VITA

William J Becker

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Business Address: Virginia Tech

Department of Management

Pamplin College of Business

National Capital Region, Northern Virginia Center

7054 Haycock Road, Suite 354;

Falls Church, VA 22043

Work Phone: (703) 538-8418

Email Address: [beckerwj@vt.edu](mailto:beckerwj@vt.edu)

Home Address: 19280 Harlow Sq

Leesburg, VA 20176

# Academic Experience

Virginia Tech, Pamplin College of Business, Associate Professor (2016 – present)

Texas Christian University, Neeley School of Business, Assistant Professor (2010 - 2016)

# Education

1. University of Arizona, Tucson, AZ

PhD Management Minor: Cognitive Science, May, 2010

2. University of Connecticut, Storrs, CT

Major: Economics (MA) 1997

3. United States Naval Academy, Annapolis, MD

Major: Marine Engineering (BS) 1989

### Publications

Musselman, R. & Becker, W. J. (in press) Paying it Forward and Backward: Generativity and High Quality Mentoring. *Journal of Managerial Psychology*.

Becker, W.J., Wald, J., Mansi, S., & Nazari, M. (in press). Proxy favors: Confidential voting with institutional dual holders. *Corporate Governance: An International Review*.

Gottfredson, R. K. & Becker, W. J. (in press). How past trauma impacts emotional intelligence: Examining the connection. *Frontiers in Psychology*.

MacDonald, J., Conroy, S.A., Eckerd, S. & Becker, W. J. (2023) Where are the workers? Leadership‐follower fit and behavioral work withdrawal in the logistics supply chain. *Journal of Business Logistics, 44*, 387-406.

Becker, W. J., Belkin, L. Y., Tuskey, S. E., & Conroy, S. A. (2022). Surviving remotely: How job control and loneliness during a forced shift to remote work impacted employee work behaviors and well‐being. *Human Resource Management, 61*, 449-464. Finalist for HRM best article 2023.

Gisches, E., Qi, H., Rapoport, A., & Becker, W.J. (2021) Strategic retailers and myopic consumers: Competitive pricing of perishable goods. *Journal of Behavioral and Experimental Economics, 92*.

Becker, W. J., Belkin, L.Y., Conroy, S. A., & Tuskey, S., (2021). Killing me softly: Organizational e-mail monitoring expectations’ impact on employee and significant other well-being. *Journal of Management, 47,* 1024-1052*.*

Belkin, L.Y., Becker, W. J., & Conroy, S. A., (2020). The invisible leash: The impact of organizational expectations for email monitoring after-hours on employee resources, well-being, and turnover intentions. *Group & Organization Management, 45*, 709-740*.*

Sauer, S. J., Rodgers, M. S., & Becker, W.J. (2018). The Effects of Goals and Pay Structure on Managerial Reporting Dishonesty. *Journal of Accounting, Ethics & Public Policy, 19,* 377-418.

Becker, W. J., Conroy, S., Djurdjevic, E. & Gross, M. (2018) Crying is in the eyes of the beholder: The effects of crying in organizations. *Emotion Review, 10,* 125-137.

Becker, W. J. & Curhan, J. R. (2018). The dark side of subjective value in sequential negotiations: The mediating role of pride and anger. *Journal of Applied Psychology, 103,* 74-87*.*

Becker, W. J., Cropanzano, R., Van Wagoner, P. & Keplinger, K. (2018). Emotional labor within teams: Outcomes of individual and peer emotional labor on perceived team support, extra-role behaviors, and turnover intentions. *Group & Organization Management, 43,* 38-71.

Volk, S., Pearsall, M. Christian, M. S., & Becker, W. J. (2017) Chronotype diversity in teams: Toward a theory of team energetic asynchrony. *Academy of Management Review, 42,* 683-702.

Massaro, S., Cropanzano, R, & Becker, W. J. (2017). Deontic justice and organizational neuroscience. *Journal of Business Ethics, 144*, 733-754.

Waldman, D. A., Ward, M. K., & Becker, W. J. (2017). Neuroscience in organizational behavior. *Annual Review of Organizational Psychology and Organizational Behavior, 4,* 425-444.

Conroy, S., Becker, W. J., & Menges, J. (2017). The meaning of my feelings depends on who I am: Work-related identifications shape emotion effects in organizations. *Academy of Management Journal, 60,* 1071-1093.

