

**VITA**  
**May, 2025**

**Philip M. Podsakoff**  
**Hyatt and Cici Brown Chair in Business**  
Warrington College of Business Administration  
241 Stuzin Hall  
University of Florida  
Gainesville, Florida 32653  
(352) 273-3033  
[philip.podsakoff@warrington.ufl.edu](mailto:philip.podsakoff@warrington.ufl.edu)

**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**

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

## ACADEMIC HONORS AND AWARDS

- **2025 Recognized in three reviews published in the journal *Nature* for the scholarly impact of an article co-authored by Professor Podsakoff.** According to the *Nature* reviews, the article, (“Common Method Biases in Behavioral Research: A Critical Review of the literature and Recommended Remedies”) is: (a) **one of the 25 most cited articles of the 21<sup>st</sup> century** (out of over 52 million articles); (b) **one of 50 the most cited articles of all time** (out of over 82 million articles tracked during that time period); and (c) **the 27<sup>th</sup> most cited paper in 2023** (with over 5,6740 citations that year). As of April 2025, the article has received over 58,100 citations in the *Web of Science* and over 87,100 citations in *Google Scholar*. (For additional details of the *Nature* articles and the supplementary analyses that includes the data, see the following websites: <https://www.nature.com/articles/d41586-025-01125-9>; <https://www.nature.com/articles/d41586-025-01124-w>; <https://www.nature.com/articles/d41586-025-01126-8>)
- **2025 Recipient of the *Society for Industrial and Organizational Psychology (SIOP) Distinguished Teaching Contributions Award*.** This lifetime achievement award “recognizes an individual who has a record of excellence in teaching I-O psychology, developing students, and serving the teaching community.” Professor Podsakoff is only the third scholar to receive both the *SIOP Distinguished Teaching Contributions Award* and the *SIOP Distinguished Scientific Contributions Award*.
- **2021 Recipient of *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 Recipient of *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.” As of 2019, there had been only 39 recipients of this award, and two of the former recipients (Herbert Simon and Oliver Williamson) were recipients of the Nobel Prize in Economics.
- **2019 Recipient of *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.” As of 2019, there had been 45 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).
- Professor Podsakoff has been 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). His research has been **cited over 113,800 times in the *Web of Science*** (all databases search), **and over 217,000 times in *Google Scholar*.**
- **2014 *William R. Davidson Award*** – Honorable Mention, for the *Journal of Retail* 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 Elected to the Fellows Group, Academy of Management.**
- **2008-2011** Recognized by **Science Watch (“Current Classics”)** as a co-author of the **Most-Cited Article 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). [Article is: 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.] No other article in the Psychology/Psychiatry or the Business/ Economics categories was designated as a Current Classic more than six times. The “Current Classic” designation was discontinued in December of 2011.
- **2008** Recognized in the *Journal of Management* as **among the 15 most cited scholars (out of 25,000+ management scholars globally) over the past quarter century (1981-2004)**. (“Management” in this study includes strategy, OB, HR, leadership, management science, entrepreneurship, decision sciences, operations management, international management, technology and innovation, and others). The article appeared as: “Scholarly influence in the field of Management: A bibliometric analysis of the determinants of university and author impact on the management literature in the past quarter century,” *Journal of Management*, 34, 641-720.
- **2007 Elected to the Fellows Group, Society for industrial and Organizational Psychology.**
- **2005 William A. Owens Scholarly Achievement Award** for the article 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.
- **2000 The Leadership Quarterly Decennial Influential Article Award.** For the article by Podsakoff P.M., MacKenzie S.B., Moorman R.H., Fetter R. (1990), entitled “Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors,” *The Leadership Quarterly* 1, 107-142
- **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.

