

VITA
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EDUCATION

1980 DBA, Indiana University
1974 MBA, California State University Fresno
1972 BS, UCLA/California State University Fresno

PROFESSIONAL EXPERIENCE

2017—Present Professor and Hyatt and Cici Brown Chair in Business (Endowed Chair),
University of Florida.
2013 -- 2017 Professor and Brian R. Gamache Professor, University of Florida
1996 – 2013 Professor and John F. Mee Chair of Management (Endowed Chair), Indiana
University
1996 -- Present Member of the Indiana University Alliance of Distinguished Rank Professors,
Indiana University
1992 -- 1996 Professor and Kimball International Professor of Management, Indiana University
1998 – 2005 Founding Director, Leadership Development Institute, Indiana University
1998 – 2002 Founding Director, Leadership Research Institute, Indiana University
1990 -- 1991 Interim Chairman of Executive Education, Indiana University
1990 -- 2013 Professor of Organizational Behavior and Human Resources, Indiana University
1985 -- 1990 Associate Professor, Indiana University
1982 -- 1985 Assistant Professor, Indiana University
1980 -- 1982 Assistant Professor, Ohio State University

RESEARCH INTERESTS

Transformational and Transactional Leadership
Substitutes for Leadership
Social Power and Influence Processes
Antecedents and Consequences of Organizational Citizenship Behavior
Relationships between Employee Attitudes and Behaviors
Organizational Research Methods

ACADEMIC HONORS AND AWARDS

- 2021 *American Psychological Association's Samuel J. Messick Distinguished Scientific Contributions Award*. This award is endowed by the Educational Testing Service in memory of Samuel J. Messick, PhD, and is presented annually by Division 5 (Quantitative and Qualitative Methods) of APA to “honor an individual who has a long and distinguished history of scientific contributions within the field of quantitative research methods.”
- 2019 *Academy of Management Distinguished Scholarly Contributions to Management Award*. This lifetime career achievement award “recognizes long-term, significant contributions in one or more of the following areas: conceptual, empirical or theoretical developments; creating and disseminating new knowledge; and advancing management knowledge and practice.” To-date, there have been only 38 recipients of this award, and two of the former recipients (Herbert Simon and Oliver Williamson) have received the Nobel Prize in Economics.
- 2019 *Society for Industrial and Organizational Psychology (SIOP) Distinguished Scientific Contributions Award*. This award is given to “the individual who has made the most distinguished empirical and/or theoretical scientific contributions to the field of I-O Psychology.” There have been 44 recipients of this award, including some of the most well-known I/O Psychologists in the world (e.g. Lyman Porter, Patricia Cain Smith, John Campbell, J.R. Hackman, Edward Lawler, and Ed Locke).
- 2003-2019 Recognized by the Institute of Scientific Information as one of the “*Most Highly Cited Authors*” in Economics/Business category every year since this designation started (2003). At the end of 2019, Professor Podsakoff's research had been **cited over 56,000 times in the Web of Science, and over 131,000 times in Google Scholar**.
- 2017 *The Leadership Quarterly Decennial Influential Article Award*.
- 2014 *William R. Davidson Award* – Honorable Mention, for the *Journal of Retailing* article making the best contribution to theory and practice in retail marketing
- 2013 *Academy of Management Research Methods Distinguished Career Award*. This award is presented to a “scholar who has made a significant contribution to the advancement of research methodology.”
- 2013 *Kelley School of Business Research Award*.
- 2011 *Kelley School of Business Research Award*.
- 2009 *Fellow, Academy of Management*.
- 2008-2011 Recognized by *Science Watch* (“*Current Classics*”) as a co-author of the *Most-Cited Paper in the Psychology/Psychiatry category* 15 times (December, 2008; April, 2009; August, 2009; February, 2010; April, 2010; June, 2010; August, 2010; October, 2010; December, 2010; February, 2011; April, 2011; June, 2011; August, 2011; October, 2011; December 2011). The “Current Classic” designation was discontinued in December of 2011. No other paper in the Psychology/Psychiatry or the Business/ Economics categories was designated as a Current Classic more than six times.
- 2007 *Fellow, Society for industrial and Organizational Psychology*.
- 2005 *William A. Owens Scholarly Achievement Award* for the article that appeared in the *Journal of Applied Psychology* in 2003 entitled, “Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies.”
- 2000 Recognized by *The Industrial/Organizational Psychologist (TIP)* as one of the *100 Most Published authors in the Journal of Applied Psychology and Personnel Psychology* in the 1990's.

- 1997 Kelley School of Business Research Award. 1990
- School of Business Alumni Association (SBAA) Research Fellowship. This fellowship was established by the Indiana University School of Business Alumni Association in 1990 to recognize the faculty member in the school whose research was considered the most meritorious.

TEACHING AWARDS

- 2019 **MBA Faculty Excellence Award**, University of Florida.
- 2017 **MBA Faculty Excellence Award**, University of Florida.
- 2016 **MBA Faculty Excellence Award**, University of Florida.
- 2015 **MBA Faculty Excellence Award**, University of Florida.
- 2013 **Doctoral Students Association Distinguished Teaching Award**, Indiana University.
- 2011 **MBA Teaching Excellence Award**, Indiana University.
- 2010 **Doctoral Students Association Distinguished Teaching Award**, Indiana University.
- 2009 **Doctoral Students Association Distinguished Teaching Award**, Indiana University.
- 2008 **Doctoral Students Association Exceptional Inspiration and Guidance Award**, Indiana University.
- 2007 **Doctoral Students Association Distinguished Teaching Award**, Indiana University.
- 2001 **Doctoral Students Association Exceptional Inspiration and Guidance Award**, Indiana University.
- 1999 **Teaching Excellence Recognition Award (TERA)**. (TERA is a university-wide teaching award to acknowledge the best teachers in each school in the University.)
- 1998 **Teaching Excellence Recognition Award (TERA)**.
- 1998 **MBA Student's Choice Award**, Indiana University.
- 1997 **Teaching Excellence Recognition Award (TERA)**.
- 1996 **Max Barney Teaching Excellence Award in Executive Education**, Indiana University.
- 1995 **MBA Teaching Excellence Award**, Indiana University.
- 1994 **Alpha Kappa Psi Alumni Award for Teaching Excellence (Undergraduate)**, Indiana University.
- 1993 **Doctoral Students Association Exceptional Inspiration and Guidance Award**, Indiana University.
- 1993 **FACET (Faculty Colloquium on Excellence in Teaching) Award**. (University-wide faculty award for teaching excellence.)
- 1992 **Varsity Club Outstanding Professor Award (Undergraduate)**, Indiana University.
- 1992 **MBA Teaching Excellence Award**, Indiana University.
- 1990 **Mortar Board/Gold Key Outstanding Faculty Award (Undergraduate)**, Indiana University.
- 1988 **Varsity Club Outstanding Professor Award (Undergraduate)**, Indiana University.
- 1986 **Student Advisory Council Award for Outstanding Faculty**. (This award is an all-university faculty award for which over 100 faculty members are nominated.)
- 1984 **Lilly Postdoctoral Teaching Fellowship**. (The Lilly Fellowship is a nationally competitive teaching fellowship across all academic disciplines.)
- 1979 **Doctoral Student Teaching Award (Undergraduate)**, Indiana University.

OTHER AWARDS AND HONORS

- 2004 One of five articles nominated for “Best Paper Award” for Volume 14 (2003) of *The Leadership Quarterly*.
- 1994 Two articles (out of 10 "finalists") nominated for the "Best Paper Award" for Volumes 1-4 (1990 - 1994) of *The Leadership Quarterly*.
- 1991 Runner-up for the Dorothy Harlow Award "Best Paper" Award (received from the Women in Management Division), at the National Academy of Management Meetings, Miami.
- 1989 "Best Paper Award" at the Southern Management Meetings.
- 1988 Nominated for the "Best Paper Award" at the Southern Management Meetings.
- 1985 Nominated for the "Best Paper Award" at the Southern Management Meetings.
- 1984 Nominated for the "Best Paper Award" at the Southern Management Meetings.
- 1979 Richard D. Irwin Doctoral Research Fellowship.
- 1978 Nominated for "Best Paper Award" at the National Meetings of the Academy of Management Meetings, Boston.
- 1974 Business Advisory Council Award for most outstanding M.B.A. student, California State University at Fresno.

TOTAL CITATIONS: 68,000+ *Web of Science* and 155,000+ *Google Scholar* (These data were obtained from the *Web of Science* and *Google Scholar* on March 31, 2022).

JOURNAL ARTICLES

Research Methodology

1. Podsakoff, P.M., & Podsakoff, N.P. (2019). Experimental Designs in Management and Leadership Research: Strengths, Limitations, and Recommendations for Improving Publishability. *The Leadership Quarterly*, 30, 11-23.
 - Highly cited paper (Essential Science Indicators) with over 65 *Web of Science* citations and over 155 *Google Scholar* citations.¹
2. Podsakoff, P.M., MacKenzie, S.B., & Podsakoff, N.P. (2016). Recommendations for Creating Better Concept Definitions in the Organizational, Behavioral, and Social Sciences. *Organizational Research Methods*, 19, 159-203.
 - Highly cited paper (Essential Science Indicators) with over 170 *Web of Science* citations and over 340 *Google Scholar* citations.¹
3. Podsakoff, N.P., Podsakoff, P.M., MacKenzie, S.B., & Klinger, R. (2013). Are We Really Measuring What We Say We're Measuring? How Video Techniques Can Be Used to Supplement Traditional Construct Validation Procedures. *Journal of Applied Psychology*, 98, 99-113.

¹ According to the *Web of Science*, highly cited articles are those that receive enough citations to place them in the top 1% of the academic field (and year) in which the articles are published.

4. Podsakoff, P.M., MacKenzie, S.B., & Podsakoff, N.P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539-569.
 - Highly cited paper (Essential Science Indicators) with over 5,400 *Web of Science* citations and over 8,550 *Google Scholar* citations.¹
 - This paper is the 3rd most-cited paper in the *Annual Review of Psychology*.
5. MacKenzie, S.B. & Podsakoff, P.M. (2012). Common Method Bias in Marketing: Causes, Mechanisms, and Procedural Remedies. *Journal of Retailing*, 88, 556-562.
 - This article received the “William R. Davidson Award – Honorable Mention” for the best contribution to theory and practice in retail marketing.
 - Highly-cited paper (Essential Science Indicators) with over 820 *Web of Science* citations and over 1,510 *Google Scholar* citations.¹
6. Jarvis, C.B., MacKenzie, S.B., & Podsakoff, P.M. (2012). The negative consequences of measurement model misspecification: A response to Aguirre-Urreta and Marakas. *MIS Quarterly*, 36, 139-146.
7. MacKenzie, S.B., Podsakoff, P.M., & Podsakoff, N.P. (2011). Construct measurement and validation procedures in MIS and behavioral research: Integrating new and existing techniques. *MIS Quarterly*, 35, 293-334.
 - Highly cited paper (Essential Science Indicators) with over 875 *Web of Science* citations and over 2,130 *Google Scholar* citations.¹
8. MacKenzie, S.B., Podsakoff, P.M., & Jarvis, C.B. (2005). The problem of measurement model misspecification in behavioral and organizational research and some recommended solutions. *Journal of Applied Psychology*, 90, 710-730.
 - Highly cited paper (Essential Science Indicators) with over 1,215 *Web of Science* citations and over 2,720 *Google Scholar* citations.¹
9. Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y., & Podsakoff, N.P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903.
 - Winner of the 2005 *William A. Owens Scholarly Achievement Award*. This award is given by the Society of Industrial and Organizational Psychology (*SIOP*) in recognition of the best publication appearing in a referred journal in the field of Industrial-Organizational Psychology.
 - Highly-cited paper (Essential Science Indicators) with over 34,000 *Web of Science* citations and over 57,600 *Google Scholar* citations.¹
 - Most-cited article published in the *Journal of Applied Psychology*.
 - Recognized in *Science Watch* as the most-cited paper in the Psychology/ Psychiatry category 15 different times (December, 2008; April, 2009; August, 2009; February, 2010; April, 2010; June, 2010; August, 2010; October, 2010; December, 2010; February, 2011; April, 2011; June, 2011; August, 2011; October, 2011; December, 2011).

