

## **ROBERT EISENBERGER**

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### **Education and Academic Experience**

Professor of Psychology  
College of Liberal Arts & Social Sciences  
Professor of Management and Leadership  
C. T. Baer College of Business  
University of Houston, 2010-present

Professor, University of Delaware, 1990-2009  
Director, Social Psychology Graduate Program, University of Delaware, 2003-2004, 1999-2000,  
1995-1996, 1987-1989  
Visiting Scholar, University of Chicago, 1993  
Visiting Assistant Professor to Full Professor, University of Delaware, 1978-1990  
Assistant Professor, State University of New York at Albany, 1971-1978

Ph.D. University of California, Riverside, 1972  
USPHS Predoctoral Fellow 1967-1971  
B.A. U.C.L.A., 1964

### **Research Distinctions**

Fellow: Association for Psychological Science, Divisions 1, 6, 10, 14, and 25 of the American Psychological Association, Society for Industrial and Organizational Psychology, Society for Experimental Social Psychology. Elected to Society for Organizational Behavior.

Article introducing my perceived organizational support concept in the Journal of Applied Psychology was the most cited article in organizational behavior during the last studied five-year period.

Google Citations Total 49,505. Years 2015-2019: 3775, 3932, 3869, 4337, 4344

Most cited article published in the last 3 Years. 2020 Journal of Management

Best Paper Award 2019 Academy of Management Meeting Organizational Behavior Division

Most cited article 2018-2019/Journal of Occupational Health Psychology

Best Article Award 2017/2018 Journal of Occupational Health Psychology

Best Presentation Award 2017 Conference on Commitment

Psi Chi Distinguished Lectureship

Top Poster Award, 2012 Society for Industrial and Organizational Psychology Meeting

Best Organizational Paper Award, 2001 Academy of Management Meeting

## Research Interests

**1. Employee-Organization Relationship.** Most of my research concerns the relationship of employees with their organization and its representatives. According to my *organizational support theory*, employees form a perception concerning the extent to which the organization values their contribution and cares about their well-being (*perceived organizational support, or POS*). Organizational support theory holds: (a) employees develop POS in order to meet needs for approval, esteem and affiliation, and to assess the benefits of increased work effort; (b) POS is strongly influenced by the favorableness of treatment that employees view as intended to benefit the recipient, and (c) employees return supportive treatment by helping the organization meet its goal and objectives. Employees with high POS have been found to experience their jobs more positively (e.g., increased job satisfaction, enhanced mood, and reduced stress) and to be more invested in their organization (e.g., improved performance of required activities, greater citizenship behavior and innovation, and reduced absenteeism and turnover).

**2. Moral emotions.** I study moral emotions, such as gratitude and anger, which involve the attribution of credit or blame for one's treatment. At work, these emotions arise from favorable or unfavorable treatment from the organization and its representatives and influence employee well-being, attitudes, and performance. Yet, gratitude and anger have received little research attention in the organizational context. We recently found that gratitude contributes to employees' relationship with their work organization and does so more than the norm of reciprocity.

**3. Unethical behavior in organizations.** Managers sometimes encourage or pressure subordinates to engage in unethical behaviors that harm stakeholders for the benefit of the managers or the organization. My colleagues and I are studying factors influencing subordinates' susceptibility to such influence. Our experimental and field studies suggest that the leader's requested dishonest behavior is (LIE) enhanced by (a) a strong exchange relationship between the manager and employee and (b) a strong exchange relationship between the manager and his or her own manager. By contrast, displays of moral virtue by fellow employees increase resistance to managers' requests for dishonest behavior.

**4. Intrinsic Motivation and Creativity.** I study psychological determinants of interest in activities for their own sake and creativity with students, employees, and visitors to museums and parks. My research suggests that (a) reward can be used effectively to increase perceived control over one's actions, perceived competence, and task enjoyment, and (b) there is a basic desire for pleasurable sights, sounds, and smells (need for sensory experience) whose magnitude differs from one individual to another, and creativity.

**5. Learned Industriousness.** Some individuals generally work harder than others. My *learned industriousness theory* states that if an individual is rewarded for putting a large amount of cognitive or physical effort into an activity, the sensation of high effort takes on secondary reward properties that lessen effort's general aversiveness. In accord with this view, research indicates that reward for high effort involving one or more activities increases the subsequent

effort exerted in other activities by rats, depressed mental patients, learning-disabled and regular pre-adolescent students, and college students

### **Books, Book Chapters, and Articles on Practical Application**

Shoss, M., Eisenberger, R., Lee, J. Lewis, B. A., Manteethai, D. Wen, X., Yu, J. & Zheng, J (2020). Implications of the changing nature of work for the employee-organization relationship. In Hoffman, B. J., Shoss, M. K., & Wegman, L. A. (Eds.), *The Cambridge Handbook of the Changing Nature of Work* (pp. 532–554). Cambridge University Press.

Eisenberger, R., Malone, G. P., & Presson, W. D. (2016). *Optimizing perceived organizational support to enhance employee engagement*. SHRM-SIOP Science of HR Series, <http://www.siop.org/SIOP-SHRM/SHRM-SIOP%20POS.pdf>

Stinglhamber, F., Caesens, G., Clark, L., & Eisenberger, R. (2016). Perceived organizational support. In J. Meyer (Ed.). *The Handbook of Employee Commitment*. Edward Elgar Publishing. (Pp. 333-345).

Terry, P. E., Eisenberger, R., & Shanock, L. (2014). An interview on perceived organizational support and employee well-being with Drs. Robert Eisenberger and Linda Shanock. *American Journal of Health Promotion*, 29, 2-7.

Eisenberger, R., & Stinglhamber, F. (2011). *Perceived organizational support: Fostering enthusiastic and productive employees*. Washington, DC: American Psychological Association Books.

Eisenberger, R., & Byron, K. (2011). Rewards and creativity. In M. A. Runco & S. R. Pritzker (Eds.). *Encyclopedia of creativity*, Second edition, vol. 2. Pp. 313-318. San Diego: Academic Press.

Wayne, S. J., Jacqueline Coyle-Shapiro, A-M., Eisenberger, R., Liden, R.C., Rousseau, D.M., & Shore, L. M. (2009). Social Influences. In H. J. Klein, T. E. Becker, & J. P. Meyer (Eds.). *Commitment in organizations: Accumulated wisdom and new directions*. (pp. 253-284). New York: Routledge.

Eisenberger, R. Aselage, J., Sucharski, I. L., & Jones, J. R. (2004). Perceived organizational support. In J. Coyle-Shapiro, L. Shore, & S. Taylor, & L. Tetrick (Eds.). *The employment relationship: Examining psychological and contextual perspectives*. Oxford University Press.