Boswell, W. R., Olson-Buchanan, J., Butts, M., & Becker, W. J. (2016). Managing after-hours electronic work communications. *Organizational Dynamics*, 45, 291-297.

Butts, M., Becker, W. J., & Boswell, W. R. (2015) Hot buttons and time sinks: The effects of electronic communication during nonwork time on emotions and work-nonwork conflict. *Academy of Management Journal*, 58, 763-788.

Becker, W. J., & Cropanzano, R. (2015). Good acting requires a good cast: A meso-level model of deep acting in work teams. *Journal of* *Organizational Behavior*. 36, 232-249.

Becker, W. J., Volk, S., & Ward, M. K. (2015). Leveraging neuroscience for smarter approaches to workplace intelligence. *Human Resources Management Review*. 25, 56-67.

Ashkanasy, N. M., Becker, W. J., & Waldman, D.A. (2014). Neuroscience and organizational behavior: Avoiding neuro-euphoria and neuro-phobia. *Journal of* *Organizational Behavior*. 35, 909-919.

Volk, S., & Becker, W. J., (2014). How insights from neuroeconomics can inform organizational research: The case of prosocial organizational behavior. *Schmalenbach Business Review,* Special Issue 5/14, 65-86.

Cropanzano, R, & Becker, W. J. (2013). The promise and peril of organizational neuroscience: Today and tomorrow. *Journal of Management Inquiry*. 22, 306-310.

Becker, W. J. & Menges, J. (2013). Biological implicit measures in HRM and OB: A question of how not if. *Human Resources Management Review,* 23, 219-228.

Becker, W. J., Cropanzano, R., & Sanfey, A. (2011). Organizational neuroscience: Taking organizational theory inside the neural black box. *Journal of Management*, 37, 933-961.

Becker, W. J., & Cropanzano, R. (2011). Dynamic aspects of voluntary turnover: An integrated approach to curvilinearity in the performance-turnover relationship. *Journal of Applied Psychology,* 96, 233-246.

Becker, W. J., Connolly, T., & Slaughter, J. E. (2010). The effect of job offer timing on job acceptance, performance, and turnover. *Personnel Psychology, 63*, 223-241.

Becker, W. J., & Cropanzano, R. (2010). Organizational neuroscience: Prospects and promise of an emerging discipline. *Journal of* *Organizational Behavior, 31,* 1055-1059. Incubator section.

**Book Chapters:**

Becker, W. J., Musselman, R. & Cechova, K., (2023). A Neuroscience Perspective on Individual Differences in Organizations. In A. Tuncdogan, O.A. Acar, H. Volberda, & K. de Ruyter, (Eds.), *Oxford Handbook of Individual Differences in Organizational Contexts* (pp xxx), New York: Oxford University Press.

Becker, W. J., Tuskey, S. & Beugré, C. D., (2022). Affective Computing and Human Resource Management. In S. G. Strohmeier, (Eds.), *Handbook of Research on Human Resource Management and Artificial Intelligence* (pp 249-260), Cheltenham, UK: Edward Elgar

Becker, W. J. & Ward, M. K., (2017). Leadership and Neuroscience. In S. G. Rogelberg, K. M. Shockley, & S. Tonidandel (Eds.), *SAGE Encyclopedia of Industrial & Organizational Psychology* (2nd ed.).

Ward, M. K., Reeck, C., and Becker, W. J. (2017). A brief primer in using functional magnetic resonance imaging (fMRI) in entrepreneurship research. In M. Day, M., Boardman, and N. Krueger (Eds.), *Handbook of Research Methodologies and Design in Neuro-entrepreneurship* (pp 120-149), Cheltenham, UK: Edward Elgar.

Massaro, S. & Becker, W. J. (2015). Organizational justice through the window of neuroscience. In D. A. Waldman, & P. A. Balthazard (Eds.), *Organizational Neuroscience* (pp 189-211). Bingley, UK: Emerald.

Ward, M. K., Volk, S., & Becker, W. J. (2015). An overview of organizational neuroscience. In D. A. Waldman, & P. A. Balthazard (Eds.), *Organizational Neuroscience* (pp 17-50). Bingley, UK: Emerald.