- According to the *Web of Science*, this article has been referenced in over three dozen different editorial comments or journal commentaries. (See pages 28-30 for a list of these articles.)
10. Jarvis, C.B., MacKenzie, S.B., & Podsakoff, P.M. (2003). A critical review of construct indicators and measurement model misspecification in marketing and consumer research. *Journal of Consumer Research*, 30, 199-218.
 - 6th most-cited article published in the *Journal of Consumer Research* with over 2,840 *Web of Science* citations and over 7,050 *Google Scholar* citations.
 - (2006) Translated and reprinted (in French) in Jarvis, C.B., MacKenzie, S.B., & Podsakoff, P.M. (2004). Un examen critique des indicateurs de construit et des erreurs de spécification des modèles de mesure dans la recherche en marketing et en comportement du consommateur. *Recherche et Applications en Marketing*, 19, 73-97.
 - (2013) reprinted in *Consumer Research Methods*, James Fitchett and Andrea Davies eds., Sage Publications.
 - (2015) reprinted in *Latent Variables and Factor Analysis*, Salvatore Babones, ed., Sage Publications.
 11. Podsakoff, P.M., MacKenzie, S.B., Podsakoff, N.P. & Lee, J.Y. (2003). The mismeasure of man(agement) and its implications for leadership research. *The Leadership Quarterly*, 14, 615-656.
 - Finalist for the "Best Paper" Award for Volume 14 in *The Leadership Quarterly*.
 12. Podsakoff, P.M. (1994). Quantitative methods in leadership research. *The Leadership Quarterly*, 5, 1-2.
 13. Moorman, R.H., & Podsakoff, P.M. (1992). A meta-analytic review and empirical test of the potential confounding effects of socially desirability response sets in organizational behavior research. *Journal of Occupational and Organizational Psychology*, 65, 131-149.
 14. Williams, L.J., & Podsakoff, P.M. (1989). Longitudinal field methods for studying reciprocal relations: Toward improved causal analysis. In L.L. Cummings & B.M. Staw (Eds.), *Research in organizational behavior*, Vol. 11. JAI Press. (pp. 247-292).
 15. Podsakoff, P.M., & Dalton, D. (1987). Research methodology in organizational studies. *Journal of Management*, 13, 419-441.
 - 1991 Reprinted as "Research Methodology in Organizational Studies," in C. Craig & P. Dainty (Eds.), *Methodology in Organizational Studies*. London: Routledge, pp. 104-131.
 16. Podsakoff, P.M., & Organ, D.W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management*, 12, 69-82.
 - 2nd most-cited article published in the *Journal of Management*, with over 9,600 *Web of Science* citations and over 17,730 *Google Scholar* citations.

Organizational Citizenship Behaviors, Task Performance, And Employee Voice Behavior

17. Podsakoff, N.P., Maynes, T.D., Whiting, S.W., & Podsakoff, P.M. (2015). One (Rating) from Many (Observations): Factors Affecting the Individual Assessment of Voice Behavior in Groups. *Journal of Applied Psychology*, 100, 1189-1202.
18. Maynes, T.D., & Podsakoff, P.M. (2014). Speaking more broadly: An examination of the nature, antecedents, and consequences of an expanded set of employee voice behaviors. *Journal of Applied Psychology*, 99, 87-112.
 - This article has been recognized by Organ (2018, p. 300), as a “major conceptual and empirical contribution to the voice literature.”
 - This article has been cited by Kohler, Landis, & Cortina (2017, p. 186), as an exemplar of the use of methodological rigor in management research.
 - This article has over 210 *Web of Science* citations and over 485 *Google Scholar* citations.
19. Podsakoff, N.P., Podsakoff, P.M., MacKenzie, S.B., Maynes, T.D., & Spoelma, T.M. (2014). Consequences of Unit-Level Organizational Citizenship Behaviors: A Review and Recommendations for Future Research. *Journal of Organizational Behavior*, 35, S87-S119.
20. Whiting, S.W., Maynes, T.D., Podsakoff, N.P., & Podsakoff P.M. (2012). Effects of Message, Source, and Context on Evaluations of Employee Voice Behavior. *Journal of Applied Psychology*, 97, 159-182.
21. MacKenzie, S.B., Podsakoff, P.M., & Podsakoff, N.P. (2011). Challenge-oriented organizational citizenship behaviors and organizational effectiveness: Do challenge-oriented behaviors really have an impact on the organization’s bottom line? *Personnel Psychology*, 64, 559-592.
22. Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M., & Mishra, P. (2011). Effects of organizational citizenship behaviors on selection decisions in employment interviews. *Journal of Applied Psychology*, 96, 310-326.
23. Ahearne, M.A., MacKenzie, S.B., Podsakoff, P.M., Mathieu, J.E., & Lam S.K. (2010). The role of consensus in sales team performance. *Journal of Marketing Research*, 47, 458-469.
24. Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M., & Blume, B.D. (2009) Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94, 122-141.
 - Highly cited paper (Essential Science Indicators) with over 1,100 *Web of Science* citations and over 2,950 *Google Scholar* citations.¹
25. Whiting, S.W., Podsakoff, P.M., & Pierce, J.R. (2008). The effects of task performance, helping, voice, and organizational loyalty on performance appraisal ratings. *Journal of Applied Psychology*, 93, 125-139.
26. Bachrach, D.G., Bendoly, E., & Podsakoff, P.M. (2001). Attributions of the ‘causes’ of performance as an alternative explanation of the organizational citizenship behavior/organizational performance relationship. *Journal of Applied Psychology*, 86, 1285-1293.

27. Podsakoff, P.M., MacKenzie, S.B., Paine, J. & Bachrach, D.G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management 2000 Yearly Review*, 26, 513-563.
- 5th most-cited article published in the *Journal of Management*, with over 2,390 *Web of Science* citations and over 9,110 *Google Scholar* citations.
 - 2008 Reprinted in: Altman, Y., Bournois, F., & Boje, D. (Ed.). *Managerial Psychology*. London, UK: Sage.
28. MacKenzie, S.B., Podsakoff, P.M., & Paine, J. (1999). Do citizenship behaviors matter more for managers than for salespeople? *Journal of the Academy of Marketing Sciences*, 27, 396-410.
29. Rich, G.A., Bommer, W., MacKenzie, S.B., Podsakoff, P.M., & Johnson, J.L. (1999). Apples and apples or apples and oranges? A meta-analysis of objective and subjective measures of salesperson performance. *Journal of Personal Selling and Sales Management*, 19, 41-52.
30. MacKenzie, S.B., Podsakoff, P.M., & Ahearne, M. (1998). Some possible antecedents and Consequences of In-Role and Extra-Role Performance. *Journal of Marketing*, 62, 87-98.
31. Podsakoff, P.M., MacKenzie, S.B., & Ahearne, M. (1997). The moderating effects of goal acceptance on the relationship between group cohesiveness and productivity. *Journal of Applied Psychology*, 82, 974-983.
32. Podsakoff, P.M., Ahearne, M., & MacKenzie, S.B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82, 262-270.
33. Podsakoff, P.M., & MacKenzie, S.B. (1997). The Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10, 133-151.
- 3rd most-cited article published in *Human Performance*, with over 580 *Web of Science* citations and over 2,110 *Google Scholar* citations.
34. Bommer, W., Johnson, J.L. Rich, G.A., Podsakoff, P.M., & MacKenzie, S.B. (1995). On the interchangeability of objective and subjective measures of employee performance: A Meta-analysis. *Personnel Psychology*, 48, 587-605.
35. Podsakoff, P.M., & MacKenzie, S.B. (1994). Organizational citizenship behavior and sales unit effectiveness. *Journal of Marketing Research*, 31, 351-363.
36. Mesch, D.J., Farh, J.L., & Podsakoff, P.M. (1994). Effects of feedback sign on group goal setting, strategies, and performance. *Group and Organization Management*, 19, 309-333.
37. MacKenzie, S.B., Podsakoff, P.M., & Fetter, R. (1993). The impact of organizational citizenship behaviors on evaluations of sales performance. *Journal of Marketing*, 57, 70-80.
38. Podsakoff, P.M., & MacKenzie, S.B. (1993). Citizenship behavior and fairness in organizations: Issues and directions for future research. *Employee Responsibilities and Rights Journal*, 6, 257-269.

39. Podsakoff, P.M., MacKenzie, S.B., & Hui, C. (1993). Organizational citizenship behaviors as determinants of managerial evaluations of employee performance: A review and suggestions for future research. In G.R. Ferris & K.M. Rowland (Eds.), *Research in personnel and human resources management*, Vol. 11 (pp. 1-40). Greenwich, CT.: JAI Press.
40. MacKenzie, S.B., Podsakoff, P.M., & Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of managers' evaluations of performance. *Organizational Behavior and Human Decision Processes*, 50, 1-28.
41. Farh, J.L., Podsakoff, P.M., & Organ, D.W. (1990). Accounting for organizational citizenship behavior: leader fairness and task scope versus satisfaction. *Journal of Management*, 16, 705-721.
42. Podsakoff, P.M., & Farh, J.L. (1989). Effects of feedback sign and credibility on goal setting and task performance. *Organizational Behavior and Human Decision Processes*, 44, 45-67.
43. Scott, W.E., Jr., Farh, J.L., & Podsakoff, P.M. (1988). The effects of "intrinsic" and "extrinsic" reinforcement contingencies on task behavior. *Organizational Behavior and Human Decision Processes*, 41, 405-425.

Leadership Behavior, Substitutes for Leadership, and Social Power and Influence Processes

44. Podsakoff, N.P., Podsakoff, P.M., & Kuskova, V.V. (2010). Dispelling misconceptions and providing guidelines for leader reward and punishment behavior. *Business Horizons*, 53, 291-301.
45. Podsakoff, P.M., Bommer, W.H., Podsakoff, N.P., & MacKenzie, S.B. (2006). Relationships between leader reward and punishment behavior and subordinate attitudes, perceptions and behaviors: A meta-analytic review of existing and new research. *Organizational Behavior and Human Decision Processes*, 99, 113-142.
46. Ingram, T.N., LaForge, R.W., & Locander, W.B., MacKenzie, S.B. & Podsakoff, P.M. (2005). New research directions for sales leadership research. *Journal of Personal Selling & Sales Management*, 25, 137-154.
47. MacKenzie, S.B., Podsakoff, P.M., & Rich, G. (2001). Transformational and transactional leadership and salesperson performance. *Journal of the Academy of Marketing Sciences*, 29, 115-134.
48. Podsakoff, P.M., & MacKenzie, S.B. (1997). Kerr and Jermier's substitutes for leadership model: Background, empirical assessment, and suggestions for future research. *The Leadership Quarterly*, 8, 117-125.
49. Podsakoff, P.M., MacKenzie, S.B., & Bommer, W. (1996). A Meta-analysis of the relationships between Kerr and Jermier's substitutes for leadership and employee job attitudes, role perceptions, and performance. *Journal of Applied Psychology*, 81, 380-399.
50. Podsakoff, P.M., & MacKenzie, S.B. (1995). An examination of substitutes for leadership within a levels of analysis framework. *The Leadership Quarterly*, 6, 289-328.

