

VITA

Thomas Edwin Becker

3063 Midgard Road
Columbus, OH 43202
Phone: (302) 383-8692
e-mail: Thomas@thomasebecker.com

EDUCATION

Ph.D. The Ohio State University, December 1990
Department of Industrial and Organizational Psychology

Dissertation: Foci and bases of commitment: An empirical examination of proposed distinctions

Dissertation Committee: Richard Klimoski (Chair), Robert Billings, Robert Vance, John Wanous, Arnon Reichers

M.A. The Ohio State University, March 1988
Department of Industrial and Organizational Psychology

B.A. University of South Florida, June 1982
Department of Psychology
Summa cum Laude

ACADEMIC APPOINTMENTS AND PROFESSIONAL EXPERIENCE

May 6, 2023 – present: Professor Emeritus, Muma College of Business, University of South Florida

September, 2015 – May 5, 2023: Professor of Management, Muma College of Business, University of South Florida, Sarasota-Manatee Campus

July 1, 2019 – June 30, 2020: Interim Dean of the College of Business, University of South Florida Sarasota-Manatee

September, 2014 – August, 2015: Associate Professor, College of Business, University of South Florida Sarasota-Manatee

September, 2010 – August, 2013: Chair, Department of Business Administration, Lerner School of Business, University of Delaware

September, 2006 – June, 2014: Professor of Management and Professor of Psychology, Lerner School of Business and Department of Psychology, University of Delaware

January, 2010 – July, 2010: German Science Foundation Mercator Fellow, Johann Wolfgang Goethe University, Frankfurt, Germany

September, 1998 – August, 2006: Associate Professor of Management and Associate Professor of Psychology, Lerner School of Business and Department of Psychology, University of Delaware

January, 2003 – July, 2003: Belgian International Francqui Chair in the Human Sciences, Université Catholique de Louvain, Louvain-la-Neuve, Belgium

September, 1995 – August, 1998: Assistant Professor (1995-1998), Lerner School of Business, University of Delaware

September, 1990 – June, 1995: Assistant Professor, Department of Management, Washington State University (1990-1995)

DISTINCTIONS

- Included on Ioannidis Science-Wide Author List of top 2% of scientists worldwide (<https://journals.plos.org/plosbiology/article?id=10.1371/journal.pbio.3000918>)
- Google Scholar Citations: 20,145 (5/26/25) ([Thomas Becker - Google Scholar](#))
- ResearchGate: Research Interest Score at 99th percentile of all members ([Thomas E. Becker | Stats \(researchgate.net\)](#))
- Professor Emeritus, University of South Florida
- Fellow, Society for Industrial and Organizational Psychology
- Fellow, Association for Psychological Science
- Academy of Management, Research Methods Division, Organizational Research Methods Best Article of the Year, 2019
- USFSM Excellence in Research Award, Spring, 2018
- USFSM Certificate of Recognition for Excellence in Teaching, Spring, 2016
- UD University Excellence in Teaching Award, 2013
- UD College of Business Continuing Excellence in Research Beyond Tenure Award, 1998
- Seafirst Distinguished Faculty Award, 1993
- Shell Instructional Excellence Award, 1992

REFEREED JOURNAL ARTICLES

1. González-Morales, M. G., Stinglhamber, F., Neves, P., & Becker, T. E. (2023). Comment on van Knippenberg and Lee (2023): SOE is walking the talk of the organization. *Journal of Management Scientific Reports*, 1(2), 94-105.
2. Vance, R. J., Jaros, S., Becker, T. E., & McKay, A. S. (2020). Alternative measures of employee commitment: Assessment of predictive validity for performance and turnover. *Human Performance*, 33, 164-190.

