Management Journal, 41*, 88-95.

Miles J. A., & Klein, H. J. (1998). The fairness of assigning group members to tasks. *Group and Organization Management, 23*, 71-96.

De Souza, G., & Klein, H. J. (1995). Emergent leadership in the group goal setting process. *Small Group Research, 26*, 475-496.

Klein, H. J., & Mulvey, P. W. (1995). Two investigations of the relationships among group goals, goal commitment, cohesion, and performance. *Organizational Behavior and Human Decision Processes, 61*, 44-53.

Whitener, E. M., & Klein, H. J. (1995). Equivalence of computerized and traditional research methods: The roles of scanning, social environment, and social desirability. *Computers in Human Behavior, 11*, 65‑75.

Wright, P. M., O'Leary-Kelly, A. M., Cortina, J. M., Klein, H. J., & Hollenbeck, J. R. (1994). On the meaning and measurement of goal commitment. *Journal of Applied Psychology, 79*, 795-803.

Chao, G. T., O'Leary-Kelly, A. M., Wolf, S., Klein, H. J., & Gardner, P. D. (1994). Organizational Socialization: Its content and consequences. *Journal of Applied Psychology, 79*, 730-743.

Thoms, M., & Klein, H. J. (1994). Participa­tion and evaluative outcomes in management training. *Human Resource Development Quarterly, 5*, 27-40.

**Reprinted in:** *Personnel Research Highlights*, Office of Systems Innovation, U.S. Office of Personnel Management. (1995).

**Peer Reviewed Articles (continued):**

Klein, H. J., & Snell, S. A. (1994). The impact of interview process and context on performance appraisal interview effectiveness. *Journal of Managerial Issues, 6*, 160-175.

Klein, H. J., & Wright, P. M. (1994). Antecedents of goal commitment: An empirical examination of personal and situational factors. *Journal of Applied Social Psychology, 24*, 95-114.

Mento, A. J., Locke, E. A., & Klein, H. J. (1992). Relation­ship of goal level to valence and instrumentality. *Journal of Applied Psychology, 77*, 395-405.

Klein, H. J. (1991). Further evidence on the relation­ship between goal setting and expectancy theories. *Organiza­tional Behavior and Human Decision Processes, 49*, 230-257.

Klein, H. J., Whitener, E. M., & Ilgen, D. R. (1990). The role of goal specificity in the goal setting process. *Motivation and Emotion, 14*, 179-193.

Hollenbeck, J. R., Klein, H. J., O'Leary, A. M., & Wright, P. M. (1989). Investigation of the construct validity of a self-report measure of goal commitment. *Journal of Applied Psychology, 74*, 951-956.

Hollenbeck, J. R., Williams, C. R., & Klein, H. J. (1989). An empirical examination of the antecedents of commitment to difficult goals. *Journal of Applied Psychology, 74*, 18-23.

Klein, H. J. (1989). An integrated control theory model of work motiv­ation. *Academy of Management Review, 14*, 150-172.

**Reprinted in:** Steers, R. M., Porter, L. W., & Bigley, G. A. (1996). *Motivation and Leadership at Work*, 6th Edition. McGraw-Hill.

Hollenbeck, J. R., & Klein, H. J. (1987). Goal commitment and the goal setting process: Problems, prospects and proposals for future research. *Journal of Applied Psychology, 71*, 212‑220.

Klein, H. J., Snell, S. A, & Wexley, K. N. (1987). Systems model of the performance appraisal interview process. *Industrial Relations, 26*, 267‑280.

**Editor Reviewed, Invited Articles:**

Klein, H. J. (2001). Invited reaction: The relationship between training and organizational commitment. *Human Resource Development Quarterly, 12*, 353-361.

Klein, H. J. (1991). Control theory and understanding motivated behavior: A different conclusion. *Motivation and Emotion, 15*, 29-44.

**Editorials:**

Klein, H. J. & Cooke, F. L. (2022). A new chapter in the long history of advancing HRM research and practice. *Human Resource Management, 61(4), 395-398*.

Klein, H. J., & Potosky, D. (2019). Making a Conceptual Contribution at Human Resource Management Review. *Human Resource Management Review,* *29*(3), 299-304.

Klein, H. J. (2016). Commitment in organizational contexts: Introduction to the special issue. *Journal of Organizational Behavior, 37,* 489-493.

Klein, H. J. (2016). Continuing the Call to Conceptualize. *Human Resource Management Review, 26,* 87–89.

Klein, H. J. (2013). Advances in Workplace Commitments: Introduction to the special issue. *Human Resource Management Review, 23*, 127-130.

Klein, H. J., & Delery, J. E., (2012). Construct clarity in human resource management research: Introduction to the special issue. *Human Resource Management Review, 22*, 57–61.

**Edited Books:**

Klein, H. J., Becker, T. E., & Meyer, J. P. (2009). *Commitment in Organizations: Accumulated Wisdom and New Directions*. A book in The Society for Industrial and Organizational Psychology’s Frontiers Series. Routledge/Taylor and Francis.

**Chapters in Edited Books/Volumes:**

Klein, H. J., & Park, H. (2020).Workplace Commitments.In V. I. Sessa and N. A. Bowling (Eds.) *Essentials of Job Attitudes* *and Other Workplace Psychological Constructs: Theory and Practice*. Taylor & Francis. 156-183.

Klein, H. J. & Linford, B. J. (2018). Workplace Commitments. In R. Griffin (Ed.) *Oxford Bibliographies in Management.* Oxford University Press. DOI: 10.1093/OBO/97801998467400142

Klein, H. J., & Park, H. (2016).Commitment as a unidimensional construct.In J. P. Meyer (Ed.) *The Handbook of Employee Commitment*. Edward Elgar Publishing. 15–27.