51. Podsakoff, P.M., MacKenzie, S.B., Ahearne, M., & Bommer, W. (1995). Searching for a "needle in a haystack": Trying to find the elusive moderators of leader behavior. *Journal of Management*, 21, 422-470.
52. Podsakoff, P.M., & MacKenzie, S.B. (1994). An examination of the psychometric properties and nomological validity of some revised and reduced "Substitutes for Leadership" scales. *Journal of Applied Psychology*, 79, 702-713.
53. Podsakoff, P.M., MacKenzie, S.B., & Bommer, W. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management*, 22, 259-298.
- This article is among the 50 most-cited articles published in the *Journal of Management*, with over 790 *Web of Science* citations and over 3,060 *Google Scholar* citation
54. Podsakoff, P.M., Niehoff, B.P., MacKenzie, S.B., & Williams, M.L. (1993). Do substitutes for leadership really substitute for leadership? An empirical examination of Kerr and Jermier's situational leadership model. *Organizational Behavior and Human Decision Processes*, 54, 1-44.
55. Podsakoff, P.M., MacKenzie, S.B., & Fetter, R. (1993). Substitutes for leadership and the management of professionals. *The Leadership Quarterly*, 4, 1-44.
- Finalist for the "Best Paper" Award for Volumes 1-4 (1990 - 1993) in The Leadership Quarterly.
56. Williams, M.L., Podsakoff, P.M., & Huber, V.L. (1992). Effects of within-group and between-groups variation in leader behaviors on subordinate attitudes and performance. *Journal of Occupational and Organizational Psychology*, 65, 115-129.
57. Schriesheim, C.A., Hinkin, T.R., & Podsakoff, P.M. (1991). Can ipsative and single-item measures produce erroneous results in field studies of French and Raven's (1959) five bases of power? An empirical examination. *Journal of Applied Psychology*, 76, 106-114.
58. Podsakoff, P.M., MacKenzie, S.B., Moorman, R., & Fetter, R. (1990). The impact of transformational leader behaviors on employee trust, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1, 107-142.
- *The Leadership Quarterly* Decennial Influential Article Award (2017).
 - Recognized in the editorial celebrating the 25th Anniversary of *The Leadership Quarterly* (Atwater, Mumford, Tosi, & Yammarino, 2014), as the most-cited article in the journal.
 - Finalists for the "Best Paper" Award for Volumes 1-4 (1990-1993) in *The Leadership Quarterly*.
 - Currently, the 2nd most-cited article published in *The Leadership Quarterly*, with over 2,340 *Web of Science* citations and over 8,690 *Google Scholar* citations.
 - The Transformational Leadership Inventory (TLI) developed for this study has been used in whole (or in part) in over 50 studies.
 - The Organizational Citizenship Behavior (OCB) questionnaire developed for this study has been used in whole (or in part) in over 185 studies.

59. Howell, J.P., Bowen, D., Dorfman, P.W., Kerr, S., & Podsakoff, P.M. (1990). Substitutes for Leadership: Effective alternatives to ineffective leadership. *Organizational Dynamics*, Summer, 20-38.
60. Williams, M.L., Podsakoff, P.M., Todor, W.D., Howell, J., Dorfman, P., & Huber, V.L. (1988). A preliminary analysis of the construct validity of Kerr and Jermier's "Substitutes for Leadership" Scales. *Journal of Occupational Psychology*, 61, 307-333.
61. Farh, J.L., Podsakoff, P.M., & Cheng, B. S. (1987). Culture-free leadership effectiveness versus moderators of leadership behavior: An extension and test of Kerr and Jermier's "Substitutes for Leadership" model in Taiwan. *Journal of International Business Studies*, 18, 43-60.
62. Podsakoff, P.M., & Schriesheim, C.A. (1985). Field studies of French and Raven's bases of power: Reanalysis, critique, and suggestions for future research. *Psychological Bulletin*, 97, 387-411.
63. Podsakoff, P.M., & Todor, W.D. (1985). Relationships between leader reward and punishment behavior and group processes and productivity. *Journal of Management*, 11, 55-73.
 - 2007 Re-printed in J.L. Pierce & J.W. Newstrom (Ed.), *Leaders and Leadership Process*. New York: McGraw-Hill.
64. Podsakoff, P.M., Todor, W.D., Grover, R.A., & Huber, V.L. (1984). Situational moderators of leader reward and punishment behavior: Fact or fiction? *Organizational Behavior and Human Performance*, 34, 21-63.
 - The *Leader Reward and Punishment Questionnaire (LRPQ)* reported in this article has been used in whole (or in part) in over 85 studies.
65. Podsakoff, P.M., Todor, W.D., & Schuler, R. (1983). Leader expertise as a moderator of the effects of instrumental and supportive leader behaviors. *Journal of Management*, 9, 173-185.
66. Podsakoff, P.M., Todor, W.D., & Skov, R. (1982). Effects of leader performance contingent and noncontingent reward and punishment behaviors on subordinate performance and satisfaction. *Academy of Management Journal*, 25, 812-821.
67. Podsakoff, P.M. (1982). Determinants of a supervisor's use of rewards and punishments: A literature review and suggestions for further research. *Organizational Behavior and Human Performance*, 29, 58-83.
68. Greene, C.N., & Podsakoff, P.M. (1981). Effects of withdrawal of a performance contingent reward on supervisory influence and power. *Academy of Management Journal*, 24, 527-542.

Scholarly impact

69. Podsakoff, P.M., Podsakoff, N.P., Mishra, P., & Escue, C. (2018). Can Early-Career Scholars Conduct Impactful Research? Playing “Small Ball” vs “Swinging for the Fences”. *Academy of Management Learning & Education*, 17, 496-531.
- In April, 2019, this article was identified as one of the “Most Read” articles on the AMLE website. As of March 31, 2019, it had been downloaded over 965 times.
 - This article was chosen as the runner-up to the *AMLE* Best Paper Award, which was presented at the Annual Academy of Management Meetings in Boston in 2019.
 - This article was a required reading for all of the participants of the Junior Faculty Workshop sponsored by the International Conference on Information Systems (ICIS) in Munich, Germany on December 15, 2019.
70. Kuskova, V.V., Podsakoff, N.P., & Podsakoff, P.M. (2011). Effects of theoretical contribution, methodological rigor, and journal quality, on the impact of scale development articles in the field of entrepreneurship. *Strategic Entrepreneurship Journal*, 5, 10-36.
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72. Podsakoff, P.M., MacKenzie, S.B., Bachrach, D.G. & Podsakoff, N.P. (2005). The influence of management journals in the 1980’s and 1990’s. *Strategic Management Journal*, 26, 473-488.
73. Johnson, J.L., & Podsakoff, P.M. (1994). Journal influence in the field of management: a bibliometric analysis using Salancik's index of subgroup influence in a dependency network. *Academy of Management Journal*, 37, 1392-1407.

Attributional Research

74. Freedman, D.L., Podsakoff, P.M., & MacKenzie, S.B. (1993). Effects of demographic, experiential, and attitudinal factors on occupational sex-stereotypes. *Employee Responsibilities and Rights Journal*, 6, 115-138.
75. Huber, V.L., Podsakoff, P.M., & Todor, W.D. (1986). An investigation of the biasing factors in the attributions of subordinates and their supervisors. *Journal of Business Research*, 14, 83-97.
76. Huber, V.L., Podsakoff, P.M., & Todor, W.D. (1985). A dimensional analysis of supervisor and subordinate attributions of success and failure. *Journal of Occupational Behaviour*, 6, 131-142.
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Other Publications

78. Podsakoff, P.M., Williams, L.J., & Todor, W.D. (1986). Effects of organizational formalization on alienation among professionals: A test of Organ and Greene's compensatory process model. *Academy of Management Journal*, 29, 820-831.
79. McFillen, J., & Podsakoff, P.M. (1983). Improving productivity through motivation. *Personnel Administrator*, 29, 45-53.
80. Podsakoff, P.M. (1982). Effects of schedule changes on human performance: An empirical test of the contrasting predictions of the law of effect, the probability-differential model and the response-deprivation approach. *Organizational Behavior and Human Performance*, 29, 322-351.

BOOKS

1. Podsakoff, P.M., MacKenzie, S.B., & Podsakoff, N.P. (Eds.), (2018). *Oxford Handbook of Organizational Citizenship Behavior*. Oxford, UK: Oxford University Press.
2. Organ, D.W. Podsakoff, P.M., & MacKenzie, S.B. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. Thousand Oaks, CA: Sage.
 - This book has received over 4,410 *Google Scholar* citations.
 - Translated and published in Japanese by Yutaka Ueda in 2008.

SCHOLARLY BOOK CHAPTERS

1. Whiting, S.W., Ehrhart, M.G., Podsakoff, P.M. (2022). Organizational Citizenship Behavior: Revisiting Smith, Organ, & Near (1983) and lessons learned in persistence, determination, and citizenship. In M. Steffens, F. Rink, & M. Ryan (Eds.), *Organizational Psychology: Revisiting the Classic Studies*. Thousand Oaks, CA: Sage.
2. Podsakoff, P.M., MacKenzie, S.B., & Podsakoff, N.P. (2018). Research on organizational citizenship behavior: Where do we go from here? In P.M. Podsakoff, S.B. MacKenzie, & N.P. Podsakoff (Eds.), *Oxford Handbook of Organizational Citizenship Behavior*. (pp. 577- 592). Oxford, UK: Oxford University Press.
3. Podsakoff, N.P., Podsakoff, P.M., MacKenzie, S.B., Maynes, T.D., Whiting, S.W., & Spoelma, T.M. (2018). Multilevel antecedents of organizational citizenship behavior: A review and recommendations for future research. In P.M. Podsakoff, S.B. MacKenzie, & N.P. Podsakoff (Eds.), *Oxford Handbook of Organizational Citizenship Behavior*. (pp. 435-473). Oxford, UK: Oxford University Press.
4. MacKenzie, S.B., Podsakoff, P.M., & Podsakoff, N.P. (2018). Individual- and organizational-level consequences of organizational citizenship behaviors. In P.M. Podsakoff, S.B. MacKenzie, & N.P. Podsakoff (Eds.), *Oxford Handbook of Organizational Citizenship Behavior*. (pp. 105-147). Oxford, UK: Oxford University Press.
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6. Organ, D.W., Podsakoff, P.M., & Podsakoff, N.P. (2010). Expanding the Criterion Domain to Include Organizational Citizenship Behavior (OCB): Implications for Employee Selection. In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology*. Washington, DC: APA. (pp. 325-375).
7. Podsakoff, N.P. Shen, W., & Podsakoff, P.M. (2006). The role of formative measurement models in strategic management research: Review, critique, and implications for future research. In D.J. Ketchen and D.D. Bergh (Eds.), *Research Methods in Strategy and Management*. (Vol. 3, pp. 201-256). Greenwich, CN: JAI.
8. Podsakoff, P.M., & MacKenzie, S.B. (1998). An Analysis of Substitutes for leadership Within a Levels of Analysis Framework. In F. Dansereau & F. Yamarino (Eds.), *Monographs in Organizational Behavior and Industrial Relations* (Vol. 24) -- Leadership: The Multiple Level Approaches: Contemporary and Alternative. JAI Press: pp. 215-258.
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12. Hinkin, T.R., Podsakoff, P.M., & Schriesheim, C.A. (1986). The mediation of performance-contingent "compensation" by supervisors in work organizations: A reinforcement perspective. In L.R. Gomez-Mejia & D.B. Balk in (Eds.), *Compensation: An Applied Perspective*. Reston, Prentice-Hall, Inc.
13. Podsakoff, P.M., & Williams, L.J. (1986). The relationship between employee performance and satisfaction. In E.A. Locke (Ed.), *Generalizing from laboratory to field settings: Findings from Industrial/Organizational Psychology, Organizational Behavior, and Human Resource Management*. Mass.: Lexington Press.
14. Podsakoff, P.M., Dorfman, P., Howell, J.M., & Todor, W.D. (1986). On the nature of the moderators of leader reward and punishment behaviors: A cross cultural analysis. In R.N. Farmer (Ed.), *Advances in International Comparative Management*. JAI Press (pp. 95-138).
15. Podsakoff, P.M., Greene, C.N., & McFillen, J.M. (1984). Obstacles to the effective use of reward systems. In R.S. Schuler & S.A. Youngblood (Eds.), *Personnel and Human Resources Management*. New York: West Publishing Co.
16. Scott, W.E., Jr., & Podsakoff, P.M. (1982). Leadership, supervision and behavioral control: Perspectives from an experimental analysis. In L. Frederiksen (Ed.), *Handbook of Organizational Behavior Management* (pp. 39-69). New York: John Wiley & Sons.