#### MAJOR TEACHING AWARDS

1. 2025 Recipient, ***Society for Industrial Organizational Psychology (SIOP) Distinguished Teaching Award.***
2. 2019 Recipient, ***MBA Faculty Excellence Award***, University of Florida.
3. 2017 Recipient, ***MBA Faculty Excellence Award***, University of Florida.
4. 2016 Recipient, ***MBA Faculty Excellence Award***, University of Florida.
5. 2015 Recipient, ***MBA Faculty Excellence Award***, University of Florida.
6. 2013 Recipient, ***Doctoral Students Association Distinguished Teaching Award***, Indiana University.
7. 2011 Recipient, ***MBA Teaching Excellence Award***, Indiana University.
8. 2010 Recipient, ***Doctoral Students Association Distinguished Teaching Award***, Indiana University.
9. 2009 Recipient, ***Doctoral Students Association Distinguished Teaching Award***, Indiana University.
10. 2008 Recipient, ***Doctoral Students Association Exceptional Inspiration and Guidance Award***, Indiana University.
11. 2007 Recipient, ***Doctoral Students Association Distinguished Teaching Award***, Indiana University.
12. 2001 Recipient, ***Doctoral Students Association Exceptional Inspiration and Guidance Award***, Indiana University.
13. 1999 Recipient, ***Teaching Excellence Recognition Award (TERA)***. (*TERA* is a university-wide teaching award to acknowledge the best teachers in each school/college in the University.)
14. 1998 Recipient, ***Teaching Excellence Recognition Award (TERA)***.
15. 1998 Recipient, ***MBA Student's Choice Award***, Indiana University.
16. 1997 Recipient, ***Teaching Excellence Recognition Award (TERA)***.
17. 1996 Recipient, ***Max Barney Teaching Excellence Award in Executive Education***, Indiana University.
18. 1995 Recipient, ***MBA Teaching Excellence Award in MBA Core***, Indiana University.
19. 1994 Recipient, ***Alpha Kappa Psi Alumni Award for Teaching Excellence in Management*** (Undergraduate), Indiana University.
20. 1993 Recipient, ***Doctoral Students Association Exceptional Inspiration and Guidance Award***, Indiana University.
21. 1993 Recipient, ***FACET (Faculty Colloquium on Excellence in Teaching) Award***. (University-wide faculty award for teaching excellence.)
22. 1993 Finalist, ***Doctoral Students Association Distinguished Teaching Award***, Indiana University.

23. 1992 Recipient, ***Varsity Club Outstanding Professor Award*** (Undergraduate), Indiana University.
24. 1992 Recipient, ***MBA Teaching Excellence Award***, Indiana University.
25. 1988 Recipient, ***Varsity Club Outstanding Professor Award*** (Undergraduate), Indiana University.
26. 1986 Recipient, ***Student Advisory Council Award for Outstanding Faculty Award***. (This award is an all-university faculty award for which over 100 faculty members are nominated.)
27. 1984 Recipient, ***Lilly Postdoctoral Teaching Fellowship***. (The Lilly Fellowship is a nationally competitive teaching fellowship across all academic disciplines.)
28. 1979 Recipient, ***Doctoral Student Teaching Award*** (Undergraduate), Indiana University.

#### DEAN'S CITATIONS FOR TEACHING EXCELLENCE<sup>1</sup>

1. 2013 Recipient, ***Dean's Citation for Teaching Excellence***, Indiana University.<sup>1</sup>
2. 2012 Recipient, ***Dean's Citation for Teaching Excellence***, Indiana University.
3. 2011 Recipient, ***Dean's Citation for Teaching Excellence (Fall)***, Indiana University.
4. 2011 Recipient, ***Dean's Citation for Teaching Excellence (Spring)***, Indiana University.
5. 2010 Recipient, ***Dean's Citation for Teaching Excellence***, Indiana University.
6. 2009 Recipient, ***Dean's Citation for Teaching Excellence, (Fall)***, Indiana University.
7. 2009 Recipient, ***Dean's Citation for Teaching Excellence, (Spring)***. Indiana University.
8. 2008 Recipient, ***Dean's Citation for Teaching Excellence, (Fall)***, Indiana University.
9. 2007 Recipient, ***Dean's Citation for Teaching Excellence, (Fall)***, Indiana University.
10. 2006 Recipient, ***Dean's Citation for Teaching Excellence, (Fall)***, Indiana University.
11. 2004 Recipient, ***Dean's Citation for Teaching Excellence, (Fall)***, Indiana University.
12. 2004 Recipient, ***Dean's Citation for Teaching Excellence, (Spring)***. Indiana University.
13. 2002 Recipient, ***Dean's Citation for Teaching Excellence, (Fall)***, Indiana University.
14. 2001 Recipient, ***Dean's Citation for Teaching Excellence (Fall)***. Indiana University.
15. 2001 Recipient, ***Dean's Citation for Teaching Excellence (Spring)***. Indiana University.
16. 2000 Recipient, ***Dean's Citation for Teaching Excellence (Fall)***. Indiana University.
17. 2000 Recipient, ***Dean's Citation for Teaching Excellence (Spring)***. Indiana University.
18. 1998 Recipient, ***Dean's Citation for Teaching Excellence (Spring)***. Indiana University.
19. 1997 Recipient, ***Dean's Citation for Teaching Excellence (Fall)***. Indiana University.
20. 1997 Recipient, ***Dean's Citation for Teaching Excellence (Spring)***. Indiana University.
21. 1995 Recipient, ***Dean's Citation for Teaching Excellence***. Indiana University.
22. 1994 Recipient, ***Dean's Citation for Teaching Excellence***. Indiana University.