Klein, H. J., & Brinsfield, C. T. (2016).Affective Consequences of Commitment.In J. P. Meyer (Ed.) *The Handbook of Employee Commitment*. Edward Elgar Publishing. 248–260.

Klein, H. J., & Park, H. (2015).Organizational commitment.In J. D. Wright (Ed.) *International Encyclopedia of Social and Behavioral Sciences, Second Edition*, Vol 17. Oxford: Elsevier. 334–340.

**Chapters in Edited Books/Volumes (continued):**

Noe, R. A., Clark, A. D. M, & Klein, H. J. (2014). Learning in the 21st century workplace. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*, 245-275. Palo Alto, CA: Annual Reviews Inc.

Klein, H. J. (2014). Distinguishing commitment bonds from other attachments in a target-free manner. In J. K. Ford, J. R. Hollenbeck, & A. M. Ryan (Eds.) *The Nature of Work: Advances in Psychological Theory, Methods, and Practice*. 117-146. Washington, DC: American Psychological Association Press.

Klein, H. J., Cooper, J. T., & Monahan C. A. (2013).Goal commitment.In E. A. Locke & G. P. Latham (Eds.) *Developments in Goal Setting and Task Performance*. 65-89. Routledge/Taylor and Francis.

Klein, H. J., & Polin, B., (2012).Are organizations onboard with best practice onboarding?In C. Wanberg, (Ed.), *The Oxford Handbook of Organizational Socialization*. 267-287. Oxford University Press, Inc.

Becker, T. E., Klein, H. J., & Meyer, J. P. (2009). Accumulated Wisdom and New Directions for Workplace Commitments. In H. J. Klein, T. E. Becker, & J. P. Meyer (Eds.) *Commitment in Organizations: Accumulated Wisdom and New Directions*. 419-452. Routledge/Taylor and Francis.

Klein, H. J., Molloy, J. C., & Cooper, J. T. (2009).Conceptual foundations: Construct definitions and theoretical representations of workplace commitments.In H. J. Klein, T. E. Becker, & J. P. Meyer (Eds.) *Commitment in Organizations: Accumulated Wisdom and New Directions*. 3- 36. Routledge/Taylor and Francis.

Klein, H. J., & Heuser, A. E. (2008). The learning of socialization content: A framework for researching orientating practices. *Research in Personnel and Human Resources Management,* *27*, 279–336. Emerald Group.

Klein, H. J., Austin, J. T., & Cooper, J. T. (2008).Goal Choice and Decision Processes. In R. Kanfer, G. Chen, & R. Pritchard (Eds.) *Work Motivation: Past, Present, and Future*. 101-150. Routledge/Taylor & Francis Group.

Klein, H. J., & Fein, E. C. (2005). Goal Propensity: Understanding and Predicting Individual Differences in Motivation. *Research in Personnel and Human Resources Management, 24*, 215-263. Elsevier Ltd.

Austin, J. T., & Klein, H. J. (1996). Individual differences in work motivation: Goal striving. In K. Murphy (Ed.) *Individual Differences and Behavior in Organizations.* 209-257. San Francisco: Jossey‑Bass.

Ilgen, D. R., & Klein, H. J. (1989). Organizational Behavior. In M. R. Rosenzweig & L. W. Porter (Eds.) *Annual Review of Psychology, 40*, 327-351. Palo Alto, CA: Annual Reviews Inc.

**Chapters in Edited Books/Volumes (continued):**

Ilgen, D. R., & Klein, H. J. (1988). Individual motivation and performance: Cognitive influences on effort and choice. In J. P. Campbell & R. J. Campbell (Eds.) *Productivity in Organizations*. 413-176. San Francisco: Jossey‑Bass.

**Work in Progress:**

Klein, H. J., Rodrigues, A. C., & Zhan, Y. [Title redacted for blind review]. (Under Review).

Turek, D., Klein, H. J. , & Wojtczuk-Turek, A. [Title redacted for blind review]. (Under Review).

Klein, H. J., Choi, W., Zhang, S., Linford, B. J., & Schreiber, L. (2019). The effects of leader commitments on follower attitudes and behavior. (Manuscript in progress).

Klein, H. J., Schefer, M., Breitsohl, H., Straatmann, T., & Mueller, K. Organizational attachments revisited. (Manuscript in progress).

Klein, H. J., Surface, E. A., Dachner, A. M., & Brown, K. G. Commitment to learning goals as a predictor of training success. (Manuscript in progress).

Rodrigues, A. C. & Klein, H. J. The validation of KUT measure in the Brazilian context. (Manuscript in progress).

Becker, T. E. & Klein, H. J. Hyper goal commitment. (data analysis).

Klein, H. J. & Becker, T. E. Causes and consequences of quondam supervisor commitments. (data analysis).

Rodrigues, A. C., Klein, H. J., & Zhan, Y. Organizational Entrenchment: An Examination of its Unique Value in Understanding Turnover Intentions. (Data analysis).

Klein, H.J., Dumas, T. L., & Rathjens, J. Work location preferences, commitments, and work-family conflict. (Data analysis).

Klein, H.J., Linford, B. J. & Lount, R. B. When commitments compete: The effects of commitment strength and priming on behavioral choice. (Data collection).

Klein, H. J., Rodrigues, A. C., et al. The cross-cultural equivalence of the KUT commitment scale. (Data collection).

Klein, H. J. & Breitsohl, H. The effects of format when assessing commitment to multiple targets. (Data collection).