Izard, C. E., & Eisenberger, R. (1994). Motivation, emotional basis. In V. S. Ramachandran (Ed.), *Encyclopedia of human behavior*. (pp. 231-238). San Diego: Academic Press.

Eisenberger, R. (1989). *Blue Monday: The loss of the work ethic in America*. New York:

Paragon House.

Eisenberger, R., & Masterson, F. A. (1987). Effects of prior learning and current motivation on self-control. In M. L. Commons, J. E. Mazur, J. A. Nevin, & H. Rachlin (Eds.), *Quantitative analysis of behavior Vol. 5. The effect of delay and of intervening events on reinforcement value* (pp. 267-282). Hillsdale, New Jersey: Erlbaum.

### Journal Articles

Rockstuhl, T., Eisenberger, R., Shore, L., Kurtessis, J. N., Ford, M. T., Buffardi, L. C., & Mesdaghinia, S. (2020). Perceived organizational support (POS) across 54 nations: A cross-cultural meta-analysis of POS effects. *Journal of International Business Studies*, *51*, 933-962.

Eisenberger, R., Rockstuhl, T., Shoss, M. K., Wen, X., & Dulebohn, J. (2019). Is the employee–organization relationship dying or thriving? A temporal meta-analysis. *Journal of Applied Psychology*, *104*, 1036–1057.

Shanock, L. R., Eisenberger, R., Heggstad, E. D., Malone, G., Clark, L., Dunn, A., Kirkland, J., Woznyj, J. (2019). Treating Employees Well: The value of organizational support theory in human resource management. *The Psychologist-Manager Journal*, *22*, 168–191

Eisenberger, R., Shanock, L. R., & Wen, X (2019). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, *7*, 101-124.

Gonzalez- Morales, M. G., Kernan, M. C., Becker, T. E., & Eisenberger, R. (2018). Defeating abusive supervision: Training supervisors to support subordinates. *Journal of Occupational Health Psychology*, *23*, 151-162.

Ford, M. T., Wang, Y., Jin, J., & Eisenberger, R. (2018). Chronic and episodic anger and gratitude toward the organization: relationships with organizational and supervisor supportiveness and extrarole behavior. *Journal of Occupational Health Psychology*, *23*, 175-187.

Wang, Y., Chen, C-C; Lu, L.; Eisenberger, R., & Fosh, P.(2018) Effects of leader-member exchange and workload on presenteeism. *Journal of Managerial Psychology*, 2018, *33*, 511-523.

Neves, P., Mesdaghinia, S., Eisenberger, R., & Wickham, R. E. (2018). Timesizing Proximity and Perceived Organizational Support: Contributions to Employee Well-being and Extra-role Performance. *Journal of Change Management*, *18*, 70-90.

Kurtessis, J. N., Eisenberger, R. Ford, M. T. Buffardi, L. C. Stewart, K. A., & Adis, C. S. (2017).

Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43, 1854-1884.

- Zheng, D., Wu, H., Eisenberger, R., Shore, L.M., Tetrick., L.E., & Buffardi, L.C. (2016). Newcomer leader-member exchange: The contribution of anticipated organizational support. *Journal of Occupational and Organizational Psychology*, 89, 834-855.
- Kim, K. Y., Eisenberger, R., & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. *Journal of Organizational Behavior*, 37, 558-583
- Karagonlar, G., Eisenberger, R., & Aselage, J. (2016). Reciprocation wary employees discount psychological contract fulfillment. *Journal of Organizational Behavior*, 37, 23-40.
- Neves, P., & Eisenberger, R. (2014). Perceived organizational support and risk taking. *Journal of Managerial Psychology*, 29, 187-205,
- Eisenberger, R., Shoss, M. K., Karagonlar, G., Gonzalez-Morales, M. G., Wickham, R., & Buffardi, L., C. (2014). The supervisor POS – LMX – subordinate POS chain: Moderation by reciprocation wariness and supervisor’s organizational embodiment. *Journal of Organizational Behavior*, 35, 635-656.
- Shoss, M., Eisenberger, R., Restubog, S. L. D., & Zagencyk, T. J. (2013). Blaming the organization for abusive supervision: The roles of perceived organizational support and supervisor’s organizational embodiment. *Journal of Applied Psychology*, 98, 158-168.
- Neves, P. & Eisenberger, R. (2012). Management communication and employee performance: The contribution of perceived organizational support. *Human Performance*. 25. 452-464.
- Hayton, J. C., Carnabuci, G., & Eisenberger, R. (2012). With a little help from my colleagues: A social embeddedness approach to perceived organizational support, *Journal of Organizational Behavior*, 33, 235-249.
- Eisenberger, R., Karagonlar, G., Stinghamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, M. G., & Steiger-Mueller, M. (2010). Leader-member exchange and affective organizational commitment: The contribution of supervisor’s organizational embodiment. *Journal of Applied Psychology*, 95, 1085-1103
- Eisenberger, R., Sucharski, I. L., Yalowitz, S., Kent, R. J., Loomis, R. J., Jones, J. R., Paylor, S., Aselage, J., Steiger Mueller, M., & McLaughlin, J. P. (2010). The motive for sensory pleasure: Enjoyment of nature and its representation in painting, music, and literature. *Journal of Personality*, 78, 599-638.
- Eisenberger, R., & Aselage, J. (2009). Incremental effects of reward on experienced

performance pressure: Positive outcomes for intrinsic interest and creativity. *Journal of Organizational Behavior*, 30, 95-117.

Chen, Z, Eisenberger, R., Johnson, K. M., Sucharski, I. L., & Aselage, J. (2009). Perceived organizational support and extra-role performance: Which leads to which? *Journal of Social Psychology*, 149, 119-124.

Eder, P., & Eisenberger, R. (2008). Perceived organizational support: Reducing the negative influence of coworker withdrawal behavior. *Journal of Management*, 34, 55-68

Shanock, S. & Eisenberger, R. (2006). When supervisors feel supported: Relationships with subordinates' perceived supervisor support, perceived organizational support and performance. *Journal of Applied Psychology*, 91, 689-695

Eisenberger, R., Jones, J. R., Stinglhamber, F., Shanock, L., & Randall, A. T. (2005). Optimal flow experiences at work: For high need achievers alone? *Journal of Organizational Behavior*, 26, 755-775.

De Cremer, D., Stinglhamber, F., & Eisenberger, R. (2005). Effects of own versus other's fair treatment on positive emotions: A field study. *Journal of Social Psychology*, 145, 741-747.