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<sup>1</sup>Dean's Citations for Teaching Excellence were awarded at Indiana University to those faculty members who received student evaluations that placed them approximately one standard deviation above their peers' teaching ratings.

## RECOGNITION BY UNIVERSITY OF FLORIDA MBA STUDENTS IN POETS & QUANTS

1. 2019 **Recognized** in **Poets & Quants** by MBA Student **Nicholas Ramos** as “**My Favorite Professor of the Year.**” <https://poetsandquants.com/2019/05/26/favorite-professors-of-the-mba-class-of-2019/3/>
2. 2017 **Recognized** in **Poets & Quants** by MBA Student **Craig Schafer** as “**My Favorite Professor of the Year.**” <https://poetsandquants.com/2017/08/07/2017-mbas-to-watch-craig-schaefer-university-of-florida-hough/>
3. 2015 **Recognized** in **Poets & Quants** by MBA student **Carly Escue** as “**Teaching one of her favorite classes.**” <https://poetsandquants.com/2015/06/10/2015-mba-to-watch-carly-escue/>

## OTHER AWARDS, HONORS AND RECOGNITIONS

- 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.



## JOURNAL ARTICLES

**TOTAL CITATIONS: *Web of Science (All Databases Search)* = 114,000+  
*Google Scholar Search* = 217,000+**

1. Podsakoff, P.M., Podsakoff, N.P., Williams, L.J., Huang, C., & Yang, J. (2024) Common method bias: It's bad, it's complex, it's widespread, and it's not easy to fix. ***Annual Review of Organizational Psychology and Organizational Behavior***, 11, 17-61.
  - Hot paper (Essential Science Indicators), with over 270 *Web of Science* citations and over 390 *Google Scholar* citations<sup>1</sup>
  - According to the *Web of Science (all databases search)*, this article is among the 90 most-cited articles of the over 4,300,000 articles tracked in the WoS in 2024.
2. Maynes, T.D., Podsakoff, P.M., Podsakoff, N.P., & Yoo, A. (2024). Harnessing the power of employee voice for Individual and organizational effectiveness. ***Business Horizons***, 67, 283-298.
3. Podsakoff, N.P., Freiburger, K.J., Podsakoff, P.M., & Rosen, C.C. (2023). Laying the Foundation for the Challenge-Hindrance Stressor Framework 2.0. ***Annual Review of Organizational Psychology and Organizational Behavior***, 10, 165-199.
  - Highly cited paper (Essential Science Indicators) with over 55 *Web of Science* citations and over 80 *Google Scholar* citations.<sup>2</sup>
4. 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 250 *Web of Science* citations and over 410 *Google Scholar* citations.<sup>2</sup>
5. Antonakis, J., Banks, G.C., Bastardo, N., Cole, M.S., et al. (2019). The Leadership Quarterly: State of the journal. ***Leadership Quarterly***, 30, 1-9.
6. 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.
  - Recognized as the runner-up to the *AMLE* Best Paper Award, which was presented at the Annual Academy of Management Meetings in Boston in 2019.
7. 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 455 *Web of Science* citations and over 830 *Google Scholar* citations.<sup>2</sup>
  - According to the *Web of Science*, this article has been referenced in over a dozen editorial or journal commentaries.

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<sup>1</sup> According to the *Web of Science*, "**hot papers**" are those that receive enough citations to place them in the top 0.1% of the academic field (and year) in which the articles are published.

<sup>2</sup> 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.