Peterson, S. J., Reina, C. S., Waldman, D. A., & Becker, W. J. (2015). Using Physiological Methods to Study Emotions in Organizations. In N. M. Ashkanasy, W. J. Zerbe, & C. E. J. Hartel (Eds.) *Research on Emotion in Organizations: New Ways of Studying Emotion in Organizations.* (Vol. 11, pp 1-27). Bingley, UK: Emerald.

Cropanzano, R, Becker, W. J., & Feldman, J. (2012). Affect and negotiation. In B. M. Goldman, & D. L. Shapiro (Eds.), *The psychology of negotiations in the 21st century*. San Francisco: Jossey-Bass.

Becker, W. J., & Cropanzano, R. (2012). Display Rules and Emotional Labor within Work Teams. In C. E. J. Hartel, N. M. Ashkanasy, & W. J. Zerbe (Eds.) *Research on Emotion in Organizations: What Have We Learned? Ten Years On. (Vol. 7)*. Bingley, UK: Emerald.

### Works Under Review & In Progress

Belkin, L., Williams, M., Tuskey, S., & Becker, W. J. Transformative Events: How External Shocks Shape Employee Feelings, Perceptions and Discretionary Work Behaviors. Reject & Resubmit at *Organizational Science*.

Kong, D., Sheridan, S., Ambrose, M., Belkin, L., & Becker, W. J. You don’t bring me flowers: A Risk regulation model of felt appreciation at work. Under *Administrative Science Quarterly*.

Good, D. J., Lyddy, C. J., Thompson, P., & Becker, W. J. The costs of mindfulness during the COVID-19 pandemic: Anxiety, loneliness, and performance. Under 2nd review at *Journal of Applied Behavioral Science*.

Belkin, L., Williams, M., Tuskey, S., & Becker, W. J. Transformative Events: The Vicarious Effects of War in Ukraine on Work Meaning in Europe and the U.S. Preparing for submission to *Organizational Science*.

Trzebiatowski, T., Conroy, S.A., & Becker, W.J. Even After It’s Gone: A Latent Profile Analysis of Organizational Identification Change Strategies. Preparing for submission to *Journal of Management*.

Thompson, P., Baskerville, M., & Becker, W. J. Why and When Perceptions of Organizational Politics Are Related to Task Performance: The Role of Job Stress and Gender.

Tuskey, S. & Becker, W. J. Walking the Line: Balancing Demographic-related Identities at Work.

Becker, W.J., Conroy, S.A., Musselman, R., & Tuskey S. Employee Pay and Schedule Preferences.

**Conference Presentations:**

Williams, M., Belkin, L., Becker, W. J &. Tuskey, S. (2023). Transformative Events: The Vicarious Effects of War in Ukraine. Annual conference of the Academy of Management, Boston, MA.

Kong, D., Sheridan, S., Ambrose, M., Belkin, L., & Becker, W. J. (2022). The Impact of Supervisor Gratitude Expressions on Subordinate Feelings of Appreciation and Voice. Annual conference of the Academy of Management, Seattle, WA.

Musselman, R. & Becker, W. J. (2022). Generative Proteges Reciprocate High Quality Mentoring. Annual conference of the Academy of Management, Seattle, WA.

Trzebiatowski, T., Conroy, S.A., & Becker, W.J. (2022). Even After It’s Gone: A Latent Profile Analysis of Organizational Identification Change Strategies. Annual conference of the Academy of Management, Seattle, WA.

Belkin, L., Williams, M., Tuskey, S. & Becker, W. J. (2021). The Critical Role of Trust and Supervisor Interpersonal Emotion Management at the Onset of COVID-19. Annual conference of the Academy of Management, Virtual.

Tuskey, S. & Becker, W. J. (2021). Walking the Line: Balancing Demographic-related Identities at Work. Annual conference of the Southern Management Association, New Orleans, LA.

Musselman, R. & Becker, W. J. (2021). Paying it Forward and Backward: Generativity and High Quality Mentoring. Annual conference of the Southern Management Association, New Orleans, LA.

Snyder, D. G., Becker, W. J., & Christian, M. S. (2019). Alone in a Crowded Office: Antecedents and Consequences of Loneliness in the Workplace. Annual conference of the Academy of Management, Boston, MA. Showcase symposium.