Eisenberger, R., Lynch, P., Aselage, J. & Rohdieck, S. (2004). Who takes the most revenge? Individual differences in negative reciprocity norm endorsement. *Personality and Social Psychology Bulletin* 30, 787-799.

Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, 24, 491-509.

Eisenberger, R., & Rhoades, L. (2003). Rewards, intrinsic motivation, and creativity: A case study of conceptual and methodological isolation. *Creativity Research Journal*, 15, 121-130.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87, 698-714.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 565-573.

Eisenberger, R., & Rhoades, L. (2001). Incremental effects of reward on creativity. *Journal of Personality and Social Psychology*, 81, 728-741. (Award for the Best Paper on Organizational Behavior at the 2001 Academy of Management Conference).

- Rhoades, L., & Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology, 86*, 825-836.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology, 86*, 42-51.
- Eisenberger, R., Pierce, W. D., & Cameron, J. (1999). Effects of reward on intrinsic motivation: Negative, neutral, and positive. *Psychological Bulletin, 125*, 677-691.
- Eisenberger, R., Rhoades, L., & Cameron, J. (1999). Does pay for performance increase or decrease perceived self-determination and intrinsic motivation? *Journal of Personality and Social Psychology, 77*, 1026-1040.
- Lynch, P. D., Eisenberger, R., & Armeli, S. (1999). Perceived organizational support: Inferior-versus-superior performance by wary employees. *Journal of Applied Psychology, 84*, 467-483.
- Eisenberger, R. (1999). The museum goer's motives: The social and the sublime. *Visitor Studies Today, 2*, 1-5.
- Eisenberger, R., Haskins, F., & Gambleton, P. (1999). Promised reward and creativity: Effects of prior experience. *Journal of Experimental Social Psychology, 35*, 308-325.
- Eisenberger, R. (1998). Achievement: The importance of industriousness. *Behavioral and Brain Sciences, 21*, 412-413.
- Eisenberger, R., & Cameron, J. (1998). Rewards, intrinsic interest and creativity: New findings. *American Psychologist, 53*, 676-679.
- Eisenberger, R., Armeli, S., & Pretz, J. (1998). Can the promise of reward increase creativity? *Journal of Personality and Social Psychology, 74*, 704-714.
- Armeli, S., Eisenberger, R., Fasolo, P., & Lynch, P. (1998). Perceived organizational support and police performance: The moderating influence of socioemotional needs. *Journal of Applied Psychology, 83*, 288-297.
- Eisenberger, R., & Armeli, S. (1997). Can salient reward increase creative performance without reducing intrinsic creative interest? *Journal of Personality and Social Psychology, 72*, 652-663.
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- Eisenberger, R., & Cameron, J. (1996). Detrimental effects of reward: Reality or myth? *American Psychologist, 51*, 1153-1166.
- Eisenberger, R. (1995). Does behaviorism explain self-control? *Behavioral and Brain Sciences, 18*, 125.
- Eisenberger, R., & Selbst, M. (1994). Does reward increase or decrease creativity? *Journal of Personality and Social Psychology, 66*, 1116-1127.
- Eisenberger, R. (1992). Learned industriousness. *Psychological Review, 99*, 248-267.
- Cotterell, N., Eisenberger, R., & Speicher, H. (1992). Inhibiting effects of reciprocation wariness on interpersonal relationships. *Journal of Personality and Social Psychology, 62*, 658-668.
- Eisenberger, R., Kuhlman, D. M., & Cotterell, N. (1992). Effects of social values, effort training, and goal structure on task persistence. *Journal of Research in Personality, 58*, 258-272.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology, 75*, 51-59.
- Eisenberger, R., Weir, F., Masterson, F. A., & Theis, F. (1989). Fixed ratio schedules increase generalized self-control: Preference for large rewards despite high effort or punishment. *Journal of Experimental Psychology: Animal Behavior Processes, 15*, 383-392.
- Eisenberger, R. (1989). Can response force be shaped by reinforcement? *Perceptual and Motor Skills, 68*, 725-726.
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- Eisenberger, R., Cotterell, N., & Marvel, J. (1987). Reciprocation ideology. *Journal of Personality and Social Psychology, 53*, 743-750.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology, 71*, 500-507.
- Eisenberger, R., & Adornetto, M. (1986). Generalized self-control of delay and effort. *Journal of Personality and Social Psychology, 51*, 1020-1031.
- Eisenberger, R., Mitchell, M., & Masterson, F. A. (1985). Effort training increases generalized self-control. *Journal of Personality and Social Psychology, 49*, 1294-1301.



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- Eisenberger, R., Mitchell, M., McDermitt, M., & Masterson, F. A. (1984). Accuracy versus speed in the generalized effort of learning-disabled children. *Journal of the Experimental Analysis of Behavior, 42*, 19-36.
- Eisenberger, R., & Masterson, F. A. (1983). Required high effort increases subsequent persistence and reduces cheating. *Journal of Personality and Social Psychology, 44*, 593-599.
- Eisenberger, R., McDermitt, M., Masterson, F. A., & Over, S. (1983). Discriminative control of generalized effort. *American Journal of Psychology, 96*, 353-364.
- Eisenberger, R., Masterson, F. A., & Over, S. (1982). Maintenance-feeding effort affects instrumental performance. *Quarterly Journal of Experimental Psychology, 34B*, 141-148.
- Eisenberger, R., Masterson, F. A., & McDermitt, M. (1982). Effects of task variety on generalized effort. *Journal of Educational Psychology, 74*, 499-505.
- Eisenberger, R., Masterson, F. A., & Lowman, K. (1982). Effects of previous delay of reward, generalized effort, and deprivation on impulsiveness. *Learning and Motivation, 13*, 378-389.
- Eisenberger, R., Mirsky, M., & Frank, M. (1981). Incentive contrast produced by deprivation shifts. *Animal Learning and Behavior, 9*, 469-475.
- Eisenberger, R., & Leonard, J. M. (1980). Effects of conceptual task difficulty on generalized persistence. *American Journal of Psychology, 93*, 285-298.
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- Eisenberger, R., Carlson, J., Guile, M., & Shapiro, N. (1979). Transfer of effort across behaviors. *Learning and Motivation, 10*, 178-197.
- Eisenberger, R., Terborg, R., & Carlson, J. (1979). Transfer of persistence across reinforced behaviors. *Animal Learning and Behavior, 7*, 493-498.
- Eisenberger, R., Leonard, J. M., Carlson, J., & Park, D. C. (1979). Transfer effects of contingent and noncontingent positive reinforcement: Mechanisms and generality. *American Journal of Psychology, 92*, 525-535.