- Chosen by former editors of *Organizational Research Methods* as one of their favorite articles published in the journal. (See Lambert, L.S., & Kohler, T. 2023. "Celebrating 25 years of ORM." *Organizational Research Methods*, 26, 571-573.)
  - Featured in Green, Tonidandel, & Cortina (ORM, 2016), Bergh et al. (JOM, 2022), Lambert & Newman (ORM, 2023), and Voss et al. (IOP, 2022), in discussing the importance of clear conceptual definitions in science.
8. 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.
  9. 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.
    - Highly cited paper (Essential Science Indicators) with over 445 *Web of Science* citations and over 810 *Google Scholar* citations.<sup>2</sup>
    - 4<sup>th</sup> most cited article in volume 99 of *JAP*.
    - Cited by Kohler, Landis, & Cortina (2017, p. 186), as an exemplar of the use of methodological rigor in management research.
  10. 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-S11
  11. 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.
  12. 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 11,200 *Web of Science* citations (*All databases search*); and over 15,730 *Google Scholar* citations.<sup>2</sup>
    - 2<sup>nd</sup> Most-cited article ever published in the *Annual Review of Psychology*.
    - According to the *Web of Science* (all databases search), this is the 22<sup>nd</sup> most cited article of the 2,805,000+ articles tracked in 2012, and it has been cited in almost two dozen editorial comments.
  13. MacKenzie, S.B. & Podsakoff, P.M. (2012). Common Method Bias in Marketing: Causes, Mechanisms, and Procedural Remedies. ***Journal of Retailing***, 88, 556-562.
    - Recipient of 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 1,990 *Web of Science* citations and over 3,200 *Google Scholar* citations.<sup>2</sup>
    - Most-cited article published in *JOR* in 2012, 5<sup>th</sup> most cited in *JOR* of all time.
  14. 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.



15. 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.
16. 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 2,260 *Web of Science* citations and over 4,050 *Google Scholar* citations.<sup>2</sup>
  - Most cited article published in *MISQ* in 2011.
  - According to the *Web of Science*, this article has been cited over a dozen times in editorial comments.
17. 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.
18. 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.
19. 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.
20. 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.
21. 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.
22. 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 1,815 *Web of Science* citations and over 3,955 *Google Scholar* citations.<sup>2</sup>
  - Most cited article published in Volume 94 of *JAP*.
23. 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.
24. Podsakoff, P.M., MacKenzie, S.B., Podsakoff, N.P., & Bachrach, D.G. (2008). Scholarly influence in the field of management: A bibliometric analysis of the determinants of university and author impact in the management literature in the past quarter century. **Journal of Management**, 34, 641-720.
25. 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.

26. 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.
  
27. 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 1,290 *Web of Science* citations and over 2,515 *Google Scholar* citations.<sup>2</sup>
  
28. 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.
  - Finalist for the "Best Paper" Award for Volume 14 in *The Leadership Quarterly*.
  
29. 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.
  - Most-cited article ever published in the *Journal of Applied Psychology*.
  - Highly cited paper (Essential Science Indicators) with over 58,165 *Web of Science* citations (all databases search) and over 85,600 *Google Scholar* citations.<sup>2</sup>
  - One of the 50 most-cited articles in the *Web of Science* (of the over 121,000,000+ articles tracked on the *Web of Science*, *All databases search*)
  - Recipient 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.
  - 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 60 editorial comments or journal commentaries. (See pages 30-34 for a list of these articles.)
  
30. 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.
  - 5<sup>th</sup> most-cited article published in the *Journal of Consumer Research* with over 4,000 *Web of Science* citations and over 8,345 *Google Scholar* citations.
  - One of the 200 most-cited articles in the *Web of Science* in 2003 (of the over 1,946,135+ articles tracked on the *Web of Science* in 2003, *All databases search*)
  - (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.

- According to the *Web of Science*, this article has been cited in almost two dozen editorial comments.
31. 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.
  32. 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.
  33. 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.
    - 6<sup>th</sup> most-cited article published in the *Journal of Management*, with over 3,660 *Web of Science* citations and over 11,285 *Google Scholar* citations.
    - 2008 Reprinted in: Altman, Y., Bournois, F., & Boje, D. (Ed.). *Managerial Psychology*. London, UK: Sage.
  34. 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.
  35. 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.
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  - Finalists for the "Best Paper" Award for Volumes 1-4 (1990-1993) in ***The Leadership Quarterly***.
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#### COMPETITIVE PROCEEDINGS PAPERS

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#### COMPETITIVE PAPERS, SYMPOSIA, AND PANEL DISCUSSIONS

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20. 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.
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23. 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.
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39. 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.
40. 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.

41. 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.
42. Podsakoff, N.P., Bommer, W.H., Podsakoff, P.M., & MacKenzie, S.B. (2007). What Do the MLQ Contingent Reward and Management-By-Exception Scales Actually Measure? Additional Evidence of the Differential Validity of the MLQ and LRPQ Transactional Leadership Behavior Scales. Paper presentation at the National Academy of Management Meetings, Philadelphia.
43. 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.
44. Podsakoff, P.M., MacKenzie, S.B., Podsakoff, N.P. & Shen, W. (2005). Formative Measurement Models in Organizational Behavior and Strategy Research: Overview, Examples, and Issues in Construct Validation. Symposium at the National Academy of Management Meeting, Oahu.
45. 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.
46. 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.
47. 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.
48. 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.
49. 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.
50. 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.
51. 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.
52. 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.