3. Becker, T. E., Robertson, M. M., & Vandenberg, R. J. (2019). Nonlinear transformations in organizational research: Possible problems and potential solutions. *Organizational Research Methods*, 22, 831-866. (2019 *Organizational Research Methods* Best Paper Award.)
4. 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. (2017/2018 *JOHP* Best Paper Award.)
5. Becker, T. E., Kernan, M. C., Clark, K. C., & Klein, H. K. (2018). Dual commitments to organizations and professions: Different motivational pathways to productivity. *Journal of Management*, 44, 1202-1225.
6. Becker, T. E., Atinc, G., Breugh, J. A., Carlson, K. D., Edwards, J. R., & Spector, P. E. (2016). Statistical control in correlational studies: Ten essential recommendations for organizational researchers. *Journal of Organizational Behavior*, 37, 157-167.
7. Becker, T. E., & Ferry, D. (2016). Profiles as a way of learning more about resilience (2016). *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 9, 503-508.
8. Becker, T. E., & Marique, G. (2014). Observer effects without demand characteristics: An inductive investigation of video monitoring and performance. *Journal of Business and Psychology*, 29, 541-553.
9. Becker, T. E., Ullrich, J., & Van Dick, R. (2013). Within-person variation in employee commitment: Where it comes from and why it matters. *Human Resource Management Review*, 23, 131-147. [Lead article of a special issue on advances in understanding workplace commitments.]
10. Eisenberger, R., Karagonlar, G., Stinglhamber, 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.
11. Jeffries, F. J., & Becker, T. E. (2008). Trust, norms, and cooperation: Development and test of a simplified model. *Journal of Behavioral and Applied Management*, 9, 316-336. [Selected for the editor's 2008 best paper of the year award.]
12. Meyer, J. P., Becker, T. E., & Van Dick, R. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior*, 27, 665-683.
13. Van Dick, R., Becker, T. E., & Meyer, J. P. (2006). Commitment and identification: Forms, foci, and future. Introduction and overview. *Journal of Organizational Behavior*, 27, 545-548. (Editors' introduction to a special issue.)

14. Becker, T. E. (2005). Potential problems in the statistical control of variables in organizational research: A qualitative analysis with recommendations. *Organizational Research Methods*, 8, 274-289. [Chosen by *ORM*'s editor as #2 on the Top 10 list of the journal's all-time "most noteworthy manuscripts." Also won a Social Science Citation Index citation award for top 1% in economics and business, and identified as #10 in citations per year, out of 484 articles published in *ORM* over 20 years.]
15. Aquino, K., & Becker, T. E. (2005). Lying at work: How individual and situational factors influence the use of neutralization strategies. *Journal of Organizational Behavior*, 26, 661-679.
16. Becker, T. E. (2005). Development and validation of a situational judgment test of employee integrity. *International Journal of Selection and Assessment*, 13, 225-232.
17. Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology*, 89, 991-1007.
18. Becker, T. E. (2004). Why pragmatism is not practical. *Journal of Management Inquiry*, 13, 224-228.
19. Becker, T. E., & Kernan, M. C. (2003). Matching commitment to supervisors and organizations to in-role and extra-role performance. *Human Performance*, 16, 327-348.
20. Gopinath, C., & Becker, T. E. (2000). Communication, procedural justice, and employee attitudes: Relationships under conditions of divestiture. *Journal of Management*, 26, 63-83.
21. Becker, T. E. (1998). Integrity in organizations: Beyond honesty and conscientiousness. *Academy of Management Review*, 23, 154-161.
22. Locke, E. A., & Becker, T. E. (1998). Rebuttal to a subjectivist critique of an Objectivist approach to integrity in organizations. *Academy of Management Review*, 23, 170-175.
23. Becker, T. E., Billings, R. S., Eveleth, D. M., & Gilbert, N. W. (1997). Validity of three attachment style scales: Exploratory and confirmatory evidence. *Educational and Psychological Measurement*, 57, 477-493.
24. Becker, T. E., Billings, R. S., Eveleth, D. M., & Gilbert, N. W. (1996). Foci and bases of commitment: Implications for performance. *Academy of Management Journal*, 39, 464-482.
25. Becker, T. E., & Martin, S. L. (1995). Trying to look bad at work: Methods and motives for managing poor impressions in organizations. *Academy of Management Journal*, 38, 174-199. (Note: Summaries of this article were published in the July-August 1995 issue of the *Harvard Business Review* and the August 1995 issue of the *Academy of Management Executive*.)

26. Becker, T. E., Randall, D. M., & Riegel, C. D. (1995). The multidimensional view of commitment and the theory of reasoned action: A comparative evaluation. *Journal of Management*, 21, 617-638.
27. Becker, T. E., & Cote, J. A. (1994). Additive and multiplicative method effects in applied psychological research: An empirical assessment of three models. *Journal of Management*, 20, 625-641.
28. Becker, T. E., & Randall, D. M. (1994). Validation of a measure of organizational citizenship behavior against an objective behavioral criterion. *Educational and Psychological Measurement*, 54, 160-167.
29. Becker, T. E., & Billings, R. S. (1993). Profiles of commitment: An empirical test. *Journal of Organizational Behavior*, 14, 177-190.
30. Becker, T. E., & Vance, R. J. (1993). Construct validity of three types of organizational citizenship behavior: An illustration of the direct product model with refinements. *Journal of Management*, 19, 663-682.
31. Becker, T. E. (1992). Foci and bases of commitment: Are they distinctions worth making? *Academy of Management Journal*, 35, 232-244.
32. Becker, T. E., & Colquitt, A. L. (1992). Potential versus actual faking of a biodata form: An analysis along several dimensions of item type. *Personnel Psychology*, 45, 389-406.
33. Becker, T. E., & Klimoski, R. J. (1989). A field study of the relationship between the organizational feedback environment and performance. *Personnel Psychology*, 42, 343-358.