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- Eisenberger, R., Park, D., & Frank, M. (1976). Learned industriousness and social reinforcement. *Journal of Personality and Social Psychology*, *33*, 227-232.
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- Eisenberger, R. (1972). Explanation of rewards that do not reduce tissue needs. *Psychological Bulletin*, *77*, 319-339.
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- Eisenberger, R., Myers, A. K., Sanders, R., & Shanab, M. (1970). Stimulus control of spontaneous alternation in the rat. *Journal of Comparative and Physiological Psychology*, *70*, 136-140.
- Eisenberger, R., Karpman, M., & Trattner, J. (1967). What is the necessary and sufficient condition for reinforcement in the contingency situation? *Journal of Experimental Psychology*, *74*, 342-350.
- Eisenberger, R. (1966). Is rational psychotherapy rational? *Psychological Record*, *16*, 289-292.
- Eisenberger, R. (1966). Drives, reinforcement, and personality. *Psychological Reports*, *18*, 855-862.

### Recent Presentations

- Wen, X, Eisenberger, R., Kim, T., & Lee, D. R. (2019, August). The employee-organization relationship: Contributions of gratitude and indebtedness. Academy of Management, Atlanta: GA.
- Mesdaghinia, S. Lewis, B.A. & Eisenberger, R. (2019, August). Leader's immorality-encouragement (LIE) Facilitation by leaders upward and downward LMX. Academy of Management, Atlanta: GA.
- Eisenberger, R. (2019, August). Dynamics of Leader-member exchange. (Chair). Academy of Management, Atlanta: GA.
- Eisenberger, R. (2018, September). Perceived organizational support. University of Illinois, Chicago.
- Eisenberger, R. (2018, November). Reciprocation by employees. Gratitude or indebtedness? Society for Organizational Behavior, Durham, NC.
- Ford, M.T., & Eisenberger, R. (2018, April). Applications of social exchange theory to the employee employee-organization relationship.(Co-chair). Society for Industrial and Organizational Psychology, Chicago, IL.
- Eisenberger, R., Zheng, D., Yu, J., Zhang, J. Joo, M., Stokes, Sy, & Zagenczyk, T. J. (2018, April). Employee reciprocation of favorable treatment: the missing role of gratitude. Society for Industrial and Organizational Psychology, Chicago, IL.
- Kim, K.Y., Eisenberger, R., & Baik, K. (2017, August). Perceived organizational support and organization performance: HR, CEO, and industry influences. Academy of Management, Atlanta: GA.
- Kirkland, J.E., Eisenberger, R., Lewis, B.A., & Wen, Xueqi (2017, August). Perceived organizational support, anticipated change in organizational support, and commitment, Atlanta. Academy of Management, Atlanta: GA.
- Eisenberger, R., Kirkland, J., Mesdaghinia, S., Kim, K.Y., & Wen, Xueqi (2017, October). Affective commitment as employees look to the future: The contribution of anticipated change in organizational support. Conference on Commitment: Columbus, OH. (Best Conference Presentation Award)
- Mesdaghinia, S., Eisenberger, R., & Shapiro, D. L. (2016, October). Unethical pro-organizational behavior: Incitement by the leader. Southern Management Association, Charlotte: NC

- Eisenberger, R. Zheng, D., Zagenczyk, T. J., Mesdaghinia, S., & Shoss, M. K. (2016 August). Employee reactions to favorable job conditions: Contributions of gratitude and indebtedness. Academy of Management, Anaheim: CA.
- Eisenberger, R. (2016, August). Social exchange in organizations. (Chair). Academy of Management, Anaheim: CA.
- Eisenberger, R., Rockstuhl, & Shoss, M.K. (2016, August). Is the employee-organization relationship dying? Long-term perceived organizational support trends. Academy of Management, Anaheim: CA.
- Eisenberger, R. (2016, August). Commitment. OB Division Making Connections Networking Event. (Coordinator). Academy of Management, Anaheim, CA.
- Eisenberger, R. (2016, April). Deviance for the right reasons? Understanding constructive deviance at work. (Discussant). Society for Industrial and Organizational Psychology, Anaheim, CA.
- Malone, G. P. & Eisenberger, R., & Wang, Y. (2015, August). Perceived organizational support in practice. Academy of Management, Toronto.
- Ford, M. T., Eisenberger, R., & Wang, Y. (2015, August). Perceived organizational support and daily gratitude, elevation, and anger. Academy of Management, Toronto.
- Eisenberger, R. (2015, August). Perceived organizational support: Culture, emotion, Well-being, and practical application. (Chair). Academy of Management, Philadelphia, PA
- Eisenberger, R., Zhen, D. Zagenczyk, T. J., & Mesdaghinia, S. (2015, April). Employee reactions to favorable treatment: Contributions to gratitude and indebtedness. Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Clark, L. Eisenberger, R. Kim K. Y., & Kirkland, J. (2015, April). Perceived supervisor competence and leader-member exchange. Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Bailey, J., Grindel, C., & Eisenberger, R. (2015, April). Sustaining productive nursing unit work teams: How perceived follower support may impact nurse manager supportive behaviors and staff performance. Annual Meeting of the American Organization of Nurse Executives, Phoenix, AZ.
- Kim, Y. K., Eisenberger, R., Baik, K., & Presson, D. (2014, November). Perceived organizational support and organizational commitment: the moderating role of perceived organizational competence. 2014 Conference on Commitment. Columbus, OH.

- Eisenberger, R. (2014, November). Supportive leadership as a two-way street: the contribution of perceived follower support. Society for Organizational Behavior Annual Meeting. Orlando, FL.
- Eisenberger, R. (2014, November). Perceived organizational support: Fostering enthusiastic and productive employees. Ohio State University. Columbus, OH.
- Eisenberger, R. (2014, November). Panel Discussion: Finding Answers to Unresolved Questions. (Panelist). 2014 Conference on Commitment. Columbus, OH.
- Eisenberger R., Wang, Z, Mesdaghinia, S., Wu, H. Kim, K. Y., & Wickham, R. (2014, August). Perceived follower support as a source of supportive leadership. Academy of Management, Philadelphia, PA
- Eisenberger, R. (2014, August). Leadership and perceived organizational support: favorable treatment of and by leaders (Coordinator). Academy of Management, Philadelphia, PA.
- Zheng, D., Wu, H., Eisenberger, R., Shore, L. M., Tetrick, L. E., & Buffardi, L. C. (2013, August). Contribution of information seeking to organizational newcomers' leader-member exchange. Academy of Management, Lake Buena Vista, FL.
- Eisenberger, R., Wang, Z., Mesdaghinia, S., Wu, H., & Wickham, R. (2013 April). Perceived follower support: Contributions to supportive supervision and workgroup outcomes. Society for Industrial and Organizational Psychology, Houston, TX.
- Kim, Y. K., Eisenberger, R., & Presson, D. (2013, April) Perceived organizational support: The contribution of perceived organizational competence. Society for Industrial and Organizational Psychology, Houston, TX
- Gonzalez-Morales, M. G, & Eisenberger, R. (2013, April). Perceived organizational support and employee wellbeing. (Co-chair). Society for Industrial and Organizational Psychology, Houston, TX.
- Zheng, D., Eisenberger, R., Wang, Z., & Kim, Y. K. (2013, April) Investigating the relationship between perceived organizational support and goal commitment. Society for Industrial and Organizational Psychology, Houston, TX.
- Zheng, D., Gonzalez-Morales, M. G., Eisenberger, R., Kim, Y. K., & Farmer, B. (2013, April). Challenge and hindrance appraisals: The influence of perceived organizational support and organizational resources. Society for Industrial and Organizational Psychology, Houston, TX.