COMPETITIVE PROCEEDINGS PAPERS

1. Schriesheim, C.A., Hinkin, T.R., & Podsakoff, P.M. (1989). Is Perceived Omission a Meaningful Construct for Leader Reinforcement Research? An Exploratory Investigation. Paper published in the *Proceedings of the Southern Management Meetings, Atlanta*. This paper also won the award as the "Best Paper" of the meetings.
2. Podsakoff, P.M., Niehoff, B.P., MacKenzie, S., & Williams, M.L. (1988). An empirical examination of the psychometric properties of new "Substitutes for Leadership" Scales. In D.F. Ray (Ed.), *Proceedings of the Southern Management Association Meetings, New Orleans*, 110-113.
3. Williams, M.L., & Podsakoff, P.M. (1988). A meta-analysis of attitudinal and behavioral correlates of leader reward and punishment behaviors. In D.F. Ray (Ed.), *Proceedings of the Southern Management Association Meetings, New Orleans*, 161-163.
4. Podsakoff, P.M., & Farh, J.L. (1986). Effects of feedback sign and credibility on goal-setting and performance: A preliminary test of some control theory propositions. In J.A. Pierce & R.B. Robinson (Eds.), *Best Papers Proceedings of the National Academy of Management Meetings, Chicago*, 198-202.
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8. Podsakoff, P.M., & Schriesheim, C.A. (1984). Leader reward and punishment behavior: A review of the literature. *Proceedings of the Southern Management Association Meetings*, 12-14. (This paper was one of the five papers out of the 167 submitted that was considered for the "Best Paper Award" at the SMA meetings.)
9. Podsakoff, P.M., Williams, L.J., & Todor, W.D. (1984). Effects of organizational formalization on alienation among professionals: A multiple-sample test of Organ and Greene's compensatory process model. *Proceedings of the Southern Management Association Meetings*, 107-109.
10. Podsakoff, P.M., & Schriesheim, C.A. (1984). The content validity of leader reward and punishment scales. *Proceedings of the Southern Management Association Meetings*, 9-11. (This paper was one of the five papers out of the 167 submitted that was considered for the "Best Paper Award" at the SMA meetings.)
11. Podsakoff, P.M., & Schriesheim, C.A. (1984). Measurement and analytic short-comings in field studies of French and Raven's bases of social power. *Proceedings of the National Academy of Management Meetings*, 227-231.

12. Podsakoff, P.M., Todor, W.D., & Schuler, R.S. (1983). Leader expertise as a moderator of instrumental and supportive leader behavior. *Proceedings of the Eastern Academy of Management Meetings*, 100-107.
13. Podsakoff, P.M., Barman, M.L., Todor, W.D., & Grover, R.A. (1982, August). Relationships between leader reward and punishment behaviors, role ambiguity and hospital pharmacists' satisfaction. *Proceedings of the National Academy of Management Meetings*, 42-46.
14. Todor, W.D., Podsakoff, P.M., & Huber, V.L. (1982, February). The influence of leader behavior and task characteristics on subordinate performance and satisfaction: A comparative analysis. *Proceedings of the Annual Meeting of the Midwest Academy of Management*, 221-230.
15. Podsakoff, P.M., Todor, W.D., & Skov, R. (1981, August). Effects of leader reward and punishment behaviors on subordinate performance and attitudes. *Proceedings of the National Academy of Management*, 151-155.
16. Greene, C.N., & Podsakoff, P.M. (1979, November). Effects of changes in a reward system on perceptions of supervisory influence. *Proceedings of the National Meetings of the American Institute of Decision Sciences*, 297-299.
17. Podsakoff, P.M. (1978, April). Some limitations and alternatives to the shaping of organizational behavior. *Proceedings of the 21st Annual Conference of the Midwest Academy of Management*, 301-311.
18. Greene, C.N. & Podsakoff, P.M. (1978, August). Effects of removal of a pay incentive: A field experiment. *Proceedings of the National Academy of Management*, 206-210.
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COMPETITIVE PAPERS, SYMPOSIA, AND PANEL DISCUSSIONS

1. Podsakoff, P.M. (2016). Conducting high-impact research. Participant in panel discussion presented in the OB Junior Faculty Workshop at the Academy of Management Meetings, Anaheim.
2. Podsakoff, P.M. (2016). Foundations of Organizational Citizenship Behavior: Reviews and future research recommendations. Symposium presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, Anaheim.
3. Podsakoff, P.M. (2016). Master collaboration: Organizational Citizenship Behaviors: Recent developments in research and practice. Master collaboration session presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, Anaheim.
4. Podsakoff, P.M. (2015). Conducting high-impact research. Participant in panel discussion presented in the OB Junior Faculty Workshop at the Academy of Management Meetings, Vancouver.

5. Podsakoff, P.M. (2015). Thriving in the tenure process and maintaining balance. Participant in panel discussion presented in the OB Junior Faculty Workshop at the Academy of Management Meetings, Vancouver.
6. Podsakoff, P.M. & MacKenzie, S.B. (2013). Procedural remedies for dealing with (common) method bias. Paper presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, Houston.
7. Podsakoff, P.M. (2013). OCB: Exploring New Directions in Multilevel, International Contexts. Symposium presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, Houston.
8. Podsakoff, N.P., & Podsakoff, P.M. (Co-Chairs). (2012). Methodological advances in strategic management research. Symposium presented at the National Academy of Management Meetings, Boston.
9. Kuskova, V.V., Podsakoff, N.P., & Podsakoff, P.M. (2012). A review and recommendations for polynomial transformations in strategy research. Paper presented at the National Academy of Management Meetings, Boston.
10. Whiting, S.W., Maynes, T.D., Podsakoff, N.P., & Podsakoff, P.M. (2011). Effects of message, source, and context characteristics on perceptions of employee voice behavior. Paper presented at the National Academy of Management Meetings, San Antonio.
11. (2011). Examining interactive and non-linear organizational citizenship behavior effects. Symposium presented at the National Academy of Management Meetings, San Antonio.
12. Podsakoff, N.P., Bachrach, D.G., Podsakoff, P.M., & MacKenzie, S.B. (2011). Mediators and moderators of the OCB-performance evaluation relationship. Paper presented at the National Academy of Management Meetings, San Antonio.
13. Podsakoff, N.P., Seigel, J., Whiting, S., Maynes, T., & Podsakoff, P.M. (2011). Effects of task performance, OCBs, and CWBs on selection decisions. Paper presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, Chicago.
14. Podsakoff, P.M., & MacKenzie, S.B. (2011). Assessing the influence of management journals in the 21st Century. Paper presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, Chicago.
15. Whiting, S.W., Maynes, T.D., Podsakoff, N.P., & Podsakoff, P.M. (2010). Intended to Be Good, Judged to be Bad: Individual-Level Consequences of Employee Voice. Paper presented at the National Academy of Management Meetings, Montreal.
16. Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M., & Mishra, P. (2010). Effects of Organizational Citizenship Behaviors on Interviewer Evaluations. Paper presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, Atlanta.
17. Podsakoff, N.P., & Podsakoff, P.M. (Co-chairs). (2009). The Porter-McKibbin (1988) Report Revisited: Where Have We Been and Where Are We Going? Symposium presented at the National Academy of Management Meetings, Chicago.

18. Podsakoff, N.P., & Podsakoff, P.M. (Co-chairs). (2009). Some New Developments in the Study of Organizational Citizenship Behavior. Symposium presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, New Orleans.
19. Whiting, S.W., Podsakoff, P.M., Link, J., Johnson, L., & Butler, D. (2009). Effects of OCBs on Employees' Merit Pay and Bonuses. Paper presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, New Orleans.
20. Podsakoff, P.M., MacKenzie, S.B., & Podsakoff, P.M. (2009). Effects of Helping, Voice, and Sportsmanship OCB on Organizational Effectiveness. Paper presented at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, New Orleans.
21. Podsakoff, N.P., Whiting, S.J., Podsakoff, P.M., & Blume, B. (2009). Individual- and organization-level consequences of organizational citizenship behaviors: A meta-analysis. Paper presented at the Annual SIOP Conference. San Francisco, California. April 10--12.
22. Podsakoff, P.M., & Podsakoff, N.P (Co-chairs). (2007). Emerging Issues in the Study of Transactional Leadership Behavior: An Examination of the Nature, Mediators, and Consequences of Leader Reward and Punishment Behavior. Symposium presentation at the National Academy of Management Meetings, Philadelphia.
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24. Whiting, S.W., Podsakoff, P.M., & Pierce, J.R. (2007). Effects of Task Performance and OCB on Managerial Appraisals. Paper presentation at the Annual Society for Industrial and Organizational Psychology (SIOP) Meetings, New York.
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26. MacKenzie, S.B. & Podsakoff, P.M. (2005). Formative and reflective measurement models and the effects of measurement model misspecification. Paper presented at the National Academy of Management Meeting, Oahu.
27. Podsakoff, P.M. & MacKenzie, S.B. (2005). Guidelines for Developing and Validating Constructs with Formative Indicators. Paper presented at the National Academy of Management Meeting, Oahu.
28. Podsakoff, P.M., Bommer, W., Podsakoff, N.P. & MacKenzie, S.B. (2004). A meta-analytic review of the leader reward and punishment behavior literature. Paper presented at the National Academy of Management Meeting, New Orleans.
29. Podsakoff, P.M., & MacKenzie, S.B. (2000). The Impact of Organizational Citizenship behavior on Organizational Performance: A Review of the Extant Literature. Paper presented at the Annual SIOP Meeting, New Orleans.

30. Bachrach, D.G., Bendoly, E., & Podsakoff, P.M. (August, 1999). Attributions of the “causes” of performance as an alternative explanation of the organizational citizenship behavior/organizational performance. Paper presented at the National Academy of Management Meetings, Chicago.
31. Jamil, M., Lee, B.H., MacKenzie, S.B., & Podsakoff, P.M. (February, 1998). Understanding organizational commitment: An application of hierarchical linear modeling in a sales context. Presented at the Winter Meetings of the Marketing Educators' Conference, Austin, Texas.
32. Ahearne, M., MacKenzie, S.B., & Podsakoff, P.M. (August, 1998). An Examination of the Impact of Organizational Citizenship Behaviors in Pharmaceutical Sales Teams. Presented at the AMA Summer Conference, Boston, Mass.
33. Rich, G., Podsakoff, P.M., & MacKenzie, S.B. (August, 1998). Effects of Transformational leadership on organizational citizenship behaviors of salespeople. Presented at the AMA Summer Conference, Boston, Mass.
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38. Podsakoff, P.M., & MacKenzie, S.B. (October, 1993). Organizational Citizenship Behavior and Performance in a Retail Sales Context. Paper presented at the University of Florida Center for Retailing Research, Gainesville, Florida.
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40. Podsakoff, P.M., & MacKenzie, S.B. (August, 1992). Why Don't Substitutes for Leadership Really Substitute for Leadership? Paper presented at the National Academy of Management Meetings, Miami.
41. Moorman, R.H., & Podsakoff, P.M. (August, 1992). Effects of Socially Desirable Responding on Findings in Organizational Behavior Research: A Meta-Analytic Review and Discussion. Paper presented at the National Academy of Management Meetings, Las Vegas.

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44. Freedman, D.L., Podsakoff, P.M., & MacKenzie, S.B. (August, 1991). Effects of Demographic, Experiential, and Attitudinal Factors on Occupational Sex-Stereotypes. Paper presented at the National Academy of Management Meetings, Miami. (This paper was chosen as one of the five runners-up for the Dorothy Harlow Award for "Best Paper" in the Women in Management Division.)
45. Podsakoff, P.M. (February, 1991). Historical Perspectives on Organizational Citizenship Behaviors and Their Relevance to Sales Management. Paper presented at the Winter Marketing Educators' Conference, Orlando, Florida.
46. MacKenzie, S.B., Podsakoff, P.M., & Fetter, R. (March, 1990). Managerial Evaluations of Salespersons' Performance and Their Determinants. Paper presented at the American Marketing Association Educator's Conference, Phoenix, Arizona.
47. Podsakoff, P.M., MacKenzie, S.B., & Fetter, R. (May, 1990). The Influence of Punishment on Organizational Citizenship Behaviors. Paper presented at the Eastern Academy of Management Meeting, Buffalo, New York.
48. MacKenzie, S.B., Podsakoff, P.M., & Fetter, R. (August, 1990). The Effects of Organizational Citizenship Behaviors and Objective Productivity on Managerial Evaluations of Performance. Paper presented at the National Academy of Management Meetings, San Francisco.
49. Moorman, R.H., & Podsakoff, P.M. (1989). Effects of Socially Desirable Responding on Findings in Organizational Behavior Research: A Meta-Analytic Review and Discussion. Paper presented at the National Academy of Management Meetings, Washington, D.C.
50. Schriesheim, C.A., Hinkin, T.R., & Podsakoff, P.M. (1989). Is Perceived Omission a Meaningful Construct for Leader Reinforcement Research? An Exploratory Investigation. Paper presented at the Southern Management Meetings, Atlanta.
51. Mesch, D.J., Farh, J.L., & Podsakoff, P.M. (1989). Effects of Feedback Sign on Group Goal Setting, Strategies, and Performance: An Empirical Examination of Some Control Theory Hypotheses. Paper presented at the National Academy of Management Meetings, Washington, D.C.
52. MacKenzie, S.B., Spiro, R., & Podsakoff, P.M. (1989). Fostering Adaptive Selling. Paper presented at the American Marketing Association Winter Educator's Conference, St. Petersburg, Florida.
53. Farh, J.L., Podsakoff, P.M., & Cheng, B. S. (1987). Culture-free leadership effectiveness versus moderators of leadership behavior: An extension and test of Kerr and Jermier's "substitutes for leadership" model in Taiwan. Paper presented at the National Academy of Management Meetings, New Orleans.