BOOKS, BOOK CHAPTERS, BOOK REVIEWS

1. Becker, T. E. (2025). *Beyond the diversity wars: Why identity divides us and what can bring us back together*. Under review at Oxford University Press.
2. Becker, T. E., & Kabongo, J. D. (2020). The resilience of entrepreneurs in developing economies. In E. Powley, B. Caza, & A. Caza (Eds.), *Research handbook on organizational resilience* (pp. 116-130). Northampton, MA: Edward Elgar Publishing.
3. Becker, T. E. (2016). Multiple foci of workplace commitments. In J. P. Meyer, *The handbook of employee commitment* (pp. 43-55). Northampton, MA: Edward Elgar Publishing.
4. Becker, T. E. (2012). Nepotism and the commitment of relevant parties. In R. G. Jones (Ed.), *Understanding and adapting to organizational nepotism* (pp. 129-145). New York: Routledge.

5. Klein, H. J., Becker, T. E., & Meyer, J. P. (Eds.). (2009). *Commitment in organizations: Accumulated wisdom and new directions*. New York: Routledge.
 - (a) Becker, T. E. (2009). Interpersonal commitments. In H. J. Klein, T. E. Becker, & J. P. Meyer (Eds.), *Commitment in organizations: Accumulated wisdom and new directions* (pp. 137-178). New York: Routledge.
 - (b) Becker, T. E., Klein, H. J., & Meyer, J. P. (2009). Commitment in organizations: Accumulated wisdom and new directions. In H. J. Klein, T. E. Becker, & J. P. Meyer (Eds.), *Commitment in organizations: Accumulated wisdom and new directions* (pp. 419-452). New York: Routledge.
6. Becker, T. E., & Bennett, R. (2007). Employee attachment and deviance in organizations. In J. Langan-Fox, C. Cooper, and R. Klimoski (Eds.), *Research companion to the dysfunctional workplace: Management challenges and symptoms* (pp. 136-151). Northampton, MA: Edward Elgar Publishing.
7. Becker, T. E. (2004). Review of the book Postmodernism and management: Pros, cons, and the alternative. *Personnel Psychology*, 57, 783-786.

OTHER PUBLICATIONS

1. Becker, T. E. (2005). Changing places in a small world: An American in Brussels. *The Industrial-Organizational Psychologist*, 42, 101-105.
2. Becker, T. E. (2003). Is emotional intelligence a viable concept? *Academy of Management Review (Dialogue)*, 28, 192-196.
3. Becker, T. E. (2002). A mostly informal analysis of our marketplace of ideas. *The Industrial – Organizational Psychologist*, 40, 77-84.
4. Locke, E. A., & Becker, T. E. (1998). Locke and Becker's reply to Weiss. *Academy of Management Review (Dialogue)*, 23, 391-392.
5. Locke, E. A., & Becker, T. E. (1998). Objectivism's answer to the sad, old world of skepticism. *Academy of Management Review (Dialogue)*, 23, 658-659.
6. Becker, T. E., & Eveleth, D. M. (1995, August). Foci and bases of employee commitment: Implications for job performance. *Best Paper Proceedings of the 1995 Academy of Management Meetings*, Vancouver, B.C.
7. Becker, T. E., & Klimoski, R. J. (1989, April). A field study of the relationship between the organizational feedback environment and performance. In E. Stone & D. Stone (Eds.), *Proceedings of the 32nd Annual Conference of the Midwest Division of the Academy of Management*, Columbus.

8. Becker, T. E., & Sexton, D. L. (1989, June). The entrepreneurial spirit as a profile of commitment: An explication of the propensity for growth. In B. Garnier, G. d'Amboise, & Y. Gasse (Eds.), *Proceedings of the 34th World Conference of the International Council for Small Business*, Quebec.