**Professional Presentations (Peer Reviewed):**

Klein, H. J., Breitsohl, H., Schefer, M., Straatmann, T., & Mueller, K. (2022) Assessing workplace attachments: Challenges in developing and validating target neutral scales of different bond types. Annual Meeting of the Academy of Management. Seattle, WA.

Klein, H. J., Schefer, M., Breitsohl, H., Straatmann, T., & Mueller, K. (2022). Assessing workplace attachments: Development and validation of target neutral scales for additional types of bonds. Conference on Commitment. Columbus, OH.

Schefer, M., Klein, H. J., Breitsohl, H., Straatmann, T., & Mueller, K. (2022). Going beyond commitment - Development and validation of identification, instrumental, and acquiescence bond type scales. European Association of Work and Organizational Psychology Congress. Glasgow, Scotland (Conference cancelled).

Rodrigues, A. C., Klein, H. J., & Zhan, Y. (2020). Organizational Entrenchment: An Examination of its Unique Value in Understanding Turnover Intentions. Annual Meeting of the Academy of Management. Vancouver, British Columbia.

Klein, H. J., Rodrigues, A. C., & Zhan, Y. (2020). Community and Organizational Commitment: Understanding the effects of organizational investments and worker outcomes. 16th International Human Resource Management Conference. Paris, France. (Conference cancelled).

Linford, B. J., Klein, H.J. & Lount, R. B. (2019). Commitment Conflict, Activation, and Enactment. Annual Meeting of the Academy of Management. Boston, MA.

Rodrigues, A. C., Klein, H. J., & Zhan, Y. (2019). Community Commitment: Parallels to and influence on Organizational Commitment. Annual Meeting of the Academy of Management. Boston, MA.

Van Rossenberg, Y. G. T., Klein, H. J., Cross, D., Swart, J., Ali, N., Treen, M, Kilroy, S. (2019). The future of workplace commitment: What are implications and possible roles for HRM? 3rd HR Division International Conference. Dublin, Ireland.

Klein, H. J., Solinger, O., & Duflot, V. (2018). Commitment system theory: The dynamic orchestration commitments to multiple targets. Annual Meeting of the Academy of Management. Chicago, IL.

Klein, H. J., Solinger, O., & Duflot, V. (2017). Commitment system theory: The dynamic orchestration commitments to multiple targets. Conference on Commitment. Columbus, OH.

Zhan, Y, Noe, R. A., & Klein, H. J., (2017). How do organizations with a negative employer reputation due to their industry attract applicants? Annual Meeting of the Academy of Management. Atlanta, GA.

**Published in:** *Academy of Management Annual Meeting Proceedings*. (2017). 12699

**Professional Presentations (continued):**

Van Rossenberg, Y. G. T., Klein, H. J., et al. (2017). Future of workplace commitment: key questions and directions. European Association of Work and Organizational Psychology Congress. Dublin, Ireland.

Klein, H. J., Becker T. E., Johnson, R. E., Klimoski, R. J., Solinger, O., & van Rossenberg, Y. G. T. (2016). Advancing Theory on the Dynamics of Multiple Commitments. Annual Meeting of the Academy of Management. Anaheim, CA.

**Published in:** *Academy of Management Annual Meeting Proceedings*. (2016).

Klein, H. J., Cooper, J. T., & Brinsfield, C. T. (2015). The Experience of Commitment to Multiple Targets in the Contemporary Workplace. Annual Meeting of the Academy of Management. Vancouver, British Columbia.

Klein, H. J., Lount, R. B., & Park, H. (2015). Making goals public: Who you tell and whether you care help matters. Annual Meeting of the Academy of Management. Vancouver, British Columbia.

Angus, R., Barney J., Cappelli, P., Herrick, H. N., Klein, H. J., & McBride, R. (2015). Workplace Commitment in Entrepreneurial Settings. Annual Meeting of the Academy of Management. Vancouver, British Columbia.

**Published in:** *Academy of Management Annual Meeting Proceedings*. (2015). 10862

Hartnell, C. A., Koopman, J., Litchfield, R., Davison, R. B., Feldman, E. R., Klein, H. J., Shipp, A. J., Sully de Luque, M. F., Vogelgesang, G. L., Wrzesniewski, Amy. (2015). How to Build and Find a Microcommunity. Annual Meeting of the Academy of Management. Vancouver, British Columbia.

Klein, H. J., Brinsfield, C. T. & Cooper, J. T. (2014). Revisiting the Way Employees Experience Commitment. 2014 Conference on Commitment. Columbus, Ohio.

Becker, T. E., Clark, K. D., Kernan, M. C., & Klein, H. J. (2014) Something Old and Something New: Role Orientations, Foci of Commitment, and Post-Tenure Productivity. Annual Meeting of the Academy of Management. Philadelphia, Pennsylvania.

**Published in:** *Academy of Management Annual Meeting Proceedings*. (2014). 15543

Klein, H. J., Brinsfield, C. T., Cooper, J. T., & Molloy, J. C. (2014). Quondam Commitments: An Examination of Commitments Employees No Longer Have. Annual Meeting of the Academy of Management. Philadelphia, Pennsylvania.

**Published in:** *Academy of Management Annual Meeting Proceedings*. (2014).

de Jong, B. A., Leslie, L. M., Young, M. J., Fiore, S., Heaphy, E., Kravitz, D. A., Rahim A., Uhl-Bien, M., Davison, R. B., Hartel, C. E. J., Klein, H. J., Kossek, E. E., Nelson, M. F. (2013). How to Build and Find a Microcommunity. Annual Meeting of the Academy of Management. Orlando, Florida.