MacDonald, J. R., Conroy, S. A., Eckerd, S.E., & Becker, W. J. (2019). Appealing to the Ideals and Oughts: Leadership-Follower Fit and Absenteeism. Annual conference of the Academy of Management, Boston, MA.

Becker, W. J., Belkin, L.Y., & Tuskey, S., (2018). Killing me softly: Electronic communications monitoring and employee and spouse well-being. Annual conference of the Academy of Management, Chicago, IL. *Academy of Management Annual Meeting Proceedings*, 1:12574.

Becker, W. J. (2017). Organizational neuroethics: Reflections on an emerging field. Annual conference of the Society for Business Ethics, Atlanta, GA.

Becker, W. J., Conroy, S. A., Djurdjevic, E., & Gross, M.A. (2016). Crying is in the eyes of the beholder: An attribution theory framework of crying at work. Annual conference of the Academy of Management, Anaheim, CA.

Volk, S., Pearsall, M. Christian, M. S., & Becker, W. J. (2016). A Theory of Chronotype Diversity and Team Performance. Annual conference of the Academy of Management, Anaheim, CA.

Belkin, L.Y., Becker, W. J. & Conroy, S., (2016). Exhausted but unable to disconnect: After-hours email, work-family balance, and Identification. Annual conference of the Academy of Management, Anaheim, CA. *Academy of Management Annual Meeting Proceedings* 1:10353.

Becker, W. J. & Curhan, J. R. (2015). Pride Goeth before a Fall: Subjective Value in Sequential Negotiations. Annual conference of the Academy of Management, Vancouver, BC.

Becker, W. J. (2015). Organizational Neuroscience: A Discussion among Interdisciplinary Scholars. Symposium presented at Annual conference of the Academy of Management, Vancouver, BC.

Conroy, S. & Becker, W. J., (2015). An Emotion-based View of Professional Identity and Turnover Intentions. Annual conference of SIOP, Philadelphia, PA.

Becker, W. J. (2014). The Emerging Field of Organizational Neuroscience. Annual conference of the American Psychological Association, Washington, DC.

Becker, W. J., Cropanzano, R. & Goldman, B. (2014). What you’re feeling: Exploring the role of emotions in negotiation. Best Paper CM Division. Annual conference of the Academy of Management, Philadelphia, PA.

Becker, W. J. & Butts, M. (2014). Beware the intruder? When work intrudes on recovery time. Annual conference of the Academy of Management, Philadelphia, PA.

Becker, W. J. (2014). Theme track: Neuroscience meets leadership. Annual conference of the Society for Industrial & Organizational Psychology, Honolulu, HI. <http://youtu.be/aZuEr_JoyYk>

Becker, W. J., Cropanzano, R., & Butts, M. (2014). Multilevel emotional labor: Advancing research to the next level. Annual conference of SIOP, Honolulu, HI.

Becker, W. J. (2013). Exploring new avenues at the intersection of affect and HRM. Annual conference of the Southern Management Association, New Orleans, LA.

Becker, W. J. (2013). The heart of the matter: Cardiovascular measures in organizational research. Annual conference of the Academy of Management, Orlando, FL.

Becker, W. (2013). Conducting cross-disciplinary fMRI research. Annual Conference of the Society for Industrial & Organizational Psychology, Houston, Texas.

Becker, W. & Cropanzano, R. (2012). The cumulative effect of emotions in sequential negotiations. Annual Conference of the Academy of Management, Boston, MA.

Becker, W. J., & Cropanzano, R. Deep acting in deep ponds: Emotional labor, emotional contagion, and group dynamics. (2011). Annual conference of the Academy of Management, San Antonio, TX.

Becker, W. J. (2011) Implicit measures in management research*.* . Annual conference of the Academy of Management, San Antonio, TX.

Becker, W. J., & Cropanzano, R. (2011). Display rule deviance and emotional labor in work teams. Annual conference of the Society for Industrial & Organizational Psychology, Chicago, IL.

Becker, W. J., & Cropanzano, R. (2009). Dynamic performance and curvilinearity in voluntary turnover. Annual conference of the Academy of Management, Chicago, IL.

Becker, W. J., Connolly, T. and Slaughter, J. (2008). The effect of job offer delay on job acceptance, performance, and turnover. Annual conference of SIOP, San Francisco, CA.