WORK IN PROGRESS

1. The resilience of entrepreneurs in developing economies: Implications for organizational and regional effectiveness, with J. Kabongo, J. Abugre Baba, & S. Dhliwayo. (Status: Being revised for second review at *Entrepreneurship Theory and Practice*.)

PRESENTATIONS AND CONFERENCE ACTIVITIES

1. Becker, T. E. (2024, February). *Unyielding spirits: Decoding resilience in business and battlefields*. Invited talk for the industrial-organizational psychology group, Bowling Green University, Bowling Green, OH.
2. Becker, T. E., & Klein, H. J. (2022, August). *Hyper goal commitment and extraordinary performance*. Paper presented at the 2022 Conference on Commitment, Columbus, OH.
3. Becker, T. E., Hodges, E., & Govindu, R. (2021, April). *Effects of resiliency on perceptions of adversity, health, and health-related goals*. Poster presented at the 36th Annual Conference of the Society for Industrial and Organizational Psychology, conducted virtually.
4. Becker, T. E. (2020, November). Data transformations. Online presentation conducted within a panel discussion on *Design, measurement, and moderators* at the Consortium for the Advancement of Research Methods and Analysis, Rawls College of Business, Texas Tech University.
5. Vance, R. J., Becker, T. E., & Jaros, S. (2019, April). *Comparative utility of workplace commitment measures in predicting turnover*. Poster presented at the 34th Annual Conference of the Society for Industrial and Organizational Psychology, Washington, D.C.
6. Becker, T. E. (2018, June). (Panelist). *Publishing in top tier journals*. Panel discussion conducted at the 2018 Global Conference on Business and Economics, Sarasota, FL.
7. Becker, T. E., Vance, R., & Jaros, S. (2017, October). *Level and bases of commitment: A conceptual and empirical analysis*. Paper presented at the 2017 Conference on Commitment, Columbus, OH.
8. Becker, T. E. (2017, August). (Discussant). *Resilience at the interface: Novel contexts and neglected methods*. Symposium conducted at the annual conference of the Academy of Management, Atlanta, GA. Published Online, 30 Nov 2017, <https://doi.org/10.5465/ambpp.2017.11975symposium>.

9. Becker, T. E. (2016, August). (Panelist). *Advancing theory on the dynamics of multiple commitments*. Symposium conducted at the annual conference of the Academy of Management, Anaheim, CA.
10. Becker, T. E. (2015, August). (Discussant) *Social influences on workplace commitment*. Symposium conducted at the annual conference of the Academy of Management, Vancouver, B.C.
11. Becker, T. E. (2015, August). (Discussant) *Advancing theory on workplace commitment: Catching up after the wave of methodological advances*. Symposium conducted at the annual conference of the Academy of Management, Vancouver, B.C.
12. Becker, T. E. (2014, November). *Multiple commitments and workplace resilience: The beginnings of a research agenda*. Paper presented at the 2014 Conference on Commitment, Columbus, OH.
13. Becker, T. E. (Facilitator) (2014, November). *Commitment in Organizations: Finding answers to unresolved questions*. Panel discussion conducted at the 2014 Conference on Commitment, Columbus, OH.
14. Becker, T. E. (Chair), Atinc, G., Breaugh, J. A., Carlson, K., & Edwards, J. R. (2014, August). *Statistical control in organizational research: An update, analysis, & discussion of next steps*. Showcase symposium conducted at the annual conference of the Academy of Management, Philadelphia.
15. Becker, T. E. (2014, August). (Chair) *Misconduct in the workplace: Crossing organizational levels*. Paper session conducted at the annual conference of the Academy of Management, Philadelphia.
16. Becker, T. E., Kernan., M. C., Clark, K., & Klein, H. J. (2014, August). *Something old and something new: Role orientations, foci of commitment, and post-tenure productivity*. Paper session conducted at the annual conference of the Academy of Management, Philadelphia.
17. Becker, T. E. (organizer and panelist), DeNisi, A. (chair), Ferry, D., Luthans, F., & Schaubroeck, J. (2014, May). *Employee resilience: Trait, state, or process and does it matter?* Panel discussion conducted at the Society for Industrial and Organizational Psychology Conference, Honolulu.
18. Marique, G., & Becker, T. E. (2013, May). *Observer effects in the absence of demand characteristics: The curious case of video monitoring of task performance*. Nominated for best poster award. Presented at the European Association of Work and Organizational Psychology, Münster, Germany.
19. Becker, T. E. (2012, August). (Chair) *Forms of support and outcomes*. Paper session conducted at the annual conference of the Academy of Management, Boston.