- Shoss, M. Eisenberger, R., Restubog, S. L., & Zagenczyk, T. Blaming the organization for abusive supervision. (2012, April). Society for Industrial and Organizational Psychology, San Diego, CA
- Gonzalez-Morales, M. G, Kernan, M., Becker, T, & Eisenberger, R. (2012, April). Managerial training to increase perceived organizational support. Society for Industrial and Organizational Psychology, San Diego, CA. (Top poster award)
- Eisenberger, R. (2012, April). Perceived organizational support. Texas A & M University.
- Eisenberger, R (2012, February). Perceived organizational support: Fostering enthusiastic and productive employees. Rice University, Houston Texas.
- Eisenberger, R. (2011, October). Supervisor's organizational embodiment. Society for Organizational Behavior, Athens, GA.
- Eisenberger, R. (2011, July). The motive for sensory pleasure. Visitor Studies Association, Chicago.
- Eisenberger, R., Stnglhamber, F., & Becker, T. E. (2011, August) Perceived organizational support: The role of supervisor's organizational embodiment. Academy of Management, San Antonio.
- Eisenberger, R. (2011, April). Perceived organizational support: Perceived organizational support: Current knowledge, Future promise. (Chair). Society for Industrial and Organizational Psychology, Chicago.
- Eisenberger, R. (2011, April). How perceived organizational support works. Society for Industrial and Organizational Psychology, Chicago.
- Waite, E., Wu, H., & Eisenberger, R. (2011, April). The interactive nature of fulfilled promises and perceived organizational support. Society for Industrial and Organizational Psychology, Chicago.
- Krischer, M. M., Waite, E., Wu, H., Eisenberger, R., & Kernan, M. (2011, April). Do employees hold the organization responsible for bad behavior? Society for Industrial and Organizational Psychology, Chicago.
- Neves, P., & Eisenberger, R. (2011, April). Proximity to downsizing, employee well-being and extra-role performance: The moderating role of perceived organizational support. Society for Industrial and Organizational Psychology, Chicago.
- Eisenberger, R. (2005, November) Organizational linkages and commitment. Panel discussion. 2005 Conference on Commitment. Columbus, OH.

- González-Morales, G., & Eisenberger, R. (2010, April). Multilevel perspectives on perceived organizational support. (Co-chair). Society for Industrial and Organizational Psychology, New Orleans.
- González-Morales, G., Eisenberger, R., Buffardi, L. C., & Tetrick, L. C. (2010, May). Development of Perceived Organizational Support: Influences of LMX and Affective Exchange Ideology. Society for Industrial and Organizational Psychology, Atlanta, GA.
- Karagonlar, G., Eisenberger, R., Steiger Mueller, M. (2010, May). Influences of Supervisors' POS and Reciprocation Warmth on LMX. Society for Industrial and Organizational Psychology, Atlanta, GA.
- Eisenberger, R. (2010, March). Perceived organizational support: How organizations can do well by doing good. Keynote Address, 31<sup>st</sup> Annual Industrial/Organizational Behavior Conference, Houston.
- Eisenberger, R. (2010, November). Perceived organizational support: How organizations can do well by doing good. Drexel University, Philadelphia.
- Byrne, Z., & Eisenberger, R. (2009, April). Perceived organizational support: New perspectives. (Co-chair). Society for Industrial and Organizational Psychology, New Orleans.
- Karagonlar, G., & Eisenberger, R. (2009, April). Perceived organizational support and the psychological contract. Society for Industrial and Organizational Psychology, New Orleans.
- Eisenberger, R. (2009, January). Perceived organizational support: The benefits of treating employees well. Portland State University.
- Eisenberger, R. (2008, August). Help or hindrance? The effect of stress on creativity at work. (Discussant). Academy of Management, Anaheim, CA.
- Shore, L. M., & Eisenberger, R. (2007, August). Doing well by doing good in the employee-organization relationship: Current knowledge and future promise. (Co-chair). All-Conference Symposium. Academy of Management, Philadelphia.
- Eisenberger, R. (2007, August). Doing well by doing good in the employee-organization relationship: Current knowledge and future promise. (Discussant). All-Conference Symposium. Academy of Management, Philadelphia.
- Eisenberger, R. (2007, April). Perceived organizational support: Future directions. (Chair). Society for Industrial and Organizational Psychology, New York.

Eisenberger, R. (2007, April). Perceived organizational support and supervisor support. Society for Industrial and Organizational Psychology, New York.

Eisenberger, R., & Aselage, J. (2007, April). Incremental effects of reward on experienced performance pressure: Positive outcomes for intrinsic interest and creativity. Society for Industrial and Organizational Psychology, New York.

Aselage, J., & Eisenberger, R. (2006, May). Perceived organizational support and work group processes. Society for Industrial and Organizational Psychology, Dallas.

Aselage, J., Sucharski, I. V., & Eisenberger, R. (2006, May). Supervisor's organizational embodiment: Why supervisor support contributes to perceived organizational support. Society for Industrial and Organizational Psychology, Dallas.

Eisenberger, R. (2006, May) Perceived organizational support: The key role of the supervisor. (Chair). Society for Industrial and Organizational Psychology, Dallas.

Eisenberger, R., & Shanock, L. (2005, October) Affective organizational commitment: The contribution of perceived organizational support. 2005 Conference on Commitment. Columbus, OH.

Aselage, J., & Eisenberger, R. (2005, August). The visitor's perception of being valued: Causes and consequences. Visitor Studies Association, Philadelphia.