**Professional Presentations (continued):**

Cooper, J.T., Stanley, L.J., Klein, H.J. & Salimäki, A. (2012). Profiles of Commitment in Alternative Work Arrangements. Annual Meeting of the Academy of Management. Boston, Massachusetts.

**Published in:** *Academy of Management Annual Meeting Proceedings*. (2012).

Klein, H. J., Dachner, A. M., Surface, E. A., & Brown, K. G. (2012) The effects of trainer commitment to trainees on trainee motivation and learning. Annual Meeting of the Academy of Management. Boston, Massachusetts.

Klein, H. J., Molloy, J. C., Cooper, J. T., & Swanson, J. A. (2011). Validation of a uni-dimensional, target-free self-report measure of commitment. Annual Meeting of the Academy of Management. San Antonio, Texas.

Cooper, J.T., Stanley, L.J., Klein, H.J. & Salimäki, A. (2010). Profiles of Commitment in Alternative Work Arrangements. 2010 Conference on Commitment. Columbus, Ohio.

Klein, H. J., Polin, B., & Sutton, K. L. (2010). Effectively Onboarding New Employees. Annual Meeting of the Academy of Management. Montreal, Quebec.

Cianci, A., Klein, H. J., & Seijts, G. H. (2009). The Effects of Negative Feedback, Goals and Conscientiousness on Tension and Performance. Annual Meeting of the Academy of Management. Chicago, IL.

Becker, T. E., Clark, K. D., Hoobler, J. M., Johnson, D. E., Kernan M. C., Klein, H. J., Klimoski, R. J., Quigley, N. R. (2009). Out from Under Damocles’ Sword: An HR Assessment of Tenure. Annual Conference of the Society for Industrial and Organizational Psychology. New Orleans, LA.

Klein, H. J., Brown, K. G., & Cohen, D. J. (2008). Creating an online community of practice for HR/IR educators: An exploration of needs, mechanisms, and involvement. Fifth Conference on Innovative Teaching in Human Resources and Industrial Relations. Minneapolis, MN.

Klein, H. J., Berkley, R. A., Benrouane, S. & Gardner, T. M. (2008). Leading the horse to water and getting it to drink: Teaching HR to non-HR majors. Fifth Conference on Innovative Teaching in Human Resources and Industrial Relations. Minneapolis, MN.

Klein, H. J., Austin, J. T., & Cooper, J. T. (2008). Frontier series authors panel: Work Motivation - Past, Present, and Future. Annual Conference of the Society for Industrial and Organizational Psychology. San Francisco, CA.

Morgeson, F. P., Cascio, W. F., Cohen, D. J., Fogli, L., Klein, H. J., Schiemann, W. A., & Simco, J. (2008). Bridging the Scientist-Practitioner Gap: Senior Executives Identify Critical Research Needs. Annual Conference of the Society for Industrial and Organizational Psychology. San Francisco, CA.

**Professional Presentations (continued):**

Fein, E. C., & Klein, H. J. (2007). Personality Predictors of Self-Regulation: Five Factor Model Factors, Facets, or a Composite? Annual Meeting of the Academy of Management. Philadelphia, Pennsylvania.

Cascio, W. F., Fogli, L., Klein, H. J., Morgeson, F. P., & Silberman, K. (2007). SHRM Foundation Grant Funding: Working to Advance HR. Annual Conference of the Society for Industrial and Organizational Psychology. New York, NY.

Klein, H. J., Brinsfield, C. T., & Molloy, J. C. (2006). Understanding Workplace Commitments Independent of Antecedents, Targets, Rationales and Consequences. Annual Meeting of the Academy of Management. Atlanta, GA.

Klein, H. J., Heuser, A. E., & Sutton, K. L. (2006) The Dimensions and Levels of Socialization Content. Annual Conference of the Society for Industrial and Organizational Psychology. Dallas, TX.

Klein, H. J., Becker, T. E., Cohen, A., Moon, H., Morrow, P. C., & Neubert, M. J. (2004). Commitment is Commitment is Commitment, or is it? A Contemplation of Commitment Constructs. Annual Meeting of the Academy of Management. New Orleans, LA.

Klein, H. J., Dineen, B. R., & Alge, B. J. (2004). Temporal and hierarchical considerations in predicting subsequent self-set goals. Annual Conference of the Society for Industrial and Organizational Psychology. Chicago, IL.

Klein, H. J., Fan, J. & Preacher, K. J. (2004). Socialization Efforts, Content, and Outcomes: A Mediational Approach. Annual Conference of the Society for Industrial and Organizational Psychology. Chicago, IL.

Klein, H. J., Noe, R. A., & Wang, C. (2004). Determinants of Motivation to Learn in Alternative Delivery Modes. Annual Conference of the Society for Industrial and Organizational Psychology. Chicago, IL.

Sutton, K. L., Klein, H. J., & Barnard, J. (2003). Distance Learning and Learning Preferences: Does Gender Matter? Annual Meeting of the Academy of Management. Seattle, WA.

Klein, H. J., & Lee, S. (2003). Effect of Personality on Performance: Mediating Role of Goal Setting. Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.

Klein, H. J. (2002). HR/IR Resources on the Web: A Short Course or e-assignments. Third Conference on Innovative Teaching in Human Resources and Industrial Relations. Columbus, OH.

**Professional Presentations (continued):**

Klein, H. J., Adkins, C. L., Tansky, J. W., Thacker, R. A., Budd, J. W., Hannah, R. L., Hendrickson, R. A., Schurman, S. J. (2002). Teaching in Human Resources and Industrial Relations: Perspectives from the Education Committee of the Industrial Relations Research Association and the Teaching Committee of the Human Resources Division of the Academy of Management. Third Conference on Innovative Teaching in Human Resources and Industrial Relations. Columbus, OH.