20. Fletcher, J. A., Ferry, D. L., & Becker, T. E. (2012, May). *Bouncing back and adapting to change: Managers' resilience impacts sales team performance*. Paper presented at the Association for Psychological Science Conference, Chicago.
21. Kernan, M., Gonzalez-Morales, G., Becker, T. E., & Eisenberger, R. (2012, April). *Supervisory training to increase employee perceptions of support*. Paper presented at the Society for Industrial & Organizational Psychology Conference, San Diego. (Selected for the Featured Posters session at the All-Conference Reception)
22. Becker, T. E., & Herzstein, M., (2011, August). *The distal nature of organizational commitment: Effects of mental construal and temporal distance*. Paper presented at the Academy of Management Conference, San Antonio.
23. Eisenberger, R., Stinglhamber, F., & Becker, T. E. (2011, August). *Perceived supervisor and organizational support: The role of supervisor's organizational embodiment*. Paper presented at the Academy of Management Conference, San Antonio.
24. Becker, Thomas E. (2010, November). *Does within-person variation in employee commitment exist? A first look*. Paper presented at the 2010 Conference on Commitment, Columbus, OH.
25. Becker, Thomas E. (2010, November). (Facilitator) *Construct distinctions and redundancy among commitment, engagement, embeddedness, satisfaction, and others*. Panel discussion conducted at the 2010 Conference on Commitment, Columbus, OH.
26. Becker, Thomas E. (2010, August). (Discussant) *Transformational leadership*. Discussion paper session conducted at the 2010 Annual Academy of Management Conference, Montreal.
27. Becker, Thomas E. (2010). *A theory of within-person variation in employee commitment*. Colloquia conducted in Germany at Goethe University (Frankfurt), Helmut Schmidt University (Hamburg), the Technical University of Dresden, and in Austria at the University of Vienna. Sponsored by the German Science Foundation.
28. Becker, T. E.. (2009). (Chair) *Out from under Damocles' sword: A human resource assessment of tenure*. Panel discussion conducted at the 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans.
29. Jeffries, F. L., & Becker, T. E. (2008). *Trust, norms, and cooperation: Development and test of a simplified model*. Paper presented at the Annual Conference for International Behavioral and Applied Management, Orlando.
30. Becker, T. E. (2006, May). *Concept redundancy among forms and bases of commitment*. Paper presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas. (Selected for the Featured Posters session at the All-Conference Reception)

31. Becker, T. E., Tonidandel, S., & Vandenberghe, C. (2006, May). *Explanations of computer adaptive tests, perceived test performance, and test-taker reactions*. Paper presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas.
32. Klimoski, R. J. (Chair), Becker, T. E. (organizer and panelist), Bennett, R. J., Eisenberger, R., & Mael, F. A. (2006, May). *Employee attachment and deviance in organizations*. Panel discussion conducted at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas.
33. Becker, T. E. (conference organizer, with H. J. Klein and J. P. Meyer, and featured presenter). (2005, October). *Problems of commitment: Three dilemmas regarding the nature of employee attachment*. Presentation at the 2005 Conference on Commitment: Accumulated Wisdom and New Directions. Ohio State University, Columbus.
34. Becker, T. E. (organizer and presenter). (2005, April). Negative consequences of prosocial behaviors in organizations. In D. W. Organ (Chair), *Off the beaten path: Investigations into neglected OCB topics*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles.
35. Becker, T. E. (organizer and presenter), & Meyer, J. P. (2005, April). *Volitional and nonvolitional effects of identification on employee behavior*. Theoretical advancement session presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles.
36. Becker, T. E., Cohen, A., Klein, H. J., Moon, H., Morrow, P. C., & Neubert, M. (2004, August). *Commitment is commitment is commitment, or is it? A contemplation of commitment constructs*. Panel discussion conducted at the 2004 annual Academy of Management Meetings, New Orleans.
37. Becker, T. E. (2004, August). *Building networks in organizations: A closer look at motivation and behavior*. Paper presented at the 2004 annual Academy of Management Meetings, New Orleans.
38. Becker, T. E. (2004, April). *Problems with statistical control in management research: Analysis and recommendations*. Paper presented at the Nineteenth Annual Conference of the Society for Industrial and Organizational Psychology, Chicago.
39. Becker, T. E. (2004, April). *Development and validation of a scenarios-based measure of employee integrity*. Paper presented at the 2004 Nineteenth Annual Conference of the Society for Industrial and Organizational Psychology, Chicago.
40. Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004, June). *Employee commitment and motivation: A conceptual analysis and integrative model*. Paper presented as part of the symposium, New Directions in Commitment Theory, Research, and Research Strategy (J.P. Meyer, Chair), at the 2004 65th Annual Convention of the Canadian Psychological Association, St. John's, Newfoundland.