Eisenberger, R. (2005, August) Understanding and serving visitors – The larger picture. (Chair). Visitor Studies Association, Philadelphia.

Eisenberger, R. (2004, August) Perceived organizational support: The benefits of treating employees well. Academy of Management, New Orleans.

Eder, P., & Eisenberger, R. (2004, August). Perceived organizational support and workplace deviance: The moderating influence of the negative reciprocity norm. Academy of Management, New Orleans.

Eisenberger, R. (2004, April) Perceived organizational support. 2004 Distinguished Speaker, University of Amsterdam.

Eisenberger, R. (2004, April) Perceived organizational support: The roles of coworkers, supervisors and workgroups. (Chair). Society for Industrial and Organizational Psychology, Chicago.

Jones, J. R., Eisenberger, R., Stinglhamber, F., Shanock, L., & Tenglund, A. (April, 2004). High skill and challenge at work: Optimal experience for whom? Society for Industrial and



Organizational Psychology Annual Conference, Chicago.

Sucharski, I. L., Eisenberger, R., Eder, P. & Jones, J. R. (2004, April). Perceived Organizational Support: Influences of Collectivism and Competitiveness. Society for Industrial and Organizational Psychology, Chicago.

Aselage, J., & Eisenberger, R. (2004, April). The mediating roles of self-determination, performance pressure, and intrinsic interest in the relationship between reward and creativity. Society for Industrial and Organizational Psychology, Chicago.

Eisenberger, R. (2003, October) Need for sensory experience. Positive Psychology Summit. Washington, D.C.

Eisenberger, R. (2003, May). Battling the myth: Effects of reward on perceived self-determination, intrinsic task interest, and creativity. (Symposium discussant). Association for Behavior Analysis, San Francisco, CA.

Eisenberger, R., & Shanock, L. (2003, May). Reward increases perceived self-determination, intrinsic task interest, and creativity. Association for Behavior Analysis, San Francisco, CA.

Eisenberger, R. (2003, May). Motivating employees in the public sector: Real world solutions. Mid-Atlantic Personnel Consortium Meeting, (Invited presentation). Rehobeth Beach, DE.

Eisenberger, R., Johnson, K. M., Sucharski, I., Jones, J. R., & Aselage, J. (2003, April). Perceived organizational support and extra-role performance: Which leads to which? Society for Industrial and Organizational Psychology, Orlando, FL.

Eisenberger, R. (2003, April). Perceived organizational support: Relationships with psychological contracts, fairness, and affectivity. (Chair). Society for Industrial and Organizational Psychology, Orlando, FL.

Eisenberger, R., & Aselage, J. (2003, April). Relationships between perceived organizational support and psychological contracts. Society for Industrial and Organizational Psychology, Orlando, FL.

Eisenberger, R., Stinglhamber, F., & Rhoades, L (2002, April). Fairness and perceived support: Contributions of collectivism and competitiveness. Society for Industrial and Organizational Psychology, Toronto, CA.

Eisenberger, R. (2002, September). Are rewards good for you? Purdue University. West Lafayette, Indiana.

Eisenberger, R. (2002, August). Perceived Organizational Support: Employer commitment to employees. (Symposium Chair). Academy of Management, Denver, CO.

Eisenberger, R. (2002, August) Research workshop networks: A methodology for developing the employee-organization relationship. (Discussant). Academy of Management, Denver, CO,

Eisenberger, R., Knuth Folts, J., Loomis, R, Vaughn, S., Visty, J., & Yalowitz, S. (2002, August). The National Park Experience. (Chair and presenter). Cody, WY.

Tetrick, L. E., & Eisenberger, R. (2002, April). Employee-employer reciprocity: Where do we go from here? Panel Discussion (Co-chairs). Society for Industrial and Organizational Psychology. Toronto, CA.

Eisenberger, R. (2002, April). Perceived organizational support: New directions (Chair). Society for Industrial and Organizational Psychology. Toronto, CA.

Eisenberger, R., Stinglhamber, F., & Rhoades, L (2002, April). Fairness and perceived support: Contributions of collectivism and competitiveness. Society for Industrial and Organizational Psychology. Toronto, CA.

Eisenberger, R., & Rhoades, L. (2001, August). Incremental effects of reward on creativity. Academy of Management, Washington, D.C.

Eisenberger, R. (2001, August). Perceived Organizational Support: When employers esteem employees. Academy of Management, Washington, D.C.

Sucharski, I., Stinglhamber, F., Eisenberger, R., & Vandenberghe, C. (2001, August). Perceived supervisor support: Contributions to perceived organizational support and employee retention. Academy of Management, Washington, D.C.

Eisenberger, R. (2001, August). The need for sensory experience. Visitor Studies Association. Orlando, Florida.

Eisenberger, R. (2000, October) Reward: The impact on worker commitment (Invited Presentation). Aubrey Daniels Senior Executive Leadership Forum. Kiawa, South Carolina.

Eisenberger, R., & Rhoades, L. (2000, June). Are rewards good for you? Invitational Conference on Personality and Social Behavior, Highland Beach, Florida.

Eisenberger, R. (2000, April). Public Address: Are rewards good for you? Colorado State University, Colorado Springs, CO.

- Eisenberger, R., & Rhoades, L. (2000, May). Effects of reward on intrinsic motivation: Negative, neutral, and positive. Association for Behavior Analysis. Washington, D.C.
- Eisenberger, R. (1999, August). Keynote Address: The museum goer's motives: The social and the sublime. Visitor Studies Association, Chicago.
- Eisenberger, R. (1999, May). Perceived organizational support: commitment is a two-way street. Symposium Chair: Society for Industrial and Organizational Psychology. Atlanta, GA.
- Eisenberger, R., Armeli, S., Lynch, P. D., & Rhoades, L. (1999, May). Perceived organizational support, felt obligation, and employee performance. Society for Industrial and Organizational Psychology. Atlanta, GA.
- Eisenberger, R. (1999, February). Keynote Address: Is reward good for you? Florida Atlantic University Psychology Fair, Fort Lauderdale, Florida.
- Eisenberger, R. (1998, May). Rewards, intrinsic task interest and creativity: New findings. Symposium chair: American Psychological Society, Washington, D.C.
- Eisenberger, R. (1998, May). Incremental effects of reward on creativity, American Psychological Society, Washington, D. C.
- Eisenberger, R., Rhoades, L., & Cameron, J. (1998, June). Pay for performance increases perceived self-determination, perceived competence, and task interest. Invitational Conference on Personality and Social Behavior, Highland Beach, Florida.
- Eisenberger, R. (1998, April). Psi Chi Distinguished Lecture: Industriousness: How it can be learned. Joint meeting of the Western and Rocky Mountain Psychological Associations, Albuquerque.
- Eisenberger, R. (1997, November). Industriousness: How it can be learned. Psychonomic Society, Philadelphia.
- Eisenberger, R., Armeli, S., Fasolo, P., Lynch, P. (1997, November). Perceived organizational support and police performance: The moderating influence of socioemotional needs. Southern Management Association, Atlanta, GA.
- Eisenberger, R., & Cameron, J. (1997, October). Reward, Intrinsic task interest, and creativity: New findings. Society for Experimental Social Psychology, Toronto.
- Eisenberger, R., & Cameron, J. (1997, June). Reward, Intrinsic task interest, and creativity: New findings. Invitational Conference on Personality and Social Behavior, Highland Beach, Florida.