53. Podsakoff, P.M. (August, 1998). Organizational citizenship behavior in sales contexts: Where do we go from here? Presented at the AMA Summer Conference, Boston, Mass.
54. Ahearne, M., MacKenzie, S.B., & Podsakoff, P.M. (February, 1997). An Examination of the Effects of Organizational Citizenship Behaviors on Sales Team Performance. Presented at the Marketing Science Meetings, Berkeley, CA.
55. MacKenzie, S.B., & Podsakoff, P.M. (February, 1994). Organizational Citizenship Behavior and Sales Unit Effectiveness. Paper presented at Society for Consumer Psychology Conference, St. Petersburg, Florida.
56. MacKenzie, S.B., & Podsakoff, P.M. (June, 1993). Organizational Citizenship Behavior and Sales Performance. Paper presented at the Marketing Research Seminar Series, Pennsylvania State University.
57. 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.
58. MacKenzie, S.B., & Podsakoff, P.M. (August, 1992). An Empirical Examination of the Effects of Organizational Citizenship Behaviors (OCBs) on Organizational Success: Do OCBs Help or Hinder Organizational Performance? Paper presented at the National Academy of Management Meetings, Las Vegas.
59. 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.
60. 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.
61. MacKenzie, S.B., Podsakoff, P.M., & Fetter, R. (February, 1991). A Multi-Study Examination of the Relative Impact of Citizenship Behaviors and Sales Productivity on the Performance Evaluations of Sales Personnel across Levels in Organizations. Paper presented at the Winter Marketing Educators' Conference, Orlando, Florida.
62. Podsakoff, P.M., MacKenzie, S.B., & Fetter, R. (August, 1991). Substitutes for Managerial, Professional, and White-Collar Leadership: What Role Does Job Type Really Play? Paper presented at the National Academy of Management Meetings, Miami.
63. 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.)
64. 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.
65. 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.



66. 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.
67. 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.
68. 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.
69. 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.
70. 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.
71. 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.
72. 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.
73. 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.
74. Williams, L.J., & Podsakoff, P.M. (1987). Confirmatory and structural analyses using LISREL. Paper presented at the Decision Sciences Meetings, Boston.
75. 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.
76. 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.
77. 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.
78. 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.

79. 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.
80. 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
81. 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).
82. 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.
83. 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.
84. 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.
85. 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.
86. 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.
87. 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.
88. 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.
89. 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.
90. 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.

91. 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.
92. 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
93. 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.
94. 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.
95. Podsakoff, P.M., & Schriesheim, C.A. (1984). The content validity of leader reward and punishment scales. Paper presented at the Southern Management Association Meetings.
96. 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.
97. 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.
98. 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.
99. 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.
100. 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.
101. 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.
102. 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.
103. 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.

104. 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.
105. 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.
106. 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.
107. 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.
108. 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.
109. 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.
110. 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.
111. 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.
112. 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.
113. 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.
114. 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**  
**25 Most-Cited Applied Psychology and Management Articles (as of March 21, 2025)**