54. Podsakoff, P.M., Niehoff, B.P., & Williams, M.L. (1987). New directions in the measurement of leadership substitutes. Paper presented at the Decision Sciences Meetings, Boston.
55. Williams, L.J., & Podsakoff, P.M. (1987). Confirmatory and structural analyses using LISREL. Paper presented at the Decision Sciences Meetings, Boston.
56. Williams, M.L., Podsakoff, P.M., & Huber, V.L. (1987). The effect of within-group and between-groups variation in leader behaviors on subordinate attitudes and performance. Paper presented at the Decision Sciences Meetings, Boston.
57. Podsakoff, P.M., & Farh, J.L. (1986). Effects of feedback sign and credibility on goal-setting and performance: A preliminary test of some control theory propositions. Paper presented at the National Academy of Management Meetings, Chicago.
58. Williams, L.J., & Podsakoff, P.M. (1986). Longitudinal field methods for studying reciprocal relationships: Toward improved causal analysis. Paper presented at the National Academy of Management Meetings, Chicago.
59. Williams, L.J., Podsakoff, P.M., & Huber, V.L. (1986). Leader behavior, role stress, and satisfaction as determinants of organizational citizenship behaviors: A structural equation analysis with cross-validation. Paper presented at the National Academy of Management Meetings, Chicago.
60. Podsakoff, P.M., & Schriesheim, C.A. (1986). Leader reward and punishment behavior: Contemporary issues and recent developments. Paper presented at the Southern Management Association Meetings, Atlanta.
61. Williams, M.L., Podsakoff, P.M., Todor, W.D., Huber, V.L., Howell, J.P., & Dorfman, P.W. (1986). A preliminary analysis of the construct validity of Kerr and Jermier's "substitutes for leadership" scales. Paper presented at the Eighteenth Annual Meeting of the Decision Sciences Institute, Honolulu
62. Podsakoff, P.M. (1986). Issues in the use of same-source common-method measures in organizational research. Paper presented at the Eighteenth Annual Meeting of the Decision Sciences Institute, Honolulu).
63. Scott, W.E., Jr., & Podsakoff, P.M. (1985, April). On the nature and significance of 'percept-percept' correlations. Paper presented at the annual Midwest Academy of Management Meetings, Champaign, Ill.
64. Podsakoff, P.M., & Todor, W.D. (1985). On the nature of the moderators of leader reward and punishment behaviors: Evidence from two health-care industry samples. Paper presented at the National Academy of Management Meetings, San Diego, CA.
65. Podsakoff, P.M., & Schriesheim, C.A. (1985). Methodological and analytical problems in field studies of power and social influence processes: Lessons from research on French and Raven's typology. Paper presented at the National Academy of Management Meetings, San Diego, CA.
66. Schriesheim, C.A., Hinkin, T.R., & Podsakoff, P.M. (1985). Statistically independent relationships between the French and Raven bases of power and subordinate outcome variables: A four-sample study. Paper presented at the Southern Management Association Meetings.

67. Schriesheim, C.A., Hinkin, T.R., & Podsakoff, P.M. (1985). Have measurement shortcomings produced erroneous results in field investigations of the five French and Raven power bases? An empirical examination. Paper presented at the Southern Management Association Meetings.
68. Nowlin, J.C., & Podsakoff, P.M. (1985). The validation of a selection battery for maintenance personnel in the wood products industry. Paper presented at Technical Association of the Pulp and Paper Industry Meetings.
69. Strasser, S., Greenberger, D.B., Podsakoff, P.M., Todor, W.D., & El-Kazaz, H. (1985). A causal analysis of the relationship between personal control and leader contingent and noncontingent reward and punishment behaviors. Paper presented at the National Academy of Management Meetings, San Diego, CA.
70. Farh, J.L., & Podsakoff, P.M. (1985). Effects of task complexity and performance feedback on the relationship between performance and satisfaction. Paper presented at the National Academy of Management Meetings, San Diego, CA.
71. Konovsky, M., & Podsakoff, P.M. (1984). Effects of individual and group incentive systems and task interdependence on group productivity. Paper presented at the National Academy of Management Meetings, Boston, Massachusetts.
72. Podsakoff, P.M., & Williams, L.J. (1984). Comparison of laboratory and field studies of the relationship between employee performance and satisfaction. Paper presented at the National Academy of Management Meetings, Boston, Massachusetts.
73. Podsakoff, P.M., & Schriesheim, C.A. (1984). Measurement and analytic short-comings in field studies of French and Raven's bases of social power. Paper presented at the National Academy of Management Meetings, Boston, Massachusetts.
74. Podsakoff, P.M., & Schriesheim, C.A. (1984). Leader reward and punishment behavior: A review of the literature. Paper presented at the Southern Management Association Meetings.
75. Podsakoff, P.M., Williams, L.J., & Todor, W.D. (1984). Effects of organizational formalization on alienation among professionals: A multiple-sample test of Organ and Greene's compensatory process model. Paper presented at the Southern Management Association Meetings.
76. Podsakoff, P.M., & Schriesheim, C.A. (1984). The content validity of leader reward and punishment scales. Paper presented at the Southern Management Association Meetings.
77. Podsakoff, P.M., Todor, W.D., & Munson, J. (1983). Relationships between leader behavior and group processes and productivity. Paper presented at the National Academy of Management Meetings, Dallas, Texas.
78. Huber, V.L., Podsakoff, P.M., & Todor, W.D. (1983). Supervisor and subordinate attributions of performance success and failure. Paper presented at the National Academy of Management Meetings, Dallas, Texas.
79. Todor, W.D., & Podsakoff, P.M. (1983). Outcomes vs. contingency: A comparison of their relationship to employee satisfaction and performance. Paper presented at the National Meetings of the American Institute of Decision Sciences, San Antonio, Texas.

80. Huber, V.L., Podsakoff, P.M., & Todor, W.D. (1983). An exploratory study of actor-observer differences in the attributions of supervisors and their subordinates. Paper presented at the national meeting of the American Institute of Decision Sciences, San Antonio, Texas.
81. Podsakoff, P.M., Todor, W.D., & Schuler, R.S. (1983). Leader expertise as a moderator of instrumental and supportive leader behavior. Paper presented at the Eastern Academy of Management Meeting.
82. Podsakoff, P.M., Barman, M.L., Todor, W.D., & Grover, R.A. (1982, August). Relationships between leader reward and punishment behaviors, role ambiguity and hospital pharmacists' satisfaction. Paper presented at the National Academy of Management Meetings, New York.
83. Todor, W.D., Podsakoff, P.M., & Huber, V.L. (1982, February). The influence of leader behavior and task characteristics on subordinate performance and satisfaction: A comparative analysis. Paper presented at the Annual Meeting of the Midwest Academy of Management.
84. Podsakoff, P.M., Huber, V.L., & Todor, W.D. (1982, August). Relationships between causal attributions, subordinate performance and gender, and supervisory reward and punishment behavior: An exploratory field study. Paper presented at the National Academy of Management Meetings, New York.
85. Podsakoff, P.M., Todor, W.D., & Huber, V.L. (1982, August). City and state: Attributions of employee performance in public organizations. Paper presented at the National Academy of Management Meetings, New York.
86. Enz, C.A., Podsakoff, P.M., & Todor, W.D. (1982). Correlates of organizational commitment: A comparative analysis. Paper presented at the National Meetings of the American Institute of Decision Sciences, San Francisco, CA.
87. Podsakoff, P.M., Todor, W.D., & Skov, R. (1981, August). Effects of leader reward and punishment behaviors on subordinate performance and attitudes. Paper presented at the National Academy of Management Meetings.
88. Podsakoff, P.M., & Todor, W.D. (1981). Subordinate responses to leader reward and punishment behaviors. Paper presented at the National Meetings of the American Association of Decision Sciences, Boston, Massachusetts.
89. Todor, W.D., & Podsakoff, P.M. (1981). The relationship of employee characteristics and attitudes to organization performance: A public sector case. Paper presented at the National Meetings of the American Association of Decision Sciences, Boston, Massachusetts.
90. Krackhardt, D., Todor, W.D., & Podsakoff, P.M. (1981). Three-point correlation: A more powerful identifier of causal relations. Paper presented to the National Meetings of the American Institute for Decision Sciences, Boston, Massachusetts.
91. Krackhardt, D., Todor, W.D., & Podsakoff, P.M. (1981, October). A comparative simulation of correlational causality tests. Paper presented at the ORSA-TIMS Joint National Meetings, Houston, Texas.
92. Podsakoff, P.M. (1980, June). The role of minicomputers in the organizational behavior laboratory. Paper presented at the Eastern Academy of Management Meetings, Buffalo, New York.

93. Greene, C.N., & Podsakoff, P.M. (1979, November). Effects of changes in a reward system on perceptions of supervisory influence. Paper presented at the National Meetings of the American Institute of Decision Sciences.
94. Podsakoff, P.M. (1978, April). Some limitations and alternatives to the shaping of organizational behavior. Paper presented at the 21st Annual Conference of the Midwest Academy of Management.
95. Greene, C.N. & Podsakoff, P.M. (1978, August). Effects of removal of a pay incentive: A field experiment. Paper presented at the National Academy of Management Meetings.

Table 1
20 Most-Cited Research Methods Articles (as of March 31, 2022)

#	Article	Year Published	Year since Publication	Number of Citations	Rank by No. of Cites	Number Cites/ Year	Rank by No. Cites/ Year
1	Hu, L-T., & Bentler, P.M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. <i>Structural Equation Modeling- A Multidisciplinary Journal</i> , 6, 1-55.	1999	24	51,199	1	2,133.29	1
2	Baron, R.M., & Kenny, D.A. (1986). The moderator mediator variable distinction in social psychological-research – conceptual, strategic, and statistical considerations. <i>Journal of Personality and Social Psychology</i> , 51, 1173-1182.	1986	36	47,258	2	1,213.37	4
3	Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobserved variables and measurement error. <i>Journal of Marketing Research</i> , 18, 39-50.	1981	41	45,712	3	1,076.60	6
4	Podsakoff, P.M., MacKenzie, S.B., Lee, J-Y., & Podsakoff, N.P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. <i>Journal of Applied Psychology</i>, 88, 879-903.	2003	19	34,031	4	1,701.55	2
5	Faul, F., Erdfelder, E., Lang, A.G., & Buchner, A. (2007). G*Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. <i>Behavior Research Methods</i> , 39, 175-191.	2007	15	25,422	5	1,588.14	3
6	Cohen, J. (1992). A Power primer. <i>Psychological Bulletin</i> , 112, 155-159.	1992	31	24,678	6	796.06	7
7	Cohen, J. (1960). A coefficient of agreement for nominal scales. <i>Educational and Psychological Measurement</i> , 20, 37-46.	1960	62	22,735	7	360.87	13
8	Anderson, J.C., & Gerbing, D.W. (1988). Structural equation modeling in practice—A review and recommended 2-step approach. <i>Psychological Bulletin</i> , 103, 411-423.	1988	34	21,520	8	614.86	9
9	Cronbach, L.J. (1951). Coefficient Alpha and the internal structure of Tests. <i>Psychometrika</i> , 16, 297-334.	1951	72	20,983	9	291.43	15
10	Preacher, K.J., & Hayes, A.F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. <i>Behavior Research Methods</i> , 40, 879-891.	2008	15	17,973	10	1,198.20	5
11	Shrout, P.E. & Fleiss, J.L. (1979). Intraclass correlations – uses in assessing rater reliability. <i>Psychological Bulletin</i> , 86, 420-428.	1979	44	15,720	11	357.30	14
12	Bentler, P.M. (1990). Comparative fit indexes in structural models. <i>Psychological Bulletin</i> , 107, 138-246.	1990	33	14,847	12	449.91	11
13	Bentler, P.M., & Bonett, D.G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. <i>Psychological Bulletin</i> , 88, 588-606.	1980	43	10,462	13	243.30	17
14	Faul, F., Erdfelder, E., Lang, A.G., Buchner, A., & Lang, A.G. (2009). Statistical power analyses using G*Power 3.1: Tests for correlation and regression analyses. <i>Behavior Research Methods</i> , 42, 1149-1160.	2009	12	10,289	20	734.93	8

15	Preacher, K.J., & Hayes, A.F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. <i>Behavior Research Methods Instruments & Computers</i> , 36, 717-731.	2004	19	10,084	15	530.74	10
16	Campbell, D.T., & Fiske, D.W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. <i>Psychological Bulletin</i> , 56, 81-105.	1959	64	9,678	16	151.22	20
17	Armstrong, J.S., & Overton, T.S. (1977). Estimating nonresponse bias in mail surveys. <i>Journal of Marketing Research</i> , 14, 396-402.	1977	46	9,637	17	209.50	18
18	Podsakoff, P.M., & Organ, D.W. (1986). Self-reports in organizational research – Problems and prospects. <i>Journal of Management</i>, 12, 531-544.	1986	36	9,613	18	259.81	16
19	Churchill, G.A. (1979). Paradigm for developing better measures of marketing constructs. <i>Journal of Marketing Research</i> , 16, 64-73.	1979	43	7,857	19	178.57	19
20	Schafer, J.L., & Graham, J.W. (2002). Missing data: Our view of the state of the art. <i>Psychological Methods</i> , 7, 147-177.	2002	20	7,491	20	356.71	12

Source: Thompson Reuters ISI Web of Knowledge.