- Eisenberger, R. (1997, May). Industriousness: How it can be learned. (Invited address). Association for Behavior Analysis, Chicago.
- Eisenberger, R. (1997, May). Can salient reward increase creative performance without reducing intrinsic creative interest? Association for Behavior Analysis, Chicago.
- Eisenberger, R. Armeli, S., & Pretz, J. (1997, April). Can the promise of reward increase creativity? Society for Research in Child Development, Washington, D. C.
- Eisenberger, R. (1997, April). Reward, intrinsic interest and creativity: What motivates children? Symposium Chair. Society for Research in Child Development, Washington, D. C.
- Armeli, S., Lynch, P., & Eisenberger, R. (1997, April). Perceived organizational support, socioemotional needs, and work-role centrality: Individual differences in employer-employee exchange. Eastern Psychological Association, Washington, D.C.
- Lynch, P., Eisenberger, R., Armeli, S., & Tenglund, A. (1997, April). Reciprocation wariness and perceived organizational support: Motivating performance of cynical employees. Eastern Psychological Association, Washington, D.C.
- Eisenberger, R., Speicher, H., Leeds, A., Lynch, P., & Banicky, L. (1996, August). Desire for caring relationships: Communal or affective-exchange orientation? International Society for the Study of Personal Relationships Conference, Banff, Alberta.
- Cameron, J., & Eisenberger, R. (1996, July). Rewards, motivation and creativity. International Council of Psychologists, Banff, Canada.
- Eisenberger, R., & Lynch, P. (1996, June). Reciprocation of positive regard. Invitational Conference on Personality and Social Behavior, Highland Beach, Florida.
- Cameron, J., & Eisenberger, R. (1996, May). Detrimental effects of reward: Reality or myth? Association for Behavior Analysis, San Francisco, CA.
- Speicher, H., Eisenberger, R., Kobak, R., & Rohdieck, S. (1996, July). Effects of reciprocation ideology on verbal and nonverbal intimacy of female friends. International Network on Personal Relationships Conference, Seattle, WA.
- Speicher, H., Eisenberger, R., Leeds, A., Lynch, P., & Banicky, L. (1996, March). Effects of reciprocation ideology on nonverbal and verbal intimacy. Eastern Psychological Association Conference, Philadelphia, PA.
- Eisenberger, R., & Armeli, S. (1996, January). Can Salient Reward Increase Creative Performance Without Reducing Intrinsic Creative Interest? Thirteenth Annual Winter

Conference on Animal Learning, Winter Park, Colorado.

Eisenberger, R., & Cameron, J. (1995, September). Detrimental effects of reward: Reality or Myth? Society for Experimental Social Psychology, Washington, D. C.

Eisenberger, R., & Armeli, S. (1995, June). Industriousness: How it can be learned. Invitational Conference on Personality and Social Behavior, Highland Beach, Florida.

Speicher, H., & Eisenberger, R. (1995, March). Effects of reciprocation ideology and gender on self-disclosure intimacy. Eastern Psychological Association Convention.

Eisenberger, R., Armeli, S., & Selbst, M. (1995, January). How to increase or decrease creativity with reward. Thirteenth Annual Winter Conference on Animal Learning, Winter Park, Colorado.

Eisenberger, R., Speicher, H., & Rohdieck, S. (1994, May). Reciprocation ideologies in close relationships. Invitational Conference on Close Relationships, Highland Beach, Florida.

Eisenberger, R., & Haskins, F. (1994, January). Effort training increases self-control involving punishment. Twelfth Annual Winter Conference on Animal Learning, Winter Park, Colorado.

Eisenberger, R. (1994, January). Rachlin's models of self-control. Twelfth Annual Winter Conference on Animal Learning, Winter Park, Colorado.

Eisenberger, R. (1993, August). Industriousness: Can it be learned? (Invited address). American Psychological Association, Toronto.

Eisenberger, R., Rexwinkel, B., & Cummings, J. (1993, June). Social identity in the organization. Invitational Conference on Groups, Networks, and Organizations, Highland Beach, Florida.

Eisenberger, R., & Selbst, M. (1993, January). Does reward increase or decrease creativity? Eleventh Annual Winter Conference on Animal Learning, Winter Park, Colorado.

Eisenberger, R. (1993, January). Reward and intrinsic motivation. Eleventh Annual Winter Conference on Animal Learning, Winter Park, Colorado.

Eisenberger, R., & Selbst, M. Does reward increase or decrease human creativity? (1992, November). Thirty-third Annual Psychonomic Society Meeting, Saint Louis, Missouri.

Eisenberger, R. (1992, October). Learned industriousness. University of Pennsylvania, Philadelphia, Pennsylvania.

- Eisenberger, R. (1992, June). Perceived organizational support. Invitational Conference on Groups, Networks, and Organizations. Highland Beach, Florida.
- Eisenberger, R. (1992, January). Effort in goal-oriented performance. Tenth Annual Winter Conference on Animal Learning, Winter Park, Colorado.
- Eisenberger, R. (1992, January). The paradox of impulsiveness. Tenth Annual Winter Conference on Animal Learning, Winter Park, Colorado.
- Eisenberger, R., Masterson, F. A., & Weier, F. (1991, November). Learned industriousness. Thirty-second Annual Psychonomic Society Meeting, San Francisco, California.
- Eisenberger, R. (1991, September). The workless society. State University of New York, Geneseo, New York.
- Eisenberger, R. (1991, June). Reciprocation ideology. Fourth Invitational Conference on Personality. Highland Beach, Florida.
- Eisenberger, R. (1991, January). Learned industriousness. Ninth Annual Winter Conference on Animal Learning, Winter Park, Colorado.
- Eisenberger, R. (1990, October). Learned Industriousness. State University of New York, Binghamton, New York.
- Eisenberger, R., Masterson, F. A., & Weier, F. (1990, November). Generalizing the partial reinforcement extinction effect. Thirty-first Annual Psychonomic Society Meeting, New Orleans, Louisiana.
- Eisenberger, R. (1990, October). Keynote Address: Motivating students in the 1990's. Allan Hancock College. Santa Maria, California.
- Fasolo, P. M., & Eisenberger, R. (1990, August). Outcome effects of procedural justice judgments. Ninety-eighth Annual Convention of the American Psychological Association, Boston, Massachusetts.
- Fasolo, P. M., Eisenberger, R., & Michaelis, E. D. (1990, April). The effects of distributive and procedural justice on organizational performance. Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Miami Beach, Florida.
- Eisenberger, R. (1990, March). Learned Industriousness. University of California, Santa Barbara, California.
- Eisenberger, R. (1990, March). Keynote Address: Student motivation and responsibility. Santa Barbara City College, Santa Barbara, California.