Klein, H. J., & Dineen, B. R. (2002). Predicting Changes in Goals from Goal-Performance Discrepancies: What’s the Difference? Annual Meeting of the Academy of Management. Denver, CO.

Lee, S., & Klein, H. J. (2002). Relationship Between Conscientiousness and Training Effectiveness over Time. Annual Conference of the Society for Industrial and Organizational Psychology. Toronto, ON.

Jeong, S. B., & Klein, H. J. (2002). Learning Goal Orientation, Self-Efficacy and Goal level: A Multi-Specificity Perspective. Annual Conference of the Society for Industrial and Organizational Psychology. Toronto, ON.

Klein, H. J. (2001). Teach better, learn more: Using the Human Resources Instructional eXchange. Annual Conference of the Society for Industrial and Organizational Psychology. San Diego, CA.

Klein, H. J., Wesson, M., Hollenbeck, J. R., &, DeShon, R. P. (1999). The assessment of goal commitment: A measurement model meta-analysis. Annual Meeting of the Academy of Management. Chicago, IL.

Klein, H. J., Hollenbeck, J. R., Wesson, M. &, Alge, B. J. (1998). Goal commitment and the goal setting process: Ten years after. Annual Meeting of the Academy of Management. San Diego, CA.

Klein, H. J., & Weaver, N. (1998). The Effectiveness of an Orientation Training Program in the Socialization of New Hires. Annual Conference of the Society for Industrial and Organizational Psychology. Dallas, TX.

Mulvey, P. W., & Klein, H. J. (1997). The impact of perceived loafing and collective efficacy on goal difficulty and group performance. Annual Meeting of the Academy of Management. Boston, MA.

Mulvey, P. W., Bowes-Sperry, L., & Klein, H. J. (1997). The effects of defensive impression management and perceived loafing on group goal effectiveness. Annual Meeting of the Academy of Management. Boston, MA.

Boyle, K. A., Klein, H. J., & Harrison, R. (1996). Individual and group goals and group effectiveness. Annual Conference of the Society for Industrial and Organizational Psychology. San Diego, CA.

**Professional Presentations (continued):**

Mulvey, P. W., Bowes-Sperry, L., & Klein, H. J. (1995). The effects of perceived free-riding, impression management, and group-efficacy on group goal difficulty, performance, and satisfaction. Annual Meeting of the Academy of Management. Vancouver, BC.

Klein, H. J., & Thoms, P. (1995). The setting of goals and skill acquisition. Annual Meeting of the Academy of Human Resource Development. St. Louis, MO.

Klein, H. J., & Kim, J. S. (1994). The role of contextual factors on goal setting and performance. Annual Meeting of the Academy of Management. Dallas, TX.

De Souza, G., & Klein, H. J. (1993). Emergent leadership in the group goal setting process. Annual Meeting of the Academy of Management. Atlanta, GA.

Klein, H. J., & Miles, J. A. (1993). Free riding and performance: It's the perceptions that matter. Annual Meeting of the Academy of Management. Atlanta, GA.

Wright, P. M., O'Leary-Kelly, A., & Klein, H. J. (1993). On the measurement of goal commitment: A response to Tubbs & Dahl. Annual Conference of the Society for Industrial and Organizational Psychology. San Francisco, CA.

Whitener, E. M., & Klein, H. J. (1992). The effects of presentation mode, test environment, social desirability, and computer anxiety on equivalence of computerized and traditional measures. Annual Meeting of the Academy of Management. Las Vegas, NV.

Thoms, M., & Klein, H. J. (1992). The effects of increasing participation in management training. Annual Meeting of the Academy of Management. Las Vegas, NV.

Miles J. A., & Klein, H. J. (1992). When Free-Riding is Fair: The exemption of overstaffed group members. Annual Conference of the Society for Industrial and Organizational Psychology. Montreal, Quebec.

Klein, H. J., Whitener, E. M., & Ilgen, D. R. (1991). The role of goal specificity in the goal setting process. Annual Conference of the Society for Industrial and Organizational Psychology. St. Louis, MO.

Mulvey, P. W., Klein, H. J, & Sterling, C. L. (1991). Group and goal processes: The role of free riding. Annual Conference of the Society for Industrial and Organizational Psychology. St. Louis, MO.

Chao, G. T., O'Leary, A. M., Walz, P. M., Klein, H. J., & Gardner, P. D. (1991). A comparative analysis of organizational socialization and its outcomes. Annual Conference of the Society for Industrial and Organizational Psychology. St. Louis, MO.

Whitener, E. M., & Klein, H. J. (1990). Computer assisted research: Managing its effects on validity. Annual Meeting of the Southern Management Association. Orlando, FL. Proceedings, 405-407.

**Professional Presentations (continued):**

Chao, G. T., O'Leary, A. M., Walz, P. M., Klein, H. J., & Gardner, P. D. (1990). The content and process of organizational socialization. Annual Meeting of the Academy of Management. San Francisco, CA.

Klein, H. J., & Wright, P. M. (1990). Manipulating goal commitment by altering expectancy and attractiveness beliefs. Annual Conference of the Society for Industrial and Organizational Psychology. Miami, FL.

Klein, H. J. (1990). Predicting goal choice, commitment, and performance with valence, expectancy and efficacy expecta­tions and motiva­tional force. Annual Conference of the Society for Industrial and Organizational Psychology. Miami, FL.

Klein, H. J., & Mulvey, P. W. (1989). The setting of goals in group settings: An investigation of group and goal processes. Annual Meeting of the Academy of Management. Washington, D.C.