Table 2
Other Articles Authored by Philip M. Podsakoff that Have received over 1,000 Citations (as of March 31, 2022)

Article	Year Published	Years Since Publication	Number of Citations	Number Cites/Year
1. Podsakoff, P.M., MacKenzie, S.B., & Podsakoff, N.P. (2012). Sources of method bias in social science research and recommendations on how to control it. <i>Annual Review of Psychology</i> , 63, 539-569.	2012	11	5,402	491.09
2. Jarvis, C.B., MacKenzie, S.B., & Podsakoff, P.M. (2003). A critical review of construct indicators and measurement model misspecification in marketing and consumer research. <i>Journal of Consumer Research</i> , 30, 199-218.	2003	19	2,840	142.00
3. Podsakoff, P.M., MacKenzie, S.B., Moorman, R., & Fetter, R. (1990). The impact of transformational leader behaviors on employee trust, satisfaction, and organizational citizenship behaviors. <i>The Leadership Quarterly</i> , 1, 107-142.1	1990	31	2,157	69.58
4. Podsakoff, P.M., MacKenzie, S.B., Paine, J. & Bachrach, D.G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. <i>Journal of Management 2000 Yearly Review</i> , 26, 513-563.	2000	21	2,123	101.10
5. Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M., & Blume, B.D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. <i>Journal of Applied Psychology</i> , 94, 122-141.	2009	14	1,102	78.71

Source: Thompson Reuters ISI Web of Knowledge.

¹Citations for the Podsakoff et al. (1990) article were obtained from the *Web of Science* "Cited Reference Search" function using the *Web of Science Core Collection* database. This search function differs from the "Basic Search" function in that, in addition to providing citation information for articles in journals that have been included in the WOS database, it also provides information about articles that have been cited in journals that are part of the WOS database, even when the article in question does not appear in the WOS. It was necessary to use this search function because the *Web of Science* did not track *The Leadership Quarterly* during the first few years of this journal's publication.

Editorials or Commentaries Citing Podsakoff et al.'s (2003) Article on Method Biases

1. Af Wahlberg, A.E., & Dorn, L. (2012). "The Driver Behaviour Questionnaire as a predictor of accidents: A meta-analysis" comments." *Journal of Safety Research*, 43, 83-85.
2. Ashkanasy, N. M. (2008). Submitting your manuscript. *Journal of Organizational Behavior*, 29, 263–264.
3. Berkman, E.T., & Lieberman, M.D. (2011). What's outside the Black Box: The status of behavioral outcomes in neuroscience research? *Psychological Inquiry*, 22, 100-107.
4. Bono, J. E., & McNamara, G. (2011). From the editors: Publishing in AMJ: Part 2. Research design. *Academy of Management Journal*, 54, 657–660.
5. Campanini, P. (2021). Methodological issues in assessing job stress and burnout in psychosocial research. *Medicina Del Lavoro*, 112, 264-267.
6. Chang, S.-J., van Witteloostuijn, A., & Eden, L. (2010). From the Editors: Common method variance in international business research. *Journal of International Business Studies*, 41, 178–184.
7. Charlwood, A., Forde, C., Grugulis, I., Hardy, K., Kirkpatrick, I., MacKenzie, R., & Stuart, M. (2014). Clear, rigorous and relevant: publishing quantitative research articles in *Work, Employment and Society*. *Work, Employment & Society*, 28, 155-167.
8. Colquitt, J.A., & Ireland, R.D. (2009). Taking the mystery out of AMJ's reviewer evaluation form. *Academy of Management Journal*, 52, 224-228.
9. deWinter, J.C.F., & Dodou, D. (2012a). Response to commentary of "The Driver Behaviour Questionnaire as a predictor of accidents: A meta-analysis." *Journal of Safety Research*, 43, 85-90.
10. deWinter, J.C.F., & Dodou, D. (2012b). Response to second commentary of "The Driver Behaviour Questionnaire as a predictor of accidents: A meta-analysis." *Journal of Safety Research*, 43, 94-98.
11. Dormann, C., Sonnentag, S., & van Dick, R. (2008). On the need of international publishing of applied psychological research. *Psychologische Rundschau*, 59, 169-174.
12. Drinkwater, K.G., Dagnall, N., & Denovan, A. (2020). Dark triad traits and sleep-related constructs: An opinion piece. *Frontiers in Psychology*, 11, 1-4, Article 505.
13. Farrell, A.M. (2010). Insufficient discriminant validity: A comment on Bove, Pervan, Beatty, and Shiu (2009). *Journal of Business Research*, 63, 324-327.
14. Favero, N. & Bullock, J.B. (2015), "How (not) to solve the problem: an evaluation of scholarly responses to common source bias." *Journal of Public Administration Research and Theory*, 25, 285-308.
15. Fawcett, S.E., Waller, M.A., Miller, J.W., Schwieterman, M.A., Hazen, B.T., & Overstreet, R.E. (2014). A trail guide to publishing success: Tips on writing influential conceptual, qualitative, and survey research. *Journal of Business Logistics*, 35, 1-16.
16. Fincet, A. (2018). May good clinical communication contribute to pain reduction? *Patient Education and Counseling*, 101, 175-176.
17. Flynn, B., Pagett, M., & Fugate, B. (2018). Editorial: Survey research design in supply chain management: the need for evolution in our expectations. *Journal of Supply Chain Management*, 54, 1-15.
18. Friedrich, T.L., Byrne, C.L., & Mumford, M.D. (2009). Methodological and theoretical considerations in survey research. *The Leadership Quarterly*, 20, 57-60.

19. Gefen, D., Rigdon, E.E., & Straub, D. (2011). An Update and Extension to SEM Guidelines for Administrative and Social Science Research. *MIS Quarterly*, 35, III-XIV.
20. Gajendragadkar, P.R., Moualed, D.J., Nciholson, P.L.R., Adjei, F.D., Cakebread, H.E., Duehmke, E.M., & Martin, C.A. (2013). The survival time of chocolates on hospital wards: Covert observational study. *BMJ-British Medical Journal*, 347, 1-7.
21. Gregor, S., & Klein, G. (2015). Eight obstacles to overcome in the theory testing genre. *Journal of the Association for information Systems*, 15, i-xix.
22. Guide, V.D.R., & Ketokivi, M. (2015). Notes from the Editors: Redefining some methodological criteria for the journal. *Journal of Operations Management*, 37, v-viii.
23. Hall, M., Mazarakis, A., Chorley, M., & Caton, S. (2018). Editorial of the special issue on following user pathways: Key contributions and future directions in cross-platform social media research. *International Journal of Human-Computer Interaction*, 34, 895-912.
24. Houston, M.B. (2016). Is “strategy” a dirty word? *Journal of the Academy of Marketing Science*, 44, 557–561.
25. Hulland, J., Baumgartner, H., & Smith, K.M. (2018). Marketing survey research best practices: evidence and recommendations from a review of JAMS articles. *Journal of the Academy of Marketing Sciences*, 46, 92-108.
26. Jakobsen, M, & Jensen, R. (2015). *Common method bias in public management studies*. 18, 3-30. (Special Issue.)
27. Kimura, H. (2015-16). Editorial. *Revista de Administração Contemporânea*, 19, 1-5.
28. Kohler, T., Landis, R.S., & Cortina, J.M. (2017). From the Editors: Establishing Methodological Rigor in Quantitative Management Learning and Education Research: The Role of Design, Statistical Methods, and Reporting Standards. *Academy of Management Learning & Education*, 16, 173–192.
29. Kozlowski, S. W. J. (2009). Editorial. *Journal of Applied Psychology*, 94, 1–4.
30. Lumma, A-L., Heidenreich, T., & Michalak, J. (2020). How Would the Buddha Rate on Rosenberg’s Self-Esteem Scale? *Mindfulness*, 11, 521-526.
31. Maula, M, & Stam, W. (2020). Enhancing rigor in quantitative entrepreneurship research. *Entrepreneurship Theory and Practice*, 44, 1059-1090.
32. Meuser, J., Cooper-Thomas, H.D., & Tekleab, A. (2020). Editorial. *Journal of Managerial Psychology*, 35, 453-464.
33. Mohr, P, & Topping, D. (2010). Factoids, factettes and fallacies: The problem of crossover research in the analysis of consumer responses to biotechnology. *New Biotechnology*, 27, 729-733.
34. Nikolaou, I. (2019). Editorial-Current State and the Future of International Journal of Selection & Assessment. *International Journal of Selection & Assessment*, 27, 297-298.

35. Nimon, K.F. (2018). HRDQ Submissions of quantitative research reports: Three common comments in decision letters and a checklist. *Human Resource Development Quarterly*, 28, 281-298.
36. Nimon, K.F., & Astakhova, M. (2015). Improving the Rigor of Quantitative HRD Research: Four Recommendations in Support of the General Hierarchy of Evidence. *Human Resource Development Quarterly*, 26, 231-247.
37. Nistor, N. (2014). When technology acceptance models won't work: Non-significant intention-behavior effects. *Computers in Human Behavior*, 34, 299-300.
38. Palmatier, R.W. (2016). Improving publishing success at JAMS: contributions and positioning. *Journal of the Academy of Marketing Science*, 44, 655-659.
39. Prendergast. (2007). The art of reviewing. *International Journal of Advertising*, 26, 277-286.
40. Rodriguez-Ardura, I, & Meseguer-Artola, A. (2020). Editorial: How to prevent, detect, and control common method variance in electronic commerce. *Journal of Theoretical and Applied Electronic Commerce Research*, 15, i-v.
41. Shang, G.Z., & Ronkko, M. Empirical research methods department: Mission, learnings, and future plans *Journal of Operations Management*, 68, 114-129.
42. Sheeran, P., Bosch, J.A., Crombez, G., Hall, P.A., Harris, J.L., Papies, E.K., & Wiers, R.W. (2016). Introduction: Implicit processes in health psychology: Diversity and promise. *Health Psychology*, 35, 761-766.
43. Smith, T. (2018). From the Editor. *Accounting & Finance*, 58, 5–10.
44. Stone, D.L. (2010). Creating knowledge that makes important contributions to society. *Journal of Managerial Psychology*, 25, 192 – 200.
45. Straub, D.W. (2009). Creating Blue Oceans of thought via highly citable articles. *MIS Quarterly*, 33, III-VII.
46. Taris, T.W., Kessler, S.R., & Kelloway, E.K. (2021). Strategies addressing the limitations of cross-sectional designs in occupational health psychology: What they are good for (and what not). *Work and Stress*, 35, 1-5.
47. Teo, T. (2011). Considering common method variance in educational technology research. *British Journal of Educational Technology*, 42, E94-E96.
48. Tiemeier, H. (2019). The unsettling effect of unsettled affect in infants. *Pediatrics*, 143, e20183922.
49. Tummers, L., Brunetto, Y., & Teo, S.T.T. (2016). Guest editorial. Workplace aggression: Introduction to the special, issue and future research directions for scholars. *International Journal for Public Sector Management*, 29, 2-10.
50. Van Elk, M., Rowatt, W., & Streib, H. (2018). Good Dog, Bad Dog: Introducing Open Science Badges. *International Journal for The Psychology of Religion*, 28, 1-2.
51. Vignoles, V.L. (2018). The “common view”, the “cultural binary”, and how to move forward. *Asian Journal of Social Psychology*, 21, 336-345,
52. Ziegler, M., Booth, T., & Bensch, D. (2013). Getting entangled in the nomological net: Thoughts on validity and conceptual overlap. *European Journal of Psychological Assessment*, 29, 15-161.
53. Zinkhan, G.M. (2006). Research traditions and patterns in marketing scholarship. *Journal of the Academy of Marketing Science*, 34, 281-283.