### **Research Funding**

Enhancing Employee Dedication and Retention: The Contribution of Perceived Organizational Support (with Louis Buffardi, co-PI), U.S. Army Institute for the Behavioral and Social Sciences, 2008-2011, \$596,000.

National Park Visitor Experience Study. National Park Service, 2001-2003.

Learned effort. National Institute of Mental Health, 1994-1997.

Trained resistance to stress. National Institutes of Health, Biomedical Research Support Grant, 1987-1988.

Time-outs from stress. National Institutes of Health, Biomedical Research Support Grant, 1985-1986.

Transfer of effort across behaviors. National Institute of Mental Health, 1981-1983.

Generalized persistence in learning disabled children. Committee on Interdisciplinary Research in Education, 1981-1983.

### **Grant Referee**

National Institutes of Health  
National Science Foundation  
Social Sciences and Humanities Research Council of Canada  
Veterans Administration  
City University of Hong Kong  
Israel Science Foundation

### **Editorial Review Panel**

Group and Organization Management

### **Publication Referee**

Academy of Management Journal  
Academy of Management Review  
American Journal of Psychology  
Animal Learning and Behavior  
Basic and Applied Social Psychology  
Behavioral and Brain Sciences  
Behavior Analysis

Behavior Analyst  
Behavioural Processes  
Creativity Research Journal  
Child Development  
Communication Research  
Developmental Psychology  
European Journal of Social Psychology  
Human Relations  
International Journal of Manpower  
Journal of Applied Psychology  
Journal of Applied Social Psychology  
Journal of Experimental Child Psychology  
Journal of Experimental Psychology: Animal Behavior Processes  
Journal of Management Studies  
Journal of Managerial Psychology  
Journal of Occupational Health Psychology  
Journal of Occupational and Organizational Psychology  
Journal of Research in Personality  
Journal of Research in Creativity  
Journal of Personality and Social Psychology  
Journal of Social Psychology  
Journal of the Experimental Analysis of Behavior  
Learning and Motivation  
Management and Organization Review  
Motivation and Emotion  
Organization Science  
Organizational Behavior and Human Decision Processes  
Personnel Psychology  
Personality and Social Psychology Bulletin  
Psychological Bulletin  
Psychological Reports  
Psychological Science  
Psychonomic Bulletin and Review  
Quarterly Journal of Experimental Psychology  
Review of Educational Research  
Science  
Sociological Focus

### **Teaching Experience and Interests**

I have teaching experience and am interested in a variety of courses in organizational psychology, creativity and innovation, and applied social psychology at the undergraduate and graduate levels. I also have taught and have an interest in executive education programs in leadership and motivating employees. I bring to my teaching practical experience based on



research and consulting with over 100 organizations, including a wide array of major corporations.

### **Graduate-level Courses**

#### *\*Organizational Behavior*

An introductory course for graduate students covering such topics as motivation, leadership, work-related attitudes, innovation, leadership, and culture.

Student evaluation average = 4.6/5.0

#### *\*Job Attitudes*

Overview of topics concerning employee attitudes toward their job. Includes such topics as the nature of job attitudes, work values, the psychological contract, organizational commitment, identification with the organization, fairness, person-organization fit, abusive supervision, and affective experience

Student evaluation average = 5.0/5.0

#### *\*Field Work in Organizational Behavior.*

Skill-building for organizational psychology. Emphasizes research in applied settings, including development of empirical tests of organizational psychology theories, multilevel methodologies, web-based surveys, and manuscript preparation.

Student evaluation average = 4.8/5.0

#### *\*Employee Motivation*

Application of principles of motivation to employees at work, including motivational theories, incentives, intrinsic motivation, group motivation, etc.

Student evaluation average = 4.7/5.0

#### *\*Theory construction in Organizational Psychology.*

Introduction to the characteristics of theory in organizational Psychology including the evaluation of theory and practice in the construction of theory. 4.4/5.0

#### *Creativity*

Theory and research on creativity and innovation and its application in organizations.

Student evaluation average 4.6/5.0

### **Junior/Senior level courses**

#### *\*Organizational Psychology*

Introductory course for undergraduate students covering such content areas as such topics as motivation, leadership, work-related attitudes, innovation, leadership, and culture.

Student evaluation average = 4.3/5.0 (4.73 last 2 times taught)

*Industrial/Organizational Psychology*

Introductory course for undergraduate students covering diverse topics concerning employees at work.

Student evaluation average = 4.5/5.0

*Applied Social Psychology*

Advanced course covering the application of social psychological processes to everyday life (e.g., liking, persuasion, and social comparison) and such content areas as criminal justice, organizations, and health).

Student evaluation average = 4.1/5.0

**Sophomore level course**

*Introductory Social Psychology*

Includes such topics as social cognition, persuasion, social influence, affiliation, romantic relationships, prosocial behavior, aggression, and group behavior.

Average = 4.4/5.0

\*denotes taught at University of Houston.

**Recent Dissertation Chairs**

2015 Dianhan Zheng  
2014 Salar Mesdaghinia  
2013 Hao Wu

**Recent Departmental and University Service**

2020 3 Keynote addresses to healthcare professionals (HEROFORUMs, Fall 2020)  
2012-Present. Non-profit consulting on employee well-being and productivity in high-tech and social service organizations  
2020 Member, Psychology Department Annual Evaluation Committee  
2016-2019 Member Psychology Department Research Committee  
2011-2012, 2017 Member Health and Human Performance P&T Committee  
2010-2020 Chair Psychology Promotion & Tenure Committee  
2017-2019 Member Psychology Department Research Committee  
2017-2019 Chair Promotion and Tenure Evaluation Committee