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Education

Ph.D. Business Administration January, 1975	University of Massachusetts-Amherst Major: Organizational Behavior Minor: Social Psychology
M.S. Industrial Management June, 1970	Polytechnic Institute of Brooklyn (now Polytechnic University) Major: Human Resource Management
B.S. Mechanical Engineering June, 1964	Polytechnic Institute of Brooklyn (now Polytechnic University)

Areas of Specialty

Research: Organizational and Employee Values, Rationality, Altruism and Helping Behavior, Realistic Job Previews.

Teaching: Organizational Behavior (Ph.D., master's, undergraduate), Principles of Management (undergraduate – small class and mass lecture format), Human Resource Management (undergraduate).

Academic Experience

Fall, 1987 - Present	Business Partnership Foundation Professor Moore School of Business University of South Carolina
Fall, 1982 - Present	Professor of Organizational Behavior and Management Moore School of Business University of South Carolina
Summer 1997 - 2000	Visiting Professor of Organizational Behavior Vienna University of Economics and Business Wirtschaftsuniversität Wien Vienna, Austria

Fall, 1978 - Fall, 1982	Associate Professor of Management and Organizational Behavior College of Business Administration University of South Carolina
Fall, 1973 - Fall, 1978	Assistant Professor of Management College of Business Administration University of South Carolina
Fall, 1970 - Fall, 1973	Teaching Associate and Assistant School of Business Administration University of Massachusetts Amherst, MA 01003

Academic Administrative Experience

Spring, 2002 – Fall 2002	Department Chair Management Department
Fall, 1985 - Fall, 1989	Director Sony Corp. Video Laboratory
Fall, 1974 - Fall, 1984	Director Behavioral Laboratories
Fall, 1978 - Fall, 1982	Chair Center for Management and Organizational Research

Business Administrative Experience

April, 1968 - June, 1970	Engineering Manager Litton Industries Farmingdale, NY
Sept., 1967 - April, 1968	Operations Manager S&S Machinery Brooklyn, NY
Sept., 1965 - Sept., 1967	Manufacturing Manager Congoleum Industries Kearny, NJ
June, 1964 - Sept., 1965	Production Supervisor Corning Glass Works Frederick, MD

Professional Affiliations

Academy of Management
(Divisions: Organizational Behavior, Human Resources)
American Psychological Association
Society for Industrial and Organizational Psychology
Southern Management Association
Society for Personality and Social Psychology

Awards

Fellow of the American Psychological Association (elected in 1993)

Fellow of the Society for Industrial and Organizational Psychology (elected in 1992)

Fellow of the American Psychological Society (elected in 1993)

Fellow of the Southern Management Association (elected in 1999)

Best Reviewer Award, *Academy of Management Journal* (1999)

Article: "The antecedents and consequences of group potency: A longitudinal investigation of newly formed work groups," published in the *Academy of Management Journal*, was selected as a finalist for the best published article in the field of Human Resource Management in 2002 (Academy of Management)

Article: "Beyond helping: Do other-oriented values have broader implications in organizations?" published in the *Journal of Applied Psychology*, was selected as a finalist for the best published article in the field of Organizational Behavior in 1997 (Academy of Management)

Voted "Professor of the Year" in Management by students in the College of Business Administration, University of South Carolina, 1986, 1987, 1988, 1989, and 1990 (last year award was given)

Alfred G. Smith, Jr. Award for Excellence in Teaching, College of Business Administration, University of South Carolina (designated in 1987)

Business Partnership Foundation Professor, College of Business Administration, University of South Carolina, (appointed in 1987)

Research Scholar Award, College of Business Administration, 1990

National Achievement Award for the production of "Fear is a Good Sign." American Correctional Association sponsored nationwide competition of films about prisons and prison life

Distinguished Paper Award, Allied Southern Business Association, 1984

Research Scholar Award, College of Business Administration, 1984

Honorary Faculty Initiate, Delta, Sigma, Pi, 1995

Honorary Faculty Initiate, Beta, Gamma, Sigma, 1980

Publications: Book Chapters and Contributions to Research Volumes

- Korsgaard, M. A., & Meglino, B. M. (2008). Beyond the individualistic self: A framework for prosocial motives and judgments. A chapter in H. A. Wayment & J. J. Bauer (Eds.) *Transcending Self-Interest: Psychological Explorations of the Quiet Ego*, Washington, DC: American Psychological Association.
- Lester, S. W., Korsgaard, M. A., & Meglino, B. M. (2004). The fragility of group potency: The ups and downs of confidence during group formation. A chapter in L. Neider & C. Schriesheim, (Eds.) *Research in Management*, 4, Information Age Publishing.
- Meglino, B. M. (2004). Descriptions of "Work Values," and "Work Values Assessment" in S. Cartwright (Ed.) *Blackwell Encyclopedia of Management: Human Resource Management, Second Edition*, London, England: Blackwell Publishers.
- Meglino, B. M. (1997). Description of "Work Values Assessment" in C.L. Cooper & C. Argyris, (Eds.) *The Blackwell Encyclopedia of Management*, London, England: Blackwell Publishers.
- Meglino, B. M. (1997). Descriptions of "Work Values," "Work Values Assessment," and "Attitude Surveys" in L. Peters, S. A. Youngblood, & C. Greer (Eds.) *Blackwell Encyclopedic Dictionary of Human Resource Management*, London, England: Blackwell Publishers.
- Ravlin, E. C., & Meglino, B. M. (1987). Issues in work values measurement. A chapter in W.C. Frederick (Ed.), *Research in Corporate Social Performance and Policy: Empirical Studies of Business Ethics and Values*, 9, 153-183 Greenwich, Conn.: JAI Press.
- Youngblood, S. A., Mobley, W. H. & Meglino, B. M. (1982). Longitudinal and experimental analyses of first term enlisted attrition. A chapter in H.W. Sinaiko, P.R. Chatelier, C.A. Cook, J.R. Hosek, & G.T. Sicilia (Eds.), *Military Personnel Attrition and Retention*, Washington, DC: Smithsonian Institution.