**Invited Presentations/Seminars & Consulting:**

Organizational Neuroscience Theory and Practice. Talk and seminar at University of Sydney, Australia.

Neuroscience and Leadership. International symposium on Organizational Neuroscience in South America at Universidad Autonoma de Bucaramanga, CORE School of Management, Columbia.

Turnover & Labor Negotiations/Contracts. Consulting project with Federal Mogul.

Organizational Identity and Turnover. Consulting project with CAE.

Repeated negotiations. Training seminar and consulting project with Sentient.

**Courses Taught:**

MGT 6734 HR Seminar (PhD)

MGT 5424 Business Negotiations (MBA)

MGT 5324 Interpersonal Leadership (MBA)

MGT 5314 Dynamics of Organizational Behavior (MBA)

MGT 5614 Designing & Managing Organizations (online/executive MBA)

MGT 5764 Change Management (executive MBA)

MKTG 5624 Business Negotiations (executive MBA)

MANA 60340 Leading & Guiding Organizations (MBA)

BUSI 30843 Interpersonal Leadership

MANA 30153 Organizational Management

MGMT 276 Business Statistics

# Work Experience

9/00-5/06 **Hopkinton High School HOPKINTON, MA**

Teacher: Physics, AP Statistics, Physical Science and Technology.

Developed and implemented the initial course offering in AP Statistics.

6/97-6/00 **Duke Engineering & Services MARLBOROUGH, MA**

Project Engineer. Provided technology solution consulting to global clients.

5/89-5/97 **UNITED STATES NAVY, SUBMARINE OFFICER GROTON, CT**

**Naval Submarine School, Lead Instructor**. Managed technical training of officers.

**USS Hartford/USS Pittsburgh, Junior Officer.** Managed work teams.

**Professional Membership:**

Academy of Management: OB Division, HR Division, NEU Interest Group

Society for Industrial and Organizational Psychology (Division 14 of APA)

**Service**

University:

VT Innovation & Partnerships CC Industries President’s Meeting, Presentation 2022

Adaptive Brain and Behavior Destination Area 2019-2021

College:

Research Committee 2016-2019 (Chair 2018-2019)

Graduate Studies (masters) Policies Committee 2018-present (Chair 2021-2022)

Periodic Review for Associate Dean Carlson Committee 2020

Executive Business PhD research presentations 2019-2022

Department:

Graduate Studies Committee 2016-present

OB Search Committee 2016-2017, 2023

Promotion & Tenure Committee 2018-2020

Dissertation Committees:

Sara Tuskey (Chair) PhD awarded 2021

Julian Thrash (Chair) Proposal defended

Ryan Musselman (Chair) Proposal defended

Galila Sebhatu (Member) Prelim passed

Mableeta Grant (Member) Prelim passed

Shu-Tsen Kuo (Member) Prelim passed

Field:

Organizational Neuroscience (NEU) Academy of Management Interest Group Chair (2021)

Editorial Board:

*Journal of Business and Psychology* (2012-present)

*Human Resource Management Review* (2020-present)

*Journal of Organizational Behavior* (2016-2022)

Ad-hoc reviewer:

*Administrative Science Quarterly, Academy of Management* *Review*, *Academy of Management* *Journal, Journal of Applied Psychology, Personnel Psychology, Journal of Management, Journal of Business Venturing, Journal of Management Studies, Strategic Entrepreneurship Journal, Group & Organizational Management, and others.*

**Awards**

Finalist for *Human Resources Management*, Best Article 2023

Virginia Tech Management Department Holtzman Research Award (2022)

Outstanding Reviewer, *Human Resource Management Review* (2021)

Virginia Tech Management Department Research Excellence Award (2020, 2017)

Virginia Tech Pamplin Teaching Excellence Award (2018)

Best Paper, OB Div., Academy of Management Annual Meeting (2018)

Emerald Literati Outstanding author contribution award (2016)

Best Paper, Conflict Management Div., Academy of Management Annual Meeting (2014)

TCU Research and Creative Activities Award (2011)

University of Arizona Deans Award for Teaching Excellence (2009)

University of Arizona Deans Award for Research Excellence (2009)

University of Arizona, Management Department Robbins Doctoral Fellowship (2009)