Klein, H. J. (1989). Control theory and understanding motivated behavior: The ticket to ride or extra baggage? Annual Conference of the Society for Industrial and Organizational Psychology. Boston, MA.

Chao, G. T., O'Leary, A. M., Klein, H. J., & Gardner, P. D. (1989). Organizational Socialization: Its measurement and relationships with job and career outcomes. Annual Conference of the Society for Industrial and Organizational Psychology. Boston, MA.

Hollenbeck, J. R., Klein, H. J., O'Leary, A. M., & Wright, P. M. (1988). An investigation of the construct validity of a self-report measure of goal commitment. Annual Meeting of the Academy of Management. Anaheim, CA.

Ilgen, D. R., & Klein, H. J. (1988). Discussion with the 1989 Annual Review of Psychology authors. Annual Convention of the American Psychological Association. Atlanta, GA.

Ilgen, D. R., & Klein, H. J. (1988). Discussion with the Frontiers of Industrial and Organizational Psychology, Volume 2 authors. Annual Conference of the Society for Industrial and Organizational Psychology. Dallas, TX.

Klein, H. J. (1988). Further evidence for the integration of goal setting and expectancy theories. Annual Meeting of the Midwest Academy of Management. Toledo, OH. Proceedings, 98‑102.

Klein, H. J. (1987). Procedures and problems in estimating the dollar value of performance variance. Annual Meeting of the Academy of Management. New Orleans, LA.

Hollenbeck, J. R., Williams, C. R., & Klein, H. J. (1987). An empirical examination of the antecedents and consequences of goal commitment. Annual Meeting of the Academy of Management. New Orleans, LA.

**Professional Presentations (continued):**

Klein, H. J., Snell, S. A., & Wexley, K. N. (1986). An exploratory investigation of the performance appraisal interview process. Annual Meeting of the Academy of Management. Chicago, IL.

Klein, H. J., Pergande, J. M., & Whitener, E. M. (1986). A meta‑analytic investigation of the goal setting process. Annual I/O and OB Graduate Student Conference. Minneapolis, MN. Proceedings, 20‑21.

Hollenbeck, J. R., & Klein, H. J. (1986). Goal commitment and the goal setting process: Problems, prospects and proposals for future research. Annual Meeting of the Midwest Academy of Management. St. Louis, MO. Proceedings, 154‑158.

Klein, H. J., Snell, S. A., & Wexley, K. N. (1985). An integrative model of the performance appraisal interview. Annual Meeting of the Midwest Academy of Management. Champaign, IL. Proceedings, 39‑43.

**TEACHING INTERESTS:**

Human Resource Management - Intro HR, Talent Acquisition, Talent Management, Talent Development, HR Analytics

Organizational Behavior - Intro OB, Commitment, Motivation, Socialization

Research Methods

**TEACHING EXPERIENCE:**

Human Resource Management (undergraduate and masters level)

Staffing (undergraduate and masters level)

Training and Development (undergraduate, masters, and doctoral levels)

Research Methods (masters and doctoral levels)

Organizational Behavior (undergraduate and doctoral levels)

Fundamentals of Management (undergraduate level)

Business Practices for HR Managers (masters level)

Data Analytics (masters level)

Leadership and Teamwork (masters level)

**PROFESSIONAL SERVICE:**

Editor-in-Chief

*Human Resources Management* (2022 - Present)

*Human Resources Management Review* (2016 - 2019)

 Associate Editor

 *Human Resources Management Review* (2014-2015)

**PROFESSIONAL SERVICE (continued):**

Guest Editor:

*Human Resources Management Review*

 Special issues on construct clarity (2012) and workplace commitments (2013)

*Journal of Organizational Behavior*

Special issue on commitment in organizational contexts (2016)

Editorial Review Board member for:

*Academy of Management Discoveries* (2013-present)

*Human Resources Management Review* (2003-2013)

*Journal of Applied Psychology* (2004-2013)

*Journal of Managerial Issues* (2000-2016*)*

*Journal of Organizational Behavior* (2002-2011)

*Oxford Research Reviews* (2012 – 2015)

*Organizational Behavior and Human Decision Processes* (2005-2010)

 *Personnel Psychology* (2010 –2016)

Ad hoc Reviewer for the following Journals:

*Academy of Management Journal*

*Academy of Management Learning and Education*

*Academy of Management Review*

*Administrative Science Quarterly*

*Applied Psychology: An International Review*

*Decision Sciences*

*Group Dynamics*

*Human Performance*

*Human Relations*

*Human Resources Development Quarterly*

*Human Resource Management*

*Human Resource Management Journal*

*Journal of Occupational and Organizational Psychology*

*Journal of Applied Social Psychology*

*Journal of Management*

*Journal of Occupational and Organizational Psychology*

*Journal of Personality and Social Psychology*

*Journal of Vocational Behavior*

*Motivation and Emotion*

*Organization Science*

*Personnel Review*

*Psychological Reports: Perceptual and Motor Skills*

Conference on Commitment

Chair, Program, and Local arrangements (2005, 2010, 2014, 2017, 2022).

Program Committee Member, Incubator Meeting program committee (2016, 2019)

Founder and Site Coordinator for the Human Resources Instructional eXchange. (2001-2008).

Academy of Management

Member, Division Review Task Force (2006 - 2007)

**PROFESSIONAL SERVICE (continued):**

Society for Industrial and Organizational Psychology

Member, Committee on Committees, (1990 - 1994).

Member, HRM Impact Award Committee (2018 - 2020).

Society for Human Resource Management (SHRM) Foundation

Chair, Board of Directors (2011-2012), Chair-elect (2010), Past Chair (2013).

Member, Executive Committee, (2010-2013).