41. Becker, T. E. (2003, May). *How, exactly, does commitment affect job behavior? A model and tentative propositions*. Invited address presented as part of the International Francqui Foundation Colloquium, Conceptual and Methodological Advances in the Study of Employee Commitment. Catholic University of Louvain, Louvain-la-Neuve, Belgium.
42. Becker, T. E. (2003, May). (Discussant) *Organizational commitment: Current developments in theory and research*. Symposium presented at the 11th European Congress on Work and Organizational Psychology, Lisbon, Portugal.
43. Vandenberghe, C., & Becker, T. E. (2003, May). *A study of integrity in management*. Presentation made at the 11th European Congress on Work and Organizational Psychology, Lisbon, Portugal.
44. Aquino, K., & Becker, T. E. (2002, August). *How individual and situational factors influence the use of neutralization strategies in the aftermath of lying*. Paper presented at the 2002 annual Academy of Management Meetings, Denver.
45. Becker, T. E., & Kernan, M. (2001, April). *Affective and continuance commitment and performance: A closer look*. Paper presented at the 2001 Sixteenth Annual Conference of the Society for Industrial and Organizational Psychology, San Diego.
46. Becker, T. E. (2000, August). *Hallmarks and consequences of integrity in organizations: The employees' perspective*. Paper presented at the 2000 annual Academy of Management Meetings, Toronto.
47. Becker, T. E. (2000, August). (Discussant) *Team composition: Heterogeneity and fit and team outcomes*. Paper session presented at the 2000 annual Academy of Management Meetings, Toronto.
48. Becker, T. E. (organizer and presenter), with Locke, E. A., Jackson, S. E., Ashforth, B., & Mael, F. (1999, August). *Contrasting perspectives of social identification in organizations*. Panel discussion conducted at the 1999 annual Academy of Management Meetings, Chicago.
49. Gopinath, C., & Becker, T. E. (1998, August). *Communication, procedural justice, and employee attitudes: Relationships under conditions of divestiture*. Paper presented at the 1998 annual Academy of Management Meetings, San Diego.
50. Becker, T. E. (organizer and chair) (1997, April). *Integrity: What is it really, and why do we care?* Panel discussion conducted at the Twelfth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis.
51. Eveleth, D. M., & Becker, T. E. (1997, April). *Cognitive characteristics of expertise: moderating the intention-task performance relationship*. Paper presented at the Twelfth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis.

52. Becker, T. E., Billings, R. S., Eveleth, D. M., & Pfaltzgraff, R. E. (1996, August). *Predicting organizational commitment: The role of attachment styles and motivation to commit*. Paper presented at the 1996 annual Academy of Management Meetings, Cincinnati.
53. Pfaltzgraff, R. E., Billings, R. S., & Becker, T. E. (1996, August). *Correcting the misconception that similarity is similarity: Implications for supervisor commitment*. Paper presented at the 1996 annual Academy of Management Meetings, Cincinnati.
54. Martin, S. L., & Becker, T. E. (1996, April). *Managing employees who convey poor impressions*. Paper presented at the Eleventh Annual conference of the Society for Industrial and Organizational Psychology, San Diego.
55. Eveleth, D. M., & Becker, T. E. (1995, April). *Understanding job performance: Much more than g*. Panel discussion conducted at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.
56. Billings, R. S., Gilbert, N. L., Becker, T. E., & Pfaltzgraff, R. E. (1995, August). *Personality and job attitudes: Beyond affectivity and job satisfaction*. Paper presented at the annual Academy of Management Meetings, Vancouver, B. C.
57. Becker, T. E., & Cote, J. A. (1994, April). *Additive and multiplicative method effects in applied psychological research: Models and issues*. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Nashville.
58. Becker, T. E., & Martin, S. L. (1994, April). *The management of poor impressions in organizations*. Roundtable discussion conducted at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Nashville.
59. Becker, T. E., Randall, D. M., & Riegel, C. D. (1994, April). *The multidimensional view of commitment and the theory of reasoned action: A comparative evaluation