Publications: Refereed Journal Articles

- Lester, S. W., Meglino, B. M., & Korsgaard, M. A. (2008). The role of other orientation in organizational citizenship behavior. *Journal of Organizational Behavior*, 29, 829-841.
- Meglino, B. M., & Korsgaard, M. A. (2007). The role of other orientation in reactions to job characteristics. *Journal of Management*, 33, 57-83.
- Meglino, B. M., & Korsgaard, M. A. (2006). Considering situational and dispositional approaches to rational self-interest: An extension and response to De Dreu (2006). *Journal of Applied Psychology*, 91, 1253-1259.
- Meglino, B. M., & Korsgaard, M. A. (2004). Considering rational self-interest as a disposition: Organizational implications of other orientation. *Journal of Applied Psychology*, 89, 946-959.
- Korsgaard, M. A., Meglino, B. M., & Lester, S. W. (2004). The effect of other orientation on self-supervisor rating agreement. *Journal of Organizational Behavior*, 25, 873-891.

- Lester, S. W., Meglino, B. M., & Korsgaard, M. A. (2002). The antecedents and consequences of group potency: A longitudinal investigation of newly formed work groups. *Academy of Management Journal*, *45*, 352-368.
- Meglino, B. M. & Ravlin, E. C., & DeNisi, A.S. (2000) A meta-analytic examination of realistic job preview effectiveness: A test of three counterintuitive propositions. *Human Resource Management Review*, *10*, 407-434.
- Meglino, B. M. & Ravlin, E. C. (1998). Individual values in organizations: Concepts, controversies, and research. *Journal of Management*, *24*, 351-389.
- Thomas, D. C. & Meglino, B. M. (1997). Causal attribution in an inter-cultural interaction: The effect of stimulus presentation mode. *Journal of Cross-Cultural Psychology*, *28*, 554-568.
- Meglino, B. M., Ravlin, E. C., & DeNisi, A. S. (1997). When does it hurt to tell the truth? The effects of realistic job previews on employee recruiting. *Public Personnel Management*, *26*, 413-422.
- Korsgaard, M. A., Meglino, B. M., & Lester, S. W. (1997). Beyond helping: Do other-oriented values have broader implications in organizations? *Journal of Applied Psychology*, *82*, 160-177.
- Korsgaard, M. A., Meglino, B. M., & Lester, S. W. (1996). The effect of other-oriented values on decision-making: A test of propositions of a theory of concern for others in organizations. *Organizational Behavior and Human Decision Processes*, *68*, 234-245.
- Adkins, C. L., Ravlin, E. C., & Meglino, B. M. (1996). Value congruence between co-workers and its relationship to work outcomes. *Group and Organizational Management*, *21*, 439-460.
- (Reprinted in P. Stone & M. Cannon [Eds.], *Organizational Psychology*, Vol, II, Part IV (1997) – *Interdependence and Collective Minds at Work*, Chapter. 60, 533-554. Aldershot, UK: Ashgate Publishing.)
- McNeely, B. L., & Meglino, B. M. (1994). The role of dispositional and situational antecedents in prosocial organizational behavior: An examination of the intended beneficiaries of prosocial behavior. *Journal of Applied Psychology*, *79*, 836-844.
- Meglino, B. M., DeNisi, A. S., & Ravlin, E. C. (1993). The effects of previous job exposure and subsequent job status on the functioning of a realistic job preview. *Personnel Psychology*, *46*, 803-822.
- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1992). The measurement of work value congruence: A field study comparison. *Journal of Management*, *18*, 33-43.
- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1991). Value congruence and satisfaction with a leader: An examination of the role of interaction. *Human Relations*, *44*, 481-495.
- Ravlin, E. C., & Meglino, B. M. (1989). The transitivity of work values: Hierarchical preference ordering of socially desirable stimuli. *Organizational Behavior and Human Decision Processes*, *44*, 494-508.

- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of Applied Psychology, 74*, 424-432.
- (Reprinted in N. Anderson [Ed.], *Fundamentals of HRM*, (2007), London, UK: SAGE Publications.)
- Meglino, B. M., DeNisi, A. S., Youngblood, S. A., & Williams, K. J. (1988). The effects of realistic job previews: A comparison using an enhancement and a reduction preview. *Journal of Applied Psychology, 73*, 259-266.
- Ravlin, E. C., & Meglino, B. M. (1987). The effect of values on perception and decision-making: A study of alternative work values measures. *Journal of Applied Psychology, 72*, 666-673.
- Meglino, B. M., & DeNisi, A. S. (1987). Realistic job previews: Some thoughts on their more effective use in managing the flow of human resources. *Human Resource Planning, 10*, 157-167.
- Williams, K. J., DeNisi, A. S., Meglino, B. M., & Cafferty, T. P. (1986). Initial decisions and subsequent performance ratings. *Journal of Applied Psychology, 71*, 189-195.
- Ronkainen, I., Meglino, B. M., & Frazier, K. (1984). Alternative methods of outcome acquisitions in the behavioral choice model. *Journal of Psychology, 116*, 73-79.
- DeNisi, A. S., Cafferty, T. P., & Meglino, B. M. (1984). A cognitive view of the performance appraisal process: A model and research propositions. *Organizational Behavior and Human Performance, 33*, 360-396.
- (Reprinted in W. C. Borman, *Performance and Evaluation* volume of the *International Library of Management* [K. Bradley, Ed.], Hampshire, England: Dartmouth Publishing Ltd.)
- Youngblood, S. A., Mobley, W. H., & Meglino, B. M. (1983). A longitudinal analysis of the turnover process. *Journal of Applied Psychology, 68*, 507-516.
- Ashworth, D. N., & Meglino, B. M. (1982). Organizational climate and employee performance. *Mid-Atlantic Journal of Business, 21*, 1-8.
- Mobley, W. H., Griffeth, W. R., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin, 86*, 493-522.
- (Reprinted in C. L. Cooper [Ed.] *Industrial/Organizational Psychology*, Cheltenham, England: Edward Elgar, Ltd.)
- (Reprinted in M. Patrickson [Ed.], *Readings in Organizational Behavior*, (1982), Adelaide, Australia: Techsearch.)
- Mobley, W. H., Hand, H. H., Baker, R., & Meglino, B. M. (1979). Conceptual and empirical analysis of military recruit training attrition. *Journal of Applied Psychology, 64*, 10-18
- Meglino, B. M. (1979). A methodology for nurse staffing. *California Management Review, 21*, 82-93.