Member, Board of Directors (2005-2013).

Co-Chair, HR Impact Award Task Force (2010-2013).

Chair, Governance Committee (2013).

Chair, Thought Leaders Committee (2010).

Chair, Research Committee (2006-2009).

Member, Finance Committee (2009-2012).

Member, Michael R. Losey Human Resource Research Award Selection Committee (2005-2009).

Human Resources Division of the Academy of Management

Division Chair (2009-2010), Chair-elect (2008-2009), Past Chair (2010-2011)

Chair, Scholarly Program (2007-2008).

Chair, Professional Development Workshop Program (2006-2007).

Chair, Nominations Committee (2010-2011).

Member, Executive Committee (2004-2006).

Co-chair, Five-Year Review Task Force (2004-2005, 2009-2010).

Chair, HR Division-SHRM Foundation Dissertation Grants Awards Committee (2005).

Chair, Member, Communications/Information Technology Committee (Chair 2002‑2004; member 2000‑2002).

Chair, Newsletter/HRDIV\_NET Enhancement Subcommittee of the Information Technology Committee (2002‑2003).

Chair, Member Satisfaction and Use of IT Sub-Committee of the Information Technology Committee. (2001-2002).

Member, Newsletter e-Distribution Sub-Committee of the Information Technology Committee (2001).

Member, Mahoney Mentoring Award Committee (2017, 2018)

Member, Distinguished HR Executive Award Committee (2012).

Member, Teaching Committee (2000-2004).

Organizational Behavior Division of the Academy of Management

Member, Outstanding Publication in Organizational Behavior Award Committee (1991).

**PROFESSIONAL SERVICE (continued):**

Human Resource Certification Institute

Member, Board of Directors (2014).

Human Research Management Review

Member, Scholarly Impact Award Committee (2018, 2019)

Member, Best Paper Award Committee (2019)

Innovative Teaching in Human Resources and Industrial Relations Conference

Member, Advisory Board (2001‑2008).

American Society for Training and Development

Member, Bullock Dissertation Award Committee, (1993).

Midwest Academy of Management.

Member, Local Arrangements Committee (1989).

Chair, Placement Committee (1989).

Assistant to the Program Chair (1986).

Reviewer for the following Professional Conferences:

Annual Meeting of the Academy of Management

Organizational Behavior Division (1988-1998, 2004-2005).

Human Resources Division (1991-2005).

Annual Conference of the Society for Industrial and Organizational Psychology (1991- 1993, 1997-1999, 2001-2005, 2008-2009).

Conference on Innovative Teaching in Human Resources and Industrial Relations (2002, 2004).

Annual Meeting of the Decision Science Institute

Organizational Theory and Behavior Track (1992).

Annual Meeting of the Midwest Academy of Management (1989, 1990, 1993, 1998).

Annual Meeting of the Southwest Academy of Management (1991).

Annual Meeting of the Southern Management Association (2003).

Professional Conference Session Chairperson/Facilitator:

Annual Meeting of the Academy of Management (1996, 1998, 2001, 2004, 2006, 2010, 2012, 2016, 2017, 2019).

Annual Conference of the Society for Industrial and Organizational Psychology (1989, 1991, 1993).

Annual Meeting of the Midwest Academy of Management (1986, 1989).

Conference on Innovative Teaching in Human Resources and Industrial Relations (2002).

Professional Conference Session Discussant:

Annual Meeting of the Academy of Management (1989, 1991, 1992, 1999, 2002, 2004, 2007, 2017, 2018).

Annual Meeting of the Midwest Academy of Management (1989, 1991).

**PROFESSIONAL SERVICE (continued):**

Professional Conference Session Invited Panelist/Presenter:

Making connections with OB Experts, Organizational Behavior Division, Annual Meeting of the Academy of Management (2018).

Designing Experiential Classroom Exercises, Organizational Behavior Division, Annual Meeting of the Academy of Management (2019).

Doctoral Student Consortium, Human Resources Division, Annual Meeting of the Academy of Management (2001- 2003, 2005-2006, 2010, 2016-2020, 2022).

Doctoral Student Consortium, HR Division International Conference (2019).

Junior Faculty Consortium, Society for Industrial and Organizational Psychology, Annual Conference (2018, 2019).

Junior Faculty Consortium, Human Resources Division, Annual Meeting of the Academy of Management (2000, 2002, 2016-2019, 2022).

New Doctoral Student Consortium, Academy of Management, Annual Meeting of the Academy of Management (2010).

**STUDENT SERVICE:**

I have involved 42 different Ph.D. students in my research projects and half of my peer reviewed articles have been published with Ph.D. students as co-authors.

Major advisor for 139 masters and 10 doctoral students.

Minor advisor for 24 doctoral students.

Served on 13 masters theses (chair of 2) & 31 doctoral dissertation (chair of 6) committees.

Served on 317 masters (chair of 71) & 65 doctoral (chair of 10) general exam committees.

Supervised 110 independent studies & 128 practicums/internships.

Faculty Advisor to MBA students with a Human Resources minor (1994-2003).

**LOCAL SERVICE:**

 **University**

Behavioral and Social Sciences Institutional Review Board (2004 - 2019)

Co-chair, (2012-2013); Vice Chair, (2013-2019); Member, IRP Policy Committee and IRB Investigative Subcommittees (2012-2019).

Judge, Hayes Graduate Research Forum (1999, 2005, 2006).

Member, Presidential Fellowship Committee (1996-1998).

Coordinator for the Fisher College of Business, University Campus Campaign (1996).

Member, Administrative Resource Management System (A.R.M.S.), Business Process Reengineering, Training and Education Advisory Committee (1995-1996).

Member, Training and Career Development, Supervisory and Management Training Advisory Group (1993).

 **College Service:**

Member, Undergraduate Programs in Business Committee (2006-2015, 2020-present).

Member, PhD in Business Administration Committee (2018-2019)

Faculty Advisor, Fisher Leaders (2016-2017)

Member, Strategic Planning Research Pillar Committee (2015).

Chair, MBA Program Activities Task Force (1997-2001).

Chair, Research Labs Planning Task Force for the Fisher College of Business New Facilities Committee (1992-2000).

Member, MBA Policy Committee (1993-1999).

Co-chair, MBA Continuous Improvement Task Force (1996)

Member, MBA Core Faculty Task Force 1995-1996).

Member, Career Services Faculty Advisory Committee (1995-1996).

Member, Research Committee (1992-1994).

Member, Labor and Human Resources Graduate Studies Committee (1988-1994).

**Departmental Service:**

Micro (OB/HR) PhD professional development seminar Co-Coordinator (2021- Present).

Micro PhD Program Coordinator (2015-2019).

MHR Student Research Participant Pool Coordinator (2011-2012)

Organizational Behavior PhD Program Area Head. (2009-2015).

Semester Conversion Tasks Forces, undergraduate and Ph.D. programs (2009-2012)

Chair, MBA Committee (1994-1999).

Coordinator, MBA Teamwork Skills Program (1994-1996).

Chair, MBA Core Task Force (1995)

Member, MBA Electives Task Force (1994)

Chair, Ph.D. Programs Task Force (1993-1994).

Chair, Ph.D. Performance Evaluation Committee (1993-1994).

Member, MLHR Advisory Board (1993-1994)

Chair, Human Resources Curriculum Subcommittee (1992-1993).

Member, Doctoral Student Development Committee (1988-1993).

In addition to the above, I have served on numerous search, promotion and tenure, and grade grievance committees.

**HONORS AND AWARDS:**

Fisher Research Fellow/Summer Research Grant. The Ohio State University, College of Business (2012, 2013, 2014, 2021, 2022).

Faculty Recognition Award. The Ohio State University, College of Business (2018, 2021)

Most Innovative Paper Award, Conference on Commitment (2017, 2022).

Best Reviewer Award, *Academy of Management Discoveries* (2017).

Emerald Citations of Excellence Award, Emerald Group Publishing (2015), for the 2012 *Academy of Management Review* article “Reconceptualizing workplace commitment to redress a stretched construct: Revisiting assumptions and removing confounds.”

Excellence in Reviewing Award, *Human Resource Management Review* (2013).

Pacesetters Research Award. The Ohio State University, College of Business (2009).

Fellow of the Association for Psychological Science (2009).

Fellow of the American Psychological Association (2008).

Fellow of the Society of Industrial and Organizational Psychology (2008).

MVP Service Award. The Academy of Management, Human Resources Division (2005).

Outstanding Teaching Award. MLHR program, The Ohio State University, College of Business (2001, 2003).

Outstanding Paper in Organizational Behavior, The Academy of Management, Organizational Behavior Division (1995).

Pacesetters Service Award. The Ohio State University, College of Business (1995).

**GRANTS:**

Leadership Research Grant

Grant to study leader commitments (2019).

FAPESP, São Paulo Research Foundation.

Grant to study commitment and entrenchment (2016).

National Center for the Middle Market. The Ohio State University, College of Business.

Grant to study Informal Human Resource Practices (2012).

Small Grant. The Ohio State University, College of Business.

Grant to study onboarding practices (2012).

Small Grant. The Ohio State University, College of Business.

Grant to study onboarding practices (2010).

Small Grant. The Ohio State University, College of Business.

Grant to validate a workplace commitments scale (2009).

Small Grant. The Ohio State University, College of Business.

Grant to study onboarding practices (2008).

**GRANTS (continued):**

Small Grant. The Ohio State University, College of Business.

Grant to study faculty research productivity (2007).

Dean's Summer Research Fellowship. The Ohio State University, College of Business.

Grant to examine commitment rationales (2005).

Dean's Summer Research Fellowship. The Ohio State University, College of Business.

Grant to examine socialization (2004).

Dean's Summer Research Fellowship. The Ohio State University, College of Business.

Grant to examine goal propensity (2003).

Dean's Summer Research Fellowship. The Ohio State University, College of Business. Grant to examine motivation to learn in distance-delivered training programs (2002).

Dean's Summer Research Fellowship. The Ohio State University, College of Business. Grant to examine the effects of personality on goal setting (2000).

Dean's Summer Research Fellowship. The Ohio State University, College of Business. Grant to examine the measurement of goal commitment (1999).

Dean's Summer Research Fellowship. The Ohio State University, College of Business. Grant to examine the accumulated research on goal commitment (1997).

Small Seed Money Grant. The Ohio State University, College of Business. Grant to study the determinants and consequences of organizational socialization (1994).

Dean's Summer Fellowship. The Ohio State University, College of Business. Grant to study motivation and control in work teams (1992).

Small Seed Money Grant. The Ohio State University, College of Business. Grant to study group goal setting processes (1990).

Small Seed Money Grant. The Ohio State University, College of Business. Grant to study the role of goal specificity in the goal setting process (1987).

**PROFESSIONAL AND HONORARY AFFILIATIONS:**

Academy of Management (Human Resources & Organizational Behavior Divisions)

American Psychological Association (Fellow)

Association for Psychological Science (Fellow)

Society of Industrial and Organizational Psychology (Fellow)

Human Resource Association of Central Ohio

Society for Human Resource Management

Society of Organizational Behavior