Summary of Teaching Awards for Professor Philip M. Podsakoff

Year	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989
National Award*						Lilly Post-Doctoral Teaching Fellowship (1984)					
University Level								Student Advisory Council Award (1986)			
Executive Education											
Alumni Level											
Ph.D. Level											
MBA Level											
Undergrad Level	Doctoral Student Teaching Excellence Award (1979)									Varsity Clun Award (1988)	
Totals	1	0	0	0	0	1	0	1	0	1	0

Summary of Teaching Awards for Professor Philip M. Podsakoff (cont.)

Year	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
National Award*										
University Level				FACET Award				TERA Award	TERA Award	TERA Award
Executive Education							Max Barney Executive Education Teaching Award			
Alumni Level					Alpha Kappa Psi Award					
Ph.D. Level				Exceptional Inspiration & Guidance Award						
MBA Level			Teaching Excellence Award			Teaching Excellence Award			MBA Student's Choice Award	
Undergrad Level	Mortar Board/Gold Key Award		Varsity Club Award							
Totals	1	0	2	2	1	1	1	1	2	1

Summary of Teaching Awards for Professor Philip M. Podsakoff (cont.)

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
National Award*										
University Level										
Executive Education										
Alumni Level										
Ph.D. Level		Exceptional Inspiration & Guidance Award						Distinguished Teaching Award	Exceptional Inspiration & Guidance Award	Distinguished Teaching Award
MBA Level										
Undergrad Level										
Totals	0	1	0	0	0	0	0	1	1	1

Summary of Teaching Awards for Professor Philip M. Podsakoff (cont.)

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
National Award*										
University Level										
Executive Education										
Alumni Level										
Ph.D. Level	Distinguished Teaching Award			Distinguished Teaching Award						
MBA Level		Teaching Excellence Award				MBA Faculty Excellence Award	MBA Faculty Excellence Award	MBA Faculty Excellence Award		MBA Faculty Excellence Award
Undergrad Level										
Totals	1	1	0	1	0	1	1	1	0	1

Summary of Teaching Awards for Professor Philip M. Podsakoff (cont.)

Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
National Award*										1
University Level										5
Executive Education										1
Alumni Level										1
Ph.D. Level										7
MBA Level										8
Undergrad Level										4
Totals										27

Note: TERA stands for Teaching Excellence Recognition Award.

DISSERTATION COMMITTEES

Chairperson or Co-Chairperson

- Valdecino Assuncao. (In process.) Effects of employee voice behavior on organizational effectiveness: An examination in automobile dealerships.
- Michael Jones. (In process.) The economic cost of the mis-organization of small airports.
- Alex Stewart. (In process.) The effects of personality, experience, and motivation on objective leader effectiveness.
- Jon Walkwitz. (In process.) The next step in safety management by walking around (SMBWA): A replication and extension study of a safety intervention program based on both peer and manager participation.
- Alan West. (In process.) Transfer of Fiscal Accountability Training: A Qualitative and Quantitative Assessment.
- Amber Yoo. (In process.) Speaking up in organizational settings: Consequences of employee constructive voice.
- Michael Carrillo. (2020). "The Marketing Value of Terroir-Branded Resources."
- Joel Davis. (2020). "Algorithm Adoption Model: What factors lead to algorithm adoption and use by decision-makers?"
- Kristen J. Freiburger. (2020). "Towards the development of a theory of the consequences of challenge and hindrance stressors."
- Jeffrey J. Bannink. (2019). "A qualitative analysis of the nature, antecedents, and consequences of employee perceptions of organizational politics (POP)."
- Sonia P. Casablanca. (2019). "The balance between leadership empowerment behaviors and accountability and its influence on employees' performance: the mediating effect of self-efficacy."
- Joshua Zloba. (2018). "Effects of boundary spanning employees on their managers: a qualitative study of the managers' perspective."
- Brent Berthy. (2017). "The integration of leadership and marketing constructs in medical buyer-seller relationships."
- Steven D. Tufts. (2017). "Personality and influence as determinants of salesperson performance." 2017.
- Timothy D. Maynes. (2013). "Speaking more broadly: A conceptual explication of the employee voice behavior domain and a scale validation." 2013.
- Paresh Mishra. (2011). "Inequity or Envy: Consequences on Organizational Citizenship Behaviors."
- Valentina V. Kuskova. (2010). "An Empirical Examination of the Relationship between Life Satisfaction and Employee Volunteerism: A Longitudinal Analysis."
- Steven Whiting. (2005). "The Informational Distinctiveness of Organizational Citizenship Behaviors."
- Jeong Yeon Lee. (2004). "Individualized deal making and organizational citizenship behavior in the internal labor market: a transaction cost perspective." 2004.

- Daniel G. Bachrach. (2001). "A laboratory examination of the effects of OCB and In-role performance on managerial perceptions, behavioral intentions, evaluations, and reward/promotion decisions."
- William Bommer. (1995). "Contextual Influences on Transformational Leader Behavior's Effectiveness: Transformational Leader Behavior in a Substitutes for Leadership Framework."
- Chun Hui. (1993). "Effects of leader empowerment behaviors and followers' personal control, voice, and self-efficacy on in-role and extra-role performance: An extension and empirical test of Conger and Kanungo's empowerment process model." 1993.
- Larry J. Williams. (1988). "Affective and nonaffective components of job satisfaction and organizational commitment as determinants of organizational citizenship and in-role behaviors."
- Mary A. Konovsky. (1986). "Antecedents and consequences of informal leader helping behavior: A structural equation modeling approach."

Committee Member

- Yiduo Shao (2022). "Engaging The Aging Workforce: Examining Multiple Mechanisms Linking Age to Work Engagement and Age-Related HR Practices as Moderators."
- Valeria Alterman (2019). "Can specialized attention from HR backfire? The role of older worker-specific HR practices on the retention of older workers."
- Brian Blume. (2005). "Construct Confusion and Assessment Centers: A Person-Situation Interactionist Perspective."
- Michael Ahearne. (2000). "The Antecedents and Consequences of In-Role and Extra-Role Sales Team Performance."
- Julie Beth Paine. (1999). "Testing for Systematic Variance in Perceptions of Citizenship Behavior Across Different Conditions."
- Andrea Dixon. (1997). "The Impact of Salesperson Behaviors on Performance: An Exploratory Study and an Empirical Examination."
- Gregory A. Rich. (1995). "The Effects of Transformational Leadership Behaviors on Attitudes, Role Perceptions, and Performance of Salespeople."
- Mary Lahman. (1993). "Effects of Mentoring on Career Success and Job performance."
- Richard E. Fetter. (1993). "Effects of Objective Performance and Salesperson Behaviors on Managers' Overall Ratings of Salesperson Performance."
- Austin Archer. (1993). "Charismatic teaching: An exploratory study of teacher behaviors and student perceptions."
- Mark Fulford. (1992). "Effects of Dependency and Threat on Supervisor's Pay Allocation Decisions."
- Joan K. Middendorf. (1990). "An analysis of priority setting in a research university."
- Robert Moorman. (1990). "The Role of Cognition and Disposition as Predictors of Organizational Citizenship Behaviors: A Study of Personality and Perceived Fairness."
- Margaret L. Williams. (1989). "An investigation of the relationships between characteristic of compensation systems and applicant pools within a sample of U.S. Banks."

Brian P. Niehoff. (1988). "A closer examination of the perceptions of performance (P) and maintenance (M) behaviors in Misumi's leadership theory."

Barbara C. Purdue. (1986). "Industrial buyer's use of negotiation strategies."

Jiing-Lih (Larry) Farh. (1983). "The effects of task variability, sensory reinforcement, and monetary reinforcement on performance, satisfaction, and intrinsic motivation."

Ronald E. Michaels. (1983). "An empirical study of role stress perceptions and behaviors of purchasing professionals."

Constituent Member of Committee

Jeen Sue Lim (Marketing, Constituent Member)

David Moore (Marketing, Chairperson of Examining Committee)

David Wood (Accounting, Chairperson of Examining Committee)

Summary of Refereed Articles and Scholarly Book Chapters Published with Doctoral Students (and Former Doctoral Students) as Co-Authors (1986-2021)

Doctoral Student	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
1. Michael Ahearne										1		2	1						
2. Daniel G. Bachrach															1	1			
3. Elliot Bendoly																1			
4. Brian Blume																			
5. William H. Bommer										2	2			1					
6. Jiing-Lih Farh					1				1										
7. Richard Fetter					1	1		2											
8. Deborah Freedman								1											
9. Chun Hui								1											
10. Vandra Huber							1												
11. Cheryl Jarvis																			1
12. Jonathon Johnson									1	1				1					
13. Valya Kuskova																			
14. Jay Lee																			2
15. Timothy D. Maynes																			
16. Deborah Mesch									1										
17. Paresh Mishra																			
18. Robert Moorman					1		1												
19. Brian Niehoff								1											
20. Julie Beth Paine														1	1				
21. Jason Pierce																			
22. Greg Rich										1				1		1			
23. Steven W. Whiting																			
24. Larry J. Williams	1	1		1															
25. Margaret Williams			1				1	1											

Summary of Refereed Articles and Scholarly Book Chapters Published with Doctoral Students (and Former Doctoral Students) as Co-Authors (1986-2021)

Doctoral Student	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
1. Michael Ahearne						1												5
2. Daniel G. Bachrach	1			1														4
3. Elliot Bendoly																		1
4. Brian Blume					1													1
5. William H. Bommer		1																6
6. Jiing-Lih Farh																		2
7. Richard Fetter																		4
8. Deborah Freedman																		1
9. Chun Hui																		1
10. Vandra Huber																		1
11. Cheryl Jarvis	1							1										3
12. Jonathon Johnson																		3
13. Valya Kuskova						1	1											2
14. Jay Lee																		2
15. Timothy D. Maynes								1		3	1							5
16. Deb Mesch																		1
17. Paresh Mishra							1							1				2
18. Robert Moorman																		2
19. Brian Niehoff																		1
20. Julie Beth Paine																		2
21. Jason Pierce				1														1
22. Greg Rich																		2
23. Steven W. Whiting				1	1		1	1		1	1							6
24. Larry J. Williams																		3
25. Margaret Williams																		3

TOTAL =

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SERVICE ACTIVITIES

Memberships in Professional Organizations

- National Academy of Management Association
- Midwest Academy of Management Association
- American Psychological Association
- Society of Industrial and /Organizational Psychology (SIOP)
- MESO Group
- Personnel Human Resources Research Group (PHRRG)
- Sigma Iota Epsilon
- Beta Gamma Sigma
- Faculty Advisor for Alpha Kappa Psi (Professional Business Fraternity; 1983-1987)

Elected Offices in Professional Organizations

- Nominee, Program Chair Elect, Organizational Behavior Division, Academy of Management, 1992.
- Nominee, Representative-at-Large, Academy of Management, 1990.
- Member of six-person committee that wrote the successful proposal to the Academy of Management to make the Research Methods Group the Research Methods Division.
- Program Chairperson, Research Methods Interest Group, 1986.
- Chairperson, Research Methods Interest Group, 1987.

Leadership Roles in Professional Organizations

- Selection committee for the OB Division Lifetime Achievement Award, 2015. This committee is responsible for selecting the recipient of the highest individual award given by the OB Division of the Academy of Management.
- Chair of the Committee on Membership for the Academy of Management Fellows Group, 2013.
- Committee on Membership for the Academy of Management Fellows Group. This committee is responsible for selecting the nominees for the Academy of Management Fellows Group, 2011-2013.
- Selection committee for the Academy of Management Scholarly Achievement Awards, 2011. This committee is responsible for selecting the recipients of the highest individual awards given by the Academy of Management (Scholarly Contributions to Management Award, Distinguished Scholar-Practitioner Award, and Distinguished Educator Award).
- Selection committee for the OB Division Lifetime Achievement Award, 2010. This committee is responsible for selecting the recipient of the highest individual award given by the OB Division of the Academy of Management.