Mobley, W. H., & Meglino, B. M. (1977). A behavioral choice model analysis of the budget allocation behavior of academic deans. *Academy of Management Journal*, 20, 564-573.

Hollingsworth, A. T., Meglino, B. M., & Shaner, M. C. (1977). Predicting the effectiveness of emergent leaders: An extension of the contingency model. *Journal of Economics and Business*, 30, 68-72.

Meglino, B. M. (1976). A theoretical synthesis of job performance and the evaluative dimension of organizational climate: A social psychological perspective. *Academy of Management Review*, 1, 58-65.

Meglino, B. M. (1976). The effect of evaluation on dominance characteristics: An extension of social facilitation theory. *Journal of Psychology*, 92, 167-176.

Research Grants and Contracts

University of South Carolina, College of Business Research Scholar, May, 1990 - August, 1990, The Role of Individual Work Values in Job Enrichment.

Riegel and Emory Human Resource Research Center, May, 1989 – May, 1990, The Effect of Value Congruence on the Performance and Satisfaction of Manufacturing and Research and Development Teams.

Riegel and Emory Human Resource Research Center, May, 1988 – May, 1989, Value Congruence Effects in Supervisor – Subordinate Interactions.

Riegel and Emory Human Resource Research Center, May, 1987 – May, 1988, The Development of a Scale to Measure the Values of Individuals in the Workplace.

Riegel and Emory Human Resource Research Center, May, 1985 – May, 1986, Identification and Classification of Relevant Values in the American Workplace.

University of South Carolina, College of Business Research Scholar, May, 1984 - August, 1984, An Approach to the Identification and Analysis of Organizational Culture, Project Director.

National Science Foundation, March, 1981 - March, 1983, A Cognitive Approach to Performance Appraisal: Information Gathering and Processing Strategies (with A. DeNisi and T. Cafferty) Principal Investigator.

Office of Naval Research, November, 1980 - November, 1981, A Longitudinal Study of Marine Corps Enlisted Personnel Attrition (with S. Youngblood), Project Director.

American Textile Manufacturers Institute, August, 1980 - January, 1981, An Attitudinal Analysis of the Textile Labor Market in the 1980's, Center for Management and Organizational Research (with A. DeNisi and S. Youngblood), Project Director.

U.S. Army Research Institute, September, 1979 - December, 1980, Formulation and Analysis of Counter Attrition Strategies in the US Army, MDA903-79-C-0435 (with S. Youngblood, A. Randolph, and A. DeNisi), Project Director.

Office of Naval Research, June, 1979 - September, 1980, A Longitudinal and Experimental Analysis of Enlisted Personnel Attrition, N00014-76-0938 (with W. Mobley and S. Youngblood), Principal Investigator.

Elkay Industries, Inc., July, 1979 - September, 1979, Employee Survey Research Program, Center for Management and Organizational Research, Project Director.

Office of Naval Research, June, 1978 - May, 1979, A Longitudinal and Experimental Analysis of Enlisted Personnel Attrition, N00014-76-C-0938 (with W. Mobley and S. Youngblood), Project Director.

Office of Naval Research, June, 1977 - May, 1978, A Longitudinal Study of Individual and Organizational Causes of Military Attrition, N00014-76-C-0938 (with W. Mobley and H. Hand), Principal Investigator.

Elkay Industries, Inc., August, 1976 - November, 1976, Employee Survey Research Program, Center for Management and Organizational Research, Project Director.

Monsanto Textile Corporation, April, 1976 - September, 1977, Employee Involvement Research Program, Center for Management and Organizational Research (with W. Mobley).

University of South Carolina Productive Scholarship Grant, September, 1974 - June, 1975, Behavioral Simulation Techniques for the Study of Group Processes, Co-principal Investigator (with T. Cafferty).

Publications: Articles in Non-Refereed Journals

Ravlin, E. C., Meglino, B. M., & Adkins, C. L. (1989). Stability of work values: Individual differences and relationship with decision-making. *Resources in Education*, ED 303751.

Hollingsworth, A. T., Meglino, B. M., & Shaner, M. C. (1979). Coping with team trauma. *Management Review*, 68, 48-51.

Meglino, B. M., Hartgrove, E., & Meglino, E. J. (1978). A systematic approach to nursing budgets. *Business and Economic Review*, 25, 11-16.

Meglino, B. M. (1977). The stress-performance controversy. *MSU Business Topics*, 25, 53-59.

Meglino, B. M., & Mobley, W. H. (1977). Minimizing risk in organizational development interventions: The management vs. the human resource approach. *Personnel*, 54, 23-31.

Meglino, B. M. (1977). Stress and performance: Implications for organizational policies. *Supervisory Management*, 22, 22-28.

Meglino, B. M. (1977). Stress and performance: Are they always incompatible? *Supervisory Management*, 22, 2-12.

(Reprinted in J. M. Higgins, *Human Skills in Modern Organizations*, New York, Random House, 1981.)

Publications: Proceedings

- Lester, S.W., Meglino, B.M., Korsgaard, M.A., (November, 2001). Are good soldiers also rational? The effect of self-interest on the development of citizenship behavior among new employees. *Proceedings of the Southern Management Association*. New Orleans, LA: 230-236.
- Meglino, B. M. & Korsgaard, M. A. (August, 1996) Toward a theory of concern for others in organizations: A developmental model, initial tests, and research propositions. *Supplementary Proceedings*, Academy of Management.
- Thomas, D. C., & Meglino, B. M. (November, 1993) Behavioral descriptions versus direct observations as experimental methods in international management research. *Proceedings of the Southern Management Association*, Atlanta, GA.
- McNeely, B. L., & Meglino, B. M. (August, 1992). Good soldiers or good duty? The role of work values and contextual antecedents in prosocial organizational behavior. *Best Paper Proceedings of the Academy of Management*, Las Vegas, NV.
- Meglino, B. M., Ravlin, E. C & Urbanski, J. C. (November, 1991). Dimensions of the relationship between the value of achievement and performance. *Proceedings of the Southern Management Association*, Atlanta, GA.
- Watson, M. A., & Meglino, B. M. (November, 1990). An interactional study of the attributional leadership process: Effects of subordinate power, performance and leader coerciveness. *Proceedings of the Southern Management Association*, Orlando, FL.
- Meglino, B. M., Ravlin, E. C; & Adkins, C. L (November, 1989). A field examination of alternative measures of work value congruence. *Proceedings of the Southern Management Association*, New Orleans, LA.
- Ravlin, E. C., & Meglino, B. M. (August, 1986). Work values: A comparison of four methods of measurement. *Best Paper Proceedings of the Academy of Management*, Chicago, IL.
- Williams, K. J., Meglino, B. M., DeNisi, A. S., & Cafferty, T. P. (November, 1984). Effect of initial appraisal decisions on subsequent performance ratings. *Proceedings of the Southern Management Association*, New Orleans, LA.
- DeNisi, A. S., Blencoe, A. J., Williams, K. S., Cafferty, T. P., & Meglino, B. M. (August, 1983). Appraisal purpose and information utilization. *Proceedings of the Academy of Management*, Dallas, TX.
- DeNisi, A. S., Cafferty, T. P., Williams, K. J., Blencoe, A. G., & Meglino, B. M. (August, 1983). Rater information acquisition strategies. *Proceedings of the Academy of Management*, Dallas, TX.
- Weikle, R., Meglino, B. M., Mobley, W. H., & Youngblood, S. A. (November, 1982). Performance level as an intermediate linkage between job satisfaction and turnover. *Proceedings of the Southern Management Association*, New Orleans, LA.
- DeNisi, A. S., Cafferty, T. P., Williams, K. J., Meglino, B. M. & Blencoe, A. G. (November 1982). The effects of schema-based expectations and actual performance on performance evaluations. *Proceedings of the American Institute for Decision Sciences*, San Francisco, CA.

Copeland, R. & Meglino, B. M. (November 1976). Perceptual vigilance in an auditing framework. *Proceedings of the Southeastern American Accounting Association*, Miami, FL.

Meglino, B. M. (August, 1974). Organizational climate and job performance: An integrative approach. *Proceedings of the Academy of Management*, Seattle, WA.

Publications: Technical Reports

Meglino, B. M., Ravlin, E. C., DeNisi, A. S., & Tomes, W. C. (January, 1991). Report on the use of a realistic job preview for the retention of correctional officers, Riegel and Emory Human Resource Research Center, University of South Carolina.

Meglino, B. M., Ravlin, E. C., & Ritchie, C. M. (March, 1990). Assessment Report, South Carolina Division of Human Resource Management.

Ravlin, E. C., Meglino, B. M., & Adkins, C. L. (April, 1989). A report of the values research conducted at the Torrington Bearings Plant, Riegel and Emory Human Resource Research Center, University of South Carolina.

Meglino, B. M., & Czajka, J. (January, 1985). Meshing personnel and organizational values. Working Paper, Riegel and Emory Human Resource Research Center, University of South Carolina.

Meglino, B. M., & Czajka, J. (January, 1984). Values in the workplace: Concepts and unanswered questions. Working Paper, Riegel and Emory Human Resource Research Center, University of South Carolina.

Meglino, B. M., DeNisi, A. S., Johnson, W., Youngblood, S. A., & Randolph, W. A. (November, 1983). Formulation and analysis of counter attrition strategies in the US Army. Prepared under a grant from the US Army Research Institute, MDA 903-79-0435.

Meglino, B. M., Youngblood, S. A., & Mobley, W. H. (August, 1982.) Research on Marine Corps enlisted personnel attrition. Prepared under a grant from the Office of Naval Research, N00014-76-C-0938.

Youngblood, S. A., Meglino, B. M., & Mobley, W. H. (October, 1981). Organizational socialization: A longitudinal analysis of attitude change, turnover, and reenlistment in the military. Prepared under a grant from the Office of Naval Research, N00014-76-C-08938.

Meglino, B. M., DeNisi, A. S., & Youngblood, S. A. (January, 1981). The textile labor force in the 1980's: An attitudinal analysis. Prepared under a grant from the American Textile Manufacturers Institute.

Randolph, W. A., Youngblood, S. A., Meglino, B. M., Laughlin, J., & DeNisi, A. S. (May, 1980). Sources of concern and coping skills employed by US Army trainees during basic training. Prepared under a grant from the US Army Research Institute, MDA 903-79-C-0435.

Mobley, W. H., Youngblood, S. A., Meglino, B. M., & Moore, D. P. (February, 1980). An analysis of female marine recruit attrition. Prepared under a grant from the Office of Naval Research, N00014-76-C-0938.

- Youngblood, S. A., Laughlin, J. E., Mobley, W. H., & Meglino, B. M. (February, 1980). A longitudinal analysis of military recruit attrition: The first twenty-five months. Prepared under a grant from the Office of Naval Research, N00014-76-C-0938.
- Youngblood, S. A., Meglino, B. M., & Mobley, W. H. (February, 1980). A cross sectional analysis and generalizability implications of a military attrition model. Prepared under a grant from the Office of Naval Research, N000-14-76-C-0938.
- Horner, S. O., Mobley, W. H., & Meglino, B. M. (September, 1979). An experimental evaluation of the effects of a realistic job preview on Marine recruit affect, intentions and behavior. Prepared under a grant from the Office of Naval Research, N00014-76-C-0938.
- Griffeth, R. W., Meglino, B. M., Youngblood, S. A., & Mobley, W. H. (April, 1979). Advanced training and initial duty station values, expectations and intentions of Marine Corps enlisted personnel. Prepared under a grant from the Office of Naval Research, N00014-76-C-0938.
- Mobley, W. H., Hand, H. H., Baker, R., & Meglino, B. M. (March, 1978). An analysis of predictors of recruit training attrition. Prepared under a grant from the Office of Naval Research, N00014-76-C-0938.
- Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (November, 1977). Review and conceptual analysis of the employee turnover process. Prepared under a grant from the Office of Naval Research, N00014-76-C-0938.
- Meglino, B. M. (June, 1976). Experimental risk to human participants. Working Paper No. 76-1, Center for Management and Organizational Research, University of South Carolina.
- Meglino, B. M. (January, 1975). Cost effects of budgeted vacancies. Prepared under a grant from the Department of Health, Education, and Welfare, 600-75- 0115, *Abstracts of Hospital Management Studies*, University of Michigan, Ann Arbor.
- Meglino, B. M. (January, 1974). Optimal staffing patterns in institutions with mandatory standby capacity requirements. Prepared under a grant from the Department of Health, Education, and Welfare, 55A-PMB-74-175.

Papers, Symposia, Presentations

- Multiple motives for organizational citizenship behavior. Paper presented at the Society for Industrial and Organizational Psychology, San Francisco, April 2008 (with A. Korsgaard, S. Lester, & S. Jeong).
- Acting on obligation: Reciprocal helping in the absence of future returns. A symposium paper presented at the Academy of Management, Atlanta. August 2006 (with S. Lester & A. Korsgaard).
- Beyond the calculating self: The role of other orientation in organizational behavior. Invited paper presented at The Quiet Ego Conference, Flagstaff, AZ. October, 2005 (with A. Korsgaard).
- Effect of other-oriented values on leniency and supervisor-subordinate performance rating agreement. Paper presented at the Academy of Management Meeting, Seattle. August, 2003 (with A. Korsgaard & S. Lester).

- Social and non-social exchange relationships in team-directed organizational citizenship behaviors. Paper presented at the Academy of Management, Denver. August, 2002 (with S. Lester & A. Korsgaard).
- Person-organization fit and adaptability and change. Paper presented at the Society for Industrial and Organizational Psychology, Toronto, Canada, April 2002 (with E. Ravlin & A. Ilsev).
- Are good soldiers also rational? The effect of self-interest on the development of citizenship behavior among new employees. Paper presented at the Southern Management Association, New Orleans, November 2001 (with S. Lester & A. Korsgaard).
- The assumption of self-interest in models of job satisfaction. Paper presented at the Society for Industrial and Organizational Psychology, San Diego, April 2001 (with A. Korsgaard).
- How deliberative are employee responses to violations of expectations? Paper presented at the Society for Industrial and Organizational Psychology, San Diego, April 2001 (with A. Korsgaard, D. Thomas, & K. Au).
- When are realistic previews most effective? Paper presented at the Academy of Management, Chicago, August 1999 (with E. Ravlin & A. DeNisi).
- The antecedents and consequences of group potency: A longitudinal investigation. Paper presented at the Academy of Management, San Diego, August 1998 (with A. Korsgaard & S. Lester).
- Toward a theory of concern for others in organizations: A developmental model, initial tests, and research propositions. Paper presented at the Academy of Management, Cincinnati, August 1996 (with A. Korsgaard).
- The effect of realistic job previews on job acceptance: A meta-analytic reconciliation. Paper presented at the Academy of Management, Cincinnati, August 1996 (with E. Ravlin & A. DeNisi).
- The effect of individual values on team processes and outcomes. Paper presented at the Academy of Management, Vancouver, August 1995 (with E. Ravlin).
- Processes responsible for the effectiveness of realistic job previews. Paper presented at the American Psychological Association, New York, August 1995.
- The virtue of being altruistic: The role of helping and concern in individuals' reactions to feedback from others. Paper presented at the Academy of Management, Dallas, August 1994 (with A. Korsgaard & S. Lester).
- Organizational definition of performance and individual value orientation: Interaction effects on performance and absence. Paper presented at the Academy of Management, Dallas, August 1994 (with E. Ravlin & C. Adkins).
- The influence of value congruence on performance of routine and non-routine tasks. Paper presented at the Academy of Management, Atlanta, August 1993 (with E. Ravlin).

Behavioral descriptions versus direct observations as experimental methods in international management research. Paper presented at the Southern Management Association, Atlanta, November 1993 (with D. Thomas).

Actual and perceived organizational fit: Multiple influences on attitudes. Paper presented at the Academy of Management, Las Vegas, August 1992 (with E. Ravlin, & C. Ritchie).

Value congruence between co-workers and its relationship to work-related outcomes. Paper presented at the Academy of Management, Las Vegas, August 1992 (with C. Adkins, & E. Ravlin).

Good soldiers or good duty? The role of work values and contextual antecedents in prosocial organizational behavior. Paper presented at the Academy of Management, Las Vegas, August 1992 (with B. McNeely).

Use of a realistic job preview in the recruitment and retention of correctional officers. Paper presented at the Society for Industrial and Organizational Psychology, Montreal, May 1992 (with A. DeNisi, & E. Ravlin).

Dimensions of the relationship between the value of achievement and performance. Paper presented at the Southern Management Association, Atlanta, November 1991 (with E. Ravlin, & J. Urbanski).

Assessing values and organizational culture using computer aided text analysis. Paper presented at "End-User Technology in Management Research," a symposium at the Academy of Management, Miami, August 1991 (with C. Ritchie, & E. Ravlin).

Assessing group and organizational fit: A values-based approach. Paper presented at the Academy of Management, Miami, August 1991 (with E. Ravlin).

Realistic job previews, expectations, and met expectations: Some alternative views. Paper presented at the Society for Industrial and Organizational Psychology, St. Louis, April 1991.

An interactional study of the attributional leadership process: Effects of subordinate power, performance, and leader coerciveness. Paper presented at the Southern Management Association, Orlando, November 1990 (with M. Watson).

The effects of a realistic job preview and prior job experience on the retention of Correctional Officers. Paper presented at the Academy of Management, San Francisco, August, 1990 (with A. DeNisi, E. Ravlin, W. Tomes & J. Lee).

A field examination of alternative measures of work value congruence. Paper presented at the Southern Management Association, New Orleans, November 1989 (with E. Ravlin & C. Adkins).

The influence of the value of achievement on individual job performance and attitudes. Paper presented at the Academy of Management, Washington, DC, August 1989 (with E. Ravlin & C. Adkins).

Work values stability: Individual differences and relationship with decision-making. Paper presented at the American Psychological Association, Atlanta, August 1988 (with E. Ravlin & C. Adkins).

A field test of the value congruence process and its effect on individual and organizational outcomes. Paper presented at the Academy of Management, Anaheim, August 1988 (with E. Ravlin & C. Adkins).

Individual values and behavior: Are they related. Paper presented at the XXIV International Congress of Psychology, Sydney, July 1988 (with A. DeNisi, J. Ullman, E. Ravlin, & E. Cornelius).

Value compatibility and satisfaction with a leader: A preliminary examination of the role of interaction. Paper presented at the American Psychological Association, New York, August 1987 (with E. Ravlin).

A comparison of ipsative measures of work values: Self- presentational differences in relation to congruence theory. Paper presented at the Academy of Management, New Orleans, August 1987 (with E. Ravlin).

An examination of transitivity of a work values hierarchy. Paper presented at the annual conference of Society for Industrial and Organizational Psychology, Atlanta, April 1987 (with E. Ravlin).

A review of the work values literature. Paper presented at a symposium on Individual Values and Organizational Behavior: Theory and Research, at the Academy of Management, Chicago, August 1986 (with J. Czajka & J. Ullman).

Work values: A comparison of four methods of measurement. Paper presented at the Academy of Management, Chicago, August 1986 (with E. Ravlin).

A new approach to the study of worker values and some preliminary results. Paper presented at the Southern Management Association, Orlando, November 1985 (with E. Cornelius, J. Ullman, & J. Czajka).

Realistic job previews and employee turnover: A reduction model and theoretical synthesis. Paper presented at the Academy of Management, San Diego, August 1985 (with A. DeNisi).

Cognitive processes and performance appraisals: The role of information acquisition and organization. Paper presented at a symposium on Information Processing Research in Performance Appraisal: A consideration of the Approach, Findings, and Implications, at the Academy of Management, San Diego, August 1985 (with A. DeNisi, K. Williams, & T. Cafferty).

Effect of initial appraisal decisions on subsequent performance ratings. Paper presented at the Southern Management Association, New Orleans, November 1984 (with K. Williams, A. DeNisi, & T. Cafferty).

Performance ratings as a function of information organization and appraisal purpose. Paper presented at the American Psychological Association, Toronto, August 1984 (with K. Williams, A. DeNisi, & T. Cafferty).

The effect of previews of job content and emotional reactions on turnover and attitudes of Army trainees. Paper presented at the Academy of Management, Boston, August 1984 (with A. DeNisi & S. Youngblood).

- Appraisal purpose and information utilization. Paper presented at the Academy of Management, Dallas, August 1983 (with A. DeNisi, A. Blencoe, K. Williams, & T. Cafferty).
- Rater information acquisition strategies. Paper presented at the Academy of Management, Dallas, August 1983 (with A. DeNisi, A. Blencoe, K. Williams, & T. Cafferty).
- Performance level as an intermediate linkage between job satisfaction and turnover. Paper presented at the Southern Management Association, New Orleans, November 1982 (with R. Weikle, W. Mobley, & S. Youngblood).
- The effects of schema-based expectations and actual performance on performance evaluations. Paper presented at the American Institute for Decision Sciences, San Francisco, November 1982 (with A. DeNisi, T. Cafferty, K. Williams, & A. Blencoe).
- Search strategies and performance appraisal ratings. Paper presented at a symposium on Empirical Findings in Cognitive Approaches to Performance Appraisal at the American Psychological Association, Washington, DC, August 1982 (with A. DeNisi, T. Cafferty, K. Williams, & A. Blencoe).
- Four year longitudinal analysis of attrition and reenlistment in the Marine Corps. Paper presented at the American Psychological Association, Washington, DC, August 1982 (with S. Youngblood and W. Mobley).
- Biographical versus attitudinal predictors of military turnover and reenlistment decisions. Paper presented at the American Psychological Association, Washington, DC, August 1982 (with S. Youngblood and W. Mobley).
- Rater information strategies: A new approach to studying process and some preliminary results. Paper presented at the International Congress of Applied Psychology, Edinburgh, July 1982 (with A. DeNisi, T. Cafferty, K. Williams, & A. Blencoe).
- A longitudinal analysis of anxiety on turnover. Paper presented at the Southeastern Psychological Association, New Orleans, March 1982 (with K. Williams, S. Youngblood and W. Mobley).
- A cognitive view of the performance appraisal process. Paper presented at a symposium on Cognitive Models in Industrial- Organizational Psychological, at the Southern Management Association, Atlanta, November 1981 (with A. DeNisi, T. Cafferty, and S. Youngblood).
- Strains: Organizational behavior research and the manpower - line practitioner. Paper presented at a symposium on Research Utilization, American Psychological Association, Montreal, September 1980 (with W. Mobley).
- Toward further understanding the organizational entry process. Paper presented at the Southeastern Psychological Association, Washington, DC, March 1980 (with W. Mobley and S. Youngblood).
- Stress, coping, and the withdrawal process. Paper presented at the Southeastern Psychological Association, Washington, DC, March 1980.

Minimizing stress in the organizational entry process. Presentation at the Office of Naval Research Stress Conference, New Orleans, February 1980 (with S. Youngblood and W. Mobley).

Research on military enlisted personnel attrition. Paper presented at the Organizational Effectiveness Program Review, Office of Naval Research, San Diego, January 1980 (with W. Mobley and S. Youngblood).

Status of research on enlisted personnel attrition. Presentation sponsored by the Smithsonian Institution, Washington, D. C., September 1979 (with W. Mobley, S. Youngblood, and S. Horner).

Toward further understanding of the employee turnover process. Paper presented at a symposium of New Directions in Turnover Research at the National Meetings of the Academy of Management, Atlanta, August 1979 (with W. Mobley).

The effect of decision rejection on future productivity and attitudes toward leadership. Paper presented at the Southeastern Psychological Association, New Orleans, March 1979 (with T. Cafferty and R. Griffeth).

Review of attrition and suggested programs for reduction. Presentation sponsored by the Smithsonian Institution, Washington, DC, March 1978 (with W. Mobley and H. Hand).

An experimental analysis of turnover using realistic job previews. Presentation at a symposium of Employee Turnover, Southeastern Psychological Association, Atlanta, March 1978.

Causes, correlates, and recommendations on attrition. Presentation at the Contractors Conference, Office of Naval Research, San Diego, February 1978 (with W. Mobley).

Experience and experimentation. Workshop presented at the Conference on Experiential Learning, Mid-Atlantic Marketing Association, Columbia, October 1976 (with W. Mobley).

A contingency model approach to emergent leadership in task oriented groups. Paper presented at the Southeastern Psychological Association, New Orleans, March 1976 (with A. Hollingsworth).

Perceptual vigilance in an auditing framework. Paper presented at the Southeastern American Accounting Association, Miami, November 1976 (with R. Copeland).

Experiential teaching and research. Presentation at the Seminar for New Deans, American Assembly of Collegiate Schools of Business, December 1975.

Technology of behavioral simulation. Paper presented at the Southeastern Psychological Association, Atlanta, March 1975.

Behavioral simulations in teaching and laboratory research. A one-day workshop presented at the Southeastern Meetings of the American Institute for Decision Sciences, Columbia, February 1975 (with T. Cafferty, F. Finch, and J. Clapper).

Organizational climate and job performance: An integrative approach. Paper presented at the Academy of Management, Seattle, August 1974.

Social facilitation: An approach to organizational climate and job performance. Paper presented at the Southeastern Psychological Association, Hollywood, Florida, May 1974.

Chair, Discussant, Moderator

Chair, Motivation in Groups and Organizations, at The Academy of Management, Atlanta, August 2006.

Chair, For Those Who Love Formulas: Statistical Issues in HR, at The Academy of Management, New Orleans, August 2004.

Chair, Who We Are at Work: Personality Effects on Leadership, Performance and Justice, at The Academy of Management, Toronto, August 2000.

Discussant, Creating Commitment and Reducing Turnover: Two Sides of a Coin, at The Academy of Management, Vancouver, August 1995.

Organized and chaired, Symposium on Current Funding Opportunities for I/O Psychologists, American Psychological Association, Washington, DC, August, 1982.

Discussant, Understanding Individuals in Work Settings, at the Southern Management Association, Atlanta, November 1981.

Organized and chaired, Symposium on Funding Agency and Researcher Perspectives on the Grant Making Process, Southern Industrial Organizational Psychological Association, Atlanta, March 1981.

Organized and chaired, Panel of Journal Editors, Organizational Behavior Teaching Conference, Columbia, May 1978.

Organized and chaired, Symposium on Simulation for the Study of Group Processes, Southeastern Psychological Association, March 1975.

Chair, Organizational Performance, at the Southeastern Meetings of the American Institute for Decision Sciences, Columbia, February 1975.

Recent Professional Activities

Editorial Boards:

Journal of Applied Psychology, Journal of Management, Journal of Business Research.

Ad Hoc reviewer:

Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Organizational Behavior and Human Decision Processes, Organization Science, Personnel Psychology, Journal of Applied Social Psychology, Journal of Personality and Social Psychology, Decision Sciences, Human Performance

Program Committee, Organizational Behavior Division, Academy of Management, 1991-2001, 2003-2006.

Program Committee, Human Resources Division, Academy of Management, 1986, 1987, 1989-2005.

Member, Academy of Management Organizational Behavior Division Scholarly Achievement Award Committee, 2001-2004.

Proposal reviewer for Research Grants Council of Hong Kong, China, 2004.

Program Committee, Society for Industrial and Organizational Psychology, 2002.

Faculty, Doctoral Student Consortium, Human Resources Division, Academy of Management, 1994-1997, 1999, 2003.

Member, Ralph Alexander Dissertation Awards Committee, Human Resources Division, Academy of Management, 2003.

Faculty, New Faculty Consortium, Human Resources Division, Academy of Management, 1997, 1998, 2001.

Member, Fellowship Committee, Society for Industrial and Organizational Psychology, 1994-1998.

Chair, Committee to select the outstanding article in the *Academy of Management Journal*, 1994-1996, Member 1997.

Member, Academy of Management Human Resource Division Scholarly Achievement Award Committee, 1996-1998.

Additional Activities, Designations

Executive Producer and Writer of "Fear is a Good Sign," a South Carolina Educational Television Network videotaped production dealing with the job of a Correctional Officer. This program is being used as a realistic job preview for Correctional Officers in South Carolina. This production received a National Achievement Award in an American Correctional Association sponsored nationwide competition of films about prisons and prison life.

Producer and Writer of two videotaped instructional presentations: "I Win: Basic Training in the US Army" and "Adjusting to Basic Training." Both productions were used as realistic previews for all US Army trainees.

Technical Advisor and Writer for the production of "The Beginning," a videotaped production that was used as a realistic preview of recruit training in the U. S. Marine Corps. This production received a commendation form the Commanding General of the Marine Corps Recruit Depot at Parris Island.

Secret Security Clearance, Defense Industrial Security Clearance Office, 1980.

Recent College and University Service

Doctoral Program Director, Management Department, 2001-present.

Elected to the School of Business Dean's Promotion and Tenure Advisory Committee, 2008.

Elected to the University Athletics Advisory Committee, 2007 - 2009.

School of Business Committee on Teaching Effectiveness, 1994 - 1995; Chair, 1996; Chair 2004; 2005-2007.

Appointed to University Committee on Tenure and Promotion, 1987-1990; 2004-2007; Panel Chair 2006. (Reviews and evaluates the files for all faculty members seeking tenure or promotion at the University.)

Elected to the Dean's Faculty Advisory Council, 2001-2004.

School of Business Undergraduate Program Executive Committee, Chair, 1991-1993; 2001-2006.

Management Area Promotion and Tenure Committee, Chair, 2000.

Invited Addresses, Sessions

Considering human rationality itself as a disposition: The role of "rational motivation" in organizational behavior, Texas A&M University, March 2000.

The effects of work values on perceptions, satisfaction, and performance: A programmatic study. Rutgers University, April 1990.

Motivating employees: Working beyond the system. Columbia Chapter, National Management Association, November 1986.

Motivating employees: The problems with traditional methods. Columbia Chapter, National Association of Accounting, July 1986.

Worker values and their implication for managing human resources. Columbia Personnel Association, May 1986.

Corporate cultures and individual values. Human resources staff of the Sony Corporation, Park Ridge, N. J., May 1985.

Meshing personal values and organizational values. Riegel and Emory Conference on Understanding Values: Key to Managing Human Resources in a Changing World, April 1985.

What do we know about the role values in the workplace? Riegel and Emory Conference on Managing Human Resources in a Changing World, April 1984.

Current research on employee turnover. University of Hartford, June 1983.

Employee satisfaction, trends for the eighties. South Carolina Chamber of Commerce, February 1980.

Motivation and executive stress. Institute for Chief Financial Officers, November 1979.

Executive self-assessment. Institute for Chief Financial Officers, November 1978.

Self-motivation and achievement. South Carolina Bankers Association, May 1978.

Effective management and productivity. Institute for Chief Financial Officers, November 1977.

Stress and performance. U. S. Bankers Association, November 1977.

Management Education Workshops and Seminars

Developed and participated in management development programs and workshops for the following organizations:

NCR Corporation, Square D Company, South Carolina Bankers School, Duracell Inc., U.S. Veterans Administration, US Army, Colonial Life Insurance Company, Robert Bosch Inc., Lexington County Hospital, Konica, Inc., SC Dept. of Health and Environmental Control, Blue Cross-Blue Shield of South Carolina, SC Savings and Loan League, Hewitt Robins, Inc., Midlands Human Resources Committee, Cooper Industries, Columbia Chamber of Commerce, Richway, Inc., SC Leadership Academy, Canron, Inc., Bank of America, Southeastern Oil Distributors, The Graniteville Company, Blue Ridge Electric Cooperative.

Regularly participate in the Supervisory Skills for New Supervisors program for the Daniel Management Center of the School of Business Administration:

Regularly conduct Positive Management Leadership programs for Columbia, Spartanburg, and Charlotte Chambers of Commerce.

Conducted 2-day seminar "Managing for Excellence" for Universidad Catolica Madre y Maestra, Santo Domingo, Dominican Republic, December, 1988, June, 1989, and April, 1990 (with A. DeNisi)

Conducted 3-day seminar "Managing for Effective Performance" for Universidad Catolica Madre y Maestra, Santo Domingo, Dominican Republic, October, 1984 (with A. DeNisi)