#	Article	Year Published	Years since Publication	Number of Citations	Rank by No. of Cites	Number Cites/ Year	Rank by No. Cites/ Year
1	Ajzen, I. (1991). The theory of planned behavior. <i>Organizational Behavior and Human Decision Processes</i> , 50, 179-211.	1991	35	60,137	1	1,718.20	2
2	<b>Podsakoff, P.M., MacKenzie, S.B., Lee, J.-Y., &amp; 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.</b>	<b>2003</b>	<b>23</b>	<b>57,696</b>	<b>2</b>	<b>2,508.52</b>	<b>1</b>
3	Barney, J. (1991). Firm resources and sustained competitive advantage. <i>Journal of Management</i> , 17, 99-120.	1991	35	33,498	3	957.09	4
4	Davis, F.D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. <i>MIS Quarterly</i> , 13, 319-340	1989	37	33,180	4	896.76	5
5	Eisenhardt, K.M. (1989). Building theories from case study research. <i>Academy of Management Review</i> , 14, 532-550.	1989	37	29,892	5	807.89	6
6	Venkatesh, V., Morris, M.G., Davis, G.B., & Davis, F.D. (2003). User acceptance of information technology: Toward a unified view. <i>MIS Quarterly</i> , 27, 425-478.	2003	23	23,316	6	1,013.74	3
7	Cohen, W.M., & Levinthal, D.A. (1990). Absorptive-capacity – A new perspective on learning and innovation. <i>Administrative Science Quarterly</i> , 35, 128-152.	1990	36	18,915	7	525.42	12
8	Teece, D.J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. <i>Strategic Management Journal</i> , 18, 509-533.	1997	29	18,829	8	649.24	8
9	Davis, F.D., Bagozzi, R.P., & Warshaw, P.R. (1989). User acceptance of computer technology: A comparison of 2 theoretical models. <i>Management Science</i> , 35, 982-1003.	1989	37	14,975	9	404.73	16
10	Wernerfelt, B. (1984). A resource-based view of the firm. <i>Strategic Management Journal</i> , 5, 171-180.	1984	42	14,376	10	342.29	21
11	March, J.G. (1991). Exploration and exploitation in organizational learning, <i>Organization Science</i> , 2, 71-87.	1991	35	13,953	11	398.66	18
12	McPherson, M., Smith-Lovin, L., & Cook, J.M. (2001). Birds of a feather: Homophily in social networks. <i>Annual Review of Sociology</i> , 27, 415-444.	2001	25	13,786	12	551.44	10
13	<b>Podsakoff, P.M., &amp; Organ, D.W. (1986). Self-reports in organizational research – Problems and prospects. <i>Journal of Management</i>, 12, 531-544.</b>	<b>1986</b>	<b>40</b>	<b>13,617</b>	<b>13</b>	<b>340.43</b>	<b>22</b>
14	Mayer, R.C., Davis, J.H., & Schoorman, F.D. (1995). An integrative model of organizational trust. <i>Academy of Management Review</i> , 20, 709-734.	1995	31	13,586	14	438.26	14

15	Bandura, A. (2001). Social cognitive theory: An agentic perspective. <i>Annual Review of Psychology</i> , 52, 1-26.	2001	25	13,490		539.60	11
16	Venkatesh, V., & Davis, F.D. (2000). A theoretical extension of the Technology Acceptance Model: Four longitudinal field studies. <i>Management Science</i> , 46, 186-204.	2000	26	12,731	15	489.65	13
17	Eisenhardt, K.M. & Graebner, M.E. (2007). Theory building from cases: Opportunities and challenges. <i>Academy of Management Journal</i> , 50, 25-32.	2007	19	11,802	17	621.16	9
18	Nahapiet, J. & Ghoshal, S. (1998). Social capital, intellectual capital, and organizational advantage. <i>Academy of Management Review</i> , 23, 242-266.	1998	28	11,275	16	402.68	17
19	Suchman, M.C. (1995). Managing legitimacy: Strategic and Institutional approaches. <i>Academy of Management Review</i> , 20, 571-610.	1995	31	11,173	19	360.42	19
20	<b>Podsakoff, P.M., MacKenzie, S.B., &amp; 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.</b>	<b>2012</b>	<b>14</b>	<b>11,070</b>	<b>23</b>	<b>790.71</b>	<b>7</b>
21	Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. <i>Organization Science</i> , 5, 14-37.	1994	32	10,865	18	339.53	23
22	Banker, R.D., Charnes, A., & Cooper, W.W. (1984). Some models for estimating technical and scale inefficiencies in data envelopment analysis. <i>Management Science</i> , 30, 1078-1092.	1984	42	10,724	20	255.33	24
23	Grant, R.M. (1996). Toward a knowledge-based theory of the firm. <i>Strategic Management Journal</i> , 17, 109-122.	1996	30	10,375	21	345.83	20
24	Maslach, C., Schaufeli, W.B., & Leiter, M.P. (2001). Job Burnout. <i>Annual Review of Psychology</i> , 52, 397-422.	2001	25	10,136	22	405.44	15
25	Hambrick, D.C., & Mason, P.A. (1984). Upper echelons: The organization as a reflection of its top management. <i>Academy of Management Review</i> , 9, 193-206.	1984	42	9,928	25	236.38	25

Source: Thompson Reuters ISI Web of Knowledge, All Databases search.

Journals included in analysis: *Academy of Management Annals*, *Academy of Management Journal*, *Academy of Management Learning & Education*, *Academy of Management Perspectives*, *Academy of Management Review*, *Administrative Science Quarterly*, *Annual Review of Psychology*, *Annual Review of Sociology*, *British Journal of Management*, *California Management Review*, *Entrepreneurship Theory and Practice*, *Group & Organization Management*, *Harvard Business Review*, *Human Relations*, *Human Resource Management Review*, *Journal of Applied Psychology*, *Journal of Business Ethics*, *Journal of Business Research*, *Journal of Business Venturing*, *Journal of International Business Studies*, *Journal of Management*, *Journal of Management Inquiry*, *Journal of Management Studies*, *Journal of Occupational and Organizational Psychology*, *Journal of Organizational Behavior*, *Leadership Quarterly*, *Long Range Planning*, *Management International Review*, *Management Science*, *MIS Quarterly*, *Organizational Behavior and Human Decision Processes*, *Organizational Behavior and Human Performance*, *Organizational Research Methods*, *Organization Science*, *Organization Studies*, *Personnel Psychology*, *Research Policy*, *Strategic Management Journal* [Total N = 153,549 articles]

**Table 2**  
**Other Articles Authored by Philip M. Podsakoff that Have received over 1,000 Citations (as of March 21, 2025)**

	Article	Year Published	Years Since Publication	Number of Citations	Number Cites/Year
1	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	232	3,988	173.39
2	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	36	3,838	106.61
3	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	26	3,649	140.35
4	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. <i>MIS Quarterly</i> , 35, 293-334.	2011	15	2,251	150.07
5	MacKenzie, S.B. & Podsakoff, P.M. (2012). Common method bias in marketing: Causes, mechanisms, and procedural remedies. <i>Journal of Retailing</i> , 88, 542-555.	2012	14	1,971	140.79
6	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	17	1,805	106.18
7	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. <i>Journal of Management</i> , 22, 259-298	1996	30	1,317	43.90
8	MacKenzie, S.B., Podsakoff, P.M., & Jarvis, C.B. (2005). The problem of measurement model misspecification in behavioral research and some recommended solutions. <i>Journal of Applied Psychology</i> , 90, 710-730.	2005	21	1,284	61.14

Source: Thompson Reuters ISI Web of Knowledge, All Databases search, March 31, 2025.

<sup>1</sup>Citations 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.

According to an article posted on David Pendlebury's blog on September 23, 2020, of the 50,721,407 articles tracked on the Web of Science up to that time: (a) only .005% of articles had at least 3,000 citations; .01% had at least 2,000 citations, and .04% had at least 1,000 citations. Source: Pendlebury, D. (Sept. 23, 2020). Citation laureates 2020: The giants of research. <https://clarivate.com/webofsciencegroup/article/citation-laureates-2020-the-giants-of-research/>



## 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. Ayoko, O.B., & Ashkanasy, N.M. (2021). Guest Editorial: The physical environment of organizational behavior (OB). *Journal of Managerial Psychology*, 4, 301-309.
4. 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.
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### Summary of Teaching Awards for Professor Philip M. Podsakoff

Year	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989
International Teaching Award											
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 Club 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
International Teaching Award										
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
International Teaching Award										
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
International Teaching Award										
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
International Teaching Award						SIOP Distinguished Teaching Award <sup>1</sup>				1
National Award*										1
University Level										5
Executive Education										1
Alumni Level										1
Ph.D. Level										7
MBA Level										8
Undergrad Level										4
Totals										28

Note: TERA stands for Teaching Excellence Recognition Award.

<sup>1</sup>SIOP stands for the Society of Industrial and Organizational Psychology

## DISSERTATION COMMITTEES

### Chairperson or Co-Chairperson

- Kjiel Carlson (2025). "Relationship of owner humility, narcissism and tenure on firm performance."
- Nadia Tepper (2025). Effects of challenge and hindrance stressors and stress mindset on employee attitudes and job performance.
- Valdecino Assuncao. (2023). "Effects of employee voice behavior on organizational effectiveness: An examination in automobile dealerships"
- Michael Jones. (2023). "The economic cost of the mis-organization of small airports."
- Alex Stewart. (2023). "The effects of personality, experience, and motivation on objective leader effectiveness."
- Traci Johnston. (2023). "The changing (or not changing) influence of management journals."
- Amber Yoo. (2023). "Speaking up in organizational settings: Consequences of employee constructive voice."
- Alan West. (2022). "Transfer of Fiscal Accountability Training: A Qualitative and Quantitative Assessment."
- Jon Walkwitz. (2022). "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."
- 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 (1986-2025)**

Doctoral Student	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
1. Michael Ahearne										1		2	1	
2. Daniel G. Bachrach														
3. Elliot Bendoly														
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. Kristen J. Freiburger														
10. Chengquan Huang														
11. Chun Hui								1						
12. Vandra Huber							1							
13. Cheryl Jarvis														
14. Jonathon Johnson									1	1				1
15. Valya Kuskova														
16. Jay Lee														
17. Timothy D. Maynes														
18. Deborah Mesch									1					
19. Paresh Mishra														
20. Robert Moorman					1		1							
21. Brian Niehoff								1						
22. Julie Beth Paine														1
23. Jason Pierce														
24. Greg Rich										1				1
25. Steven W. Whiting														
26. Larry J. Williams	1	1		1										
27. Margaret Williams			1				1	1						
28. Junhui Yang														
29. Amber Yoo														

**Summary of Refereed Articles and Scholarly Book Chapters Published with  
Doctoral Students (and Former Doctoral Students) as Co-Authors (1986-2025)**

Doctoral Student	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
1. Michael Ahearne											1			
2. Daniel G. Bachrach	1	1				1			1					
3. Elliot Bendoly		1												
4. Brian Blume										1				
5. William H. Bommer							1							
6. Jiing-Lih Farh														
7. Richard Fetter														
8. Deborah Freedman														
9. Kristen J. Freiburger														
10. Chengquan Huang														
11. Chun Hui														
12. Vandra Huber														
13. Cheryl Jarvis				1		1							1	
14. Jonathon Johnson														
15. Valya Kuskova											1	1		
16. Jay Lee				2										
17. Timothy D. Maynes													1	
18. Deb Mesch														
19. Paresh Mishra												1		
20. Robert Moorman														
21. Brian Niehoff														
22. Julie Beth Paine	1													
23. Jason Pierce									1					
24. Greg Rich		1												
25. Steven W. Whiting									1	1		1	1	
26. Larry J. Williams														
27. Margaret Williams														
28. Junhui Yang														
29. Amber Yoo														

**Summary of Refereed Articles and Scholarly Book Chapters Published with  
Doctoral Students (and Former Doctoral Students) as Co-Authors (1986-2025)**

Doctoral Student	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
1. Michael Ahearne															5
2. Daniel G. Bachrach															4
3. Elliot Bendoly															1
4. Brian Blume															1
5. William H. Bommer															6
6. Jiing-Lih Farh															2
7. Richard Fetter															4
8. Deborah Freedman															1
9. Kristen J. Freiburger										1					1
10. Chengquan Huang											1				1
11. Chun Hui															1
12. Vandra Huber															1
13. Cheryl Jarvis															3
14. Jonathon Johnson															3
15. Valya Kuskova															2
16. Jay Lee															2
17. Timothy D. Maynes	3	1									1				6
18. Deb Mesch															1
19. Paresh Mishra					1										2
20. Robert Moorman															2
21. Brian Niehoff															1
22. Julie Beth Paine															2
23. Jason Pierce															1
24. Greg Rich															2
25. Steven W. Whiting	1	1													6
26. Larry J. Williams											1				4
27. Margaret Williams															3
28. Junhui Yang											1				1
29. Amber Yoo											1				1
<b>TOTAL =</b>															<b>70</b>



## SERVICE ACTIVITIES

### Academic 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.
- Keynote speaker in OB Division of the Academy of Management at the Junior Faculty Consortium on the topic of writing high-impact articles (2015-2016)

#### Editorial Boards (see summary on page 47)

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

**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	2023
ASP	1	1	1	1	1	1						
JAP	1	1	1	1	1	1	1	1	1			
JOBM												
JOM	1	1	1	1	1	1	1	1	1	1	1	1
LQ	1	1	1	1	1	1***	1***	1***	1***	1***	1***	1***
OBHDP	1	1	1	1	1							
PP	1	1	1	1	1							
Total	5	6	6	6	6	4	3	3	3	2	2	2

Journal	2024	2025	2026	2027	2028	Total						
ASP												6
JAP												29
JOBM												12
JOM	1	1										18
LQ	1***	1***										36
OBHDP												29
PP												7
Total	2	2										137

Note: ASP = Archives of Scientific Psychology; JAP = Journal of Applied Psychology; JOBM = Journal of Organizational Behavior Management; JOM = Journal of Management; LQ = The Leadership Quarterly; OBHDP = Organizational Behavior and Human Decision Processes; PP = 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 *The 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)  
 Chairperson, DBA Program (2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025)  
 Faculty Chair, DBA Program (2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025)  
 Strategic Planning Committee, Warrington School of Business (2015, 2016)  
 Recruiting Committee for Clinical Entrepreneurship Position (2017)  
 Keynote speaker (2020-2024) Teaching Preparation Seminar (Discussion of the important role of teaching to be a successful academic)

## MANAGEMENT EDUCATION, MANAGEMENT DEVELOPMENT, CONSULTATIONS

### 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	