Editorial Boards (see summary on page 37)

Archives of Scientific Psychology (2012-2017)
Journal of Applied Psychology (1993 - 2021)
Journal of Applied Psychology (2004-2007) Associate Editor
Journal of Management (2008-Present)
Journal of Organizational Behavior Management (1989 - 2000)
Leadership Quarterly (1990 - Present)
Leadership Quarterly (1993 - 1998) Features Editor
Leadership Quarterly (2016 - Present) Associate Editor
Organizational Behavior and Human Decision Processes (1988 - 2016)
Personnel Psychology (2010-2016)

Ad Hoc Reviewer

Academy of Management Journal
Academy of Management Review
American Psychologist
Biennial Leadership Conference
Journal of Applied Behavioral Analysis
Journal of Personality and Social Psychology
Journal of Management
Management Science
Journal of Occupational Behavior
Journal of Occupational Psychology
Journal of Organizational Behavior
Personnel Psychology
Psychological Bulletin
Society of Industrial/Organizational Psychology
National Academy of Management
National Decision Sciences Institute
Journal of International Business Studies
Journal of Vocational Behavior

Summary of Total Number of Years Served on Editorial Boards

Journal	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
ASP												
JAP					1	1	1	1	1	1	1	1
JOBM		1	1	1	1	1	1	1	1	1	1	1
JOM												
LQ			1	1	1	1*	1*	1*	1*	1*	1*	1
OBHDP	1	1	1	1	1	1	1	1	1	1	1	1
PP												
Total	1	2	3	3	4	4	4	4	4	4	4	4

Journal	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
ASP												
JAP	1	1	1	1	1**	1**	1**	1**	1	1	1	1
JOBM	1											
JOM									1	1	1	1
LQ	1	1	1	1	1	1	1	1	1	1	1	1
OBHDP	1	1	1	1	1	1	1	1	1	1	1	1
PP											1	1
Total	4	3	3	3	3	3	3	3	4	4	5	5

Journal	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
ASP	1	1	1	1	1	1						6
JAP	1	1	1	1	1	1	1	1	1			29
JOBM												12
JOM	1	1	1	1	1	1	1	1	1	1	1	15
LQ	1	1	1	1	1	1***	1***	1***	1***	1***	1***	33
OBHDP	1	1	1	1	1							29
PP	1	1	1	1	1							7
Total	5	6	6	6	6	4	3	3	3	2	2	131

Note: ASP stands for the *Archives of Scientific Psychology*, the new open-access journal sponsored by the American Psychological Association; JAP stands for the *Journal of Applied Psychology*; JOBM stands for the *Journal of Organizational Behavior Management*; JOM stands for *Journal of Management*; LQ stands for *The Leadership Quarterly*; OBHDP stands for *Organizational Behavior and Human Decision Processes*; PP stands for *Personnel Psychology*.

*Indicates period served as Features Editor for *The Leadership Quarterly*.

**Indicates period served as Associate Editor for *Journal of Applied Psychology*.

***Indicates period served as Associate Editor at *Leadership Quarterly*.

Committees and School Service

At Ohio State University

School Computer Committee
Departmental Promotion and Tenure Review Committee
Coordinator, Departmental Computer Needs Committee
Departmental Coordinator, Undergraduate Organizational Behavior Course
Departmental Coordinator, Doctoral Student Field Exams
Department Recruiting Committee

At Indiana University

School of Business

Behavioral Laboratory Committee
MBA Admissions Committee
MBA Policy Committee
Honors Program Committee
Research Grant Committee (1984, 1985, 1986, 1987, 1995)
Chairperson, Research Grant Committee (1985, 1986, 1987)
Dean's Advisory Board (1986, 1987, 1988, 1989, 1990)
Academic Council (1987, 1990, 1991)
Constituent Memberships--Dissertation Proposal Defense Committees
School Appointed Chairperson--Dissertation Proposal Defense Committees
Coordinator, Professional Manager's Component of the Indiana Executive Program (1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995)
Chairperson, Task Force to Review Faculty Resource Planning Policy (1990-1991)
Chairperson, Executive Education Department (1990-1991)
Coordinator of Leadership/Human Resources Module for MUCIA-USA AID Program [Czech Republic, Hungary, Poland --1992, 1993, 1994, 1995]
Member, Executive Education Task Force (1993, 1994, 1995, 1996, 1997)
Principal Developer of MBA Ability and Skills Assessment Instrument (1994, 1995, 1996)
Member, Promotion & Tenure Committee (1994, 1995)
Member, MBA Program Reassessment Task Force (1995, 1996)
Member, Executive Education Committee (1996, 1997, 1998, 1999)
Member, Academic Fairness Committee (1994, 1995, 1996, 1997, 1998, 1999)
Coordinator, Business Outdoor Challenge "Honors" Retreat (1993, 1994, 1995, 1996)
Facilitator, MBA Orientation at Bradford Woods (1993, 1994, 1995, 1996)
Member, Executive Education Task Force (1995, 1996, 1997)
Coordinator, CONSECO I Executive Education Program (1993, 1994, 1995, 1996)
Coordinator, WCI North American Executive Leadership Program (1994, 1995, 1996, 1997)
Coordinator, Ashland Chemical Senior Executive Program (1992, 1993, 1994, 1994, 1995)
Coordinator, Marathon Oil Executive Program (1994, 1995, 1996)
Developer, MBA Ability, Skill, and Personality Assessment Inventory (1994, 1995, 1996)
Coordinator, CONSECO Management Development Program (1994, 1995, 1996)
Coordinator, CONSECO Multiple Dimensions Program (1995, 1996)
Coordinator, Marathon Advanced Leadership Program (1996, 1997)
Coordinator, CONSECO Change Master's Program (1995, 1996)
Coordinator, Electrolux International Leadership Program (1995, 1996)

Coordinator, Leadership Component of Allison Engine Company Excellence in Leadership Program (1996, 1997, 1998)
Coordinator, Allison Engine Company Senior Management Transformational Leadership Program (1996, 1997)
Coordinator, Arvin Industries Executive Business Meeting (1997, 1998, 1999, 2000)
Coordinator, Arvin Industries Corporate Office Team Building (1998, 1999, 2000)
Coordinator, Arvin Industries Advanced Leadership and Management Program (1998, 1999, 2000, 2001)
Coordinator, Arvin Industries Leadership Excellence Program (1999, 2000, 2001)
Coordinator, Leadership Diebold Program (2004, 2005)
Presenter, Indiana Young Presidents Organization (YPO) (1996)
Director, Kelley School of Business Leadership Research Institute (1998, 1999, 2000, 2001)
Director, Kelley School of Business Leadership Development Institute (1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005)
Member, Budgetary Planning Committee (2000, 2001, 2002, 2003)
Member, MBA Task Force for Core Curriculum Redesign (2002, 2003, 2004, 2005)
Member, Kelley Direct Program Policy Committee (2005)
Member, Ph.D. Doctoral Policy Committee (2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013)
Faculty Coordinator, four week in-residency component of Sungkyunkwan University (SKKU) EMBA Program (2009, 2010, 2011, 2012, 2013)

Departmental

Recruiting Committee (1982-1988)
Departmental MBA Policy Committee (1995, 1996, 1997)
Co-Coordinator, Undergraduate Organizational Behavior Course (1993, 1984, 1985, 1986, 1987, 1988, 1989, 1990)
Coordinator, Doctoral Field Examinations (2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013)
Doctoral Field Examination Committee
Tenure/Promotion Committee (1982-1990)
MBA Human Resources Management Curriculum Committee
Chairperson, Special Task Force for OB/HRM Doctoral Curriculum
Departmental Ph.D. Policy Committee (1992, 1993)
Chair, MBA Product Line Task Force (1994)
Member, MBA Committee (1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003)
Chair, MBA Committee (2003, 2004)
Chair, Ph.D. Committee (2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013)
Chair of Organizational Behavior Search Committee (2007)
Member, Department of Management Faculty Search Committee (2008)

At University of Florida

College of Business

Chair (elected) Faculty Advisory Committee for selection of Dean of Business School (2019)
Member, DBA Committee (2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022)
Chair, DBA Committee (2016, 2017, 2018, 2019, 2020, 2021, 2022)
Faculty Chair, DBA Program (2016, 2017, 2018, 2019, 2020, 2021, 2022)
Strategic Planning Committee, Warrington School of Business (2015, 2016)
Recruiting Committee for Clinical Entrepreneurship Position (2017)

Executive Education (Partial Listing)

Since the beginning of my academic career, I have taught in over 520 executive education programs. These include programs in South America, Eastern Europe, Western Europe, and Indonesia. A partial listing of the programs follows:

Allison Engine Excellence in Leadership Program
Allison Engine Senior Management Transformational Leadership Program
Arvin Industries Advanced Management and leadership Development Program
Arvin Industries Corporate Challenge Program
Arvin Industries Corporate Team Building Program
Arvin Industries Leadership Excellence Program
Arvin Industries Senior Management Program
Arvin Industries Total Improvement Program
Arvin Industries Quality Performance System
Arvin Meritor Executive Program
Ashland Chemical Company Management Development Program
Ashland Chemical Company Plant Managers Institute
Ashland Chemical Company Simply the Best Program (Week 1)
Ashland Chemical Company Simply the Best Program (Week 2)
Ashland Chemical Company Transformational Leadership Program
Ashland Oil Management Development Program
Associated Credit Bureau Program
Carlisle Leadership Development Program
Carlisle Leadership Excellence Program
CONSECO Management Program
Duke Realty LEAD Program
Electrolux International Leadership Program
Eli Lilly New Managers Program (Module 1)
Eli Lilly New Managers Program (Module 2)
Eli Lilly New Managers Program (Module 3)
Eli Lilly New Managers Program (Module 4)
Farm Bureau Cooperative Management Development Program
Farm Bureau Insurance Program
GE Management Skills Development Program (Taught in this program for 12 years)
Hill Floral Company Program
Hoosier Fellows Leadership Program
IBM Management Program
Indiana Business Seminars
Indiana Executive Program
Indiana University Forum Program
Indiana University International Partnership Program
Indiana University Management in Action Series
Indiana University Partnership Program
Indiana University Personnel Division
Indiana University Personnel Management Training Program
Indiana University Senior Leadership Program
Indiana University President's Council (for President Miles Brand)
Indiana University Trustee's Leadership Program (for President Adam Herbert)
IU Lead Program
John Deere Leadership Program
Kimball International Leadership Program
Kimball Structured Panel Interview Program
KPLD

Lafayette Life Insurance Program
Leadership Diebold Program
Management Advancement Seminar
Marathon Oil Advanced Management Program
MUCIA International Management Program (Taught in Prague, Budapest, and Warsaw)
National Association of College Stores Management Development Program
NiSource Leadership Assessment Program
Ohio Real Estate Education Program
Prudential Insurance Agent Selection Program
Prudential Insurance Leadership Excellence Program
Prudential insurance Regional Managers Program
Public Service Indiana Management Development Program
RCI Executive Leadership Program
R.R. Donnelley Management Program
SKKU Leadership Effectiveness Program
State Farm Insurance Agent Selection Program
State Farm Insurance Claims Management Course
State Farm Insurance Claims Reorganization Program
State Farm Insurance Emerging Leaders Program
State Farm Insurance Life Sales Management Program
State Farm Insurance Leadership Program
State Farm Insurance Management Selection Program
Urban Leadership Program
WCI North American Executive Leadership Program
Wright-Patterson Management Education

Consulting Experiences (Partial Listing)

Arvin Industries	Illinois State University School of Business
Arvin-Meritor	James River Corporation
Ashland Chemical Company	Kimball International
Cincinnati Inc.	Peoples Bank
Credit Union National Association (CUNA)	Prudential Insurance Company of America
Dow Chemical	Prudential Ordinary Agencies of America
Duke Realty	State Farm Insurance Company
Elanco	Texas Gas Company
Eli Lilly and Company	Tucson Police Department
General Agents and Managers Association	
General Electric	
Georgia Pacific	
Indianapolis Metropolitan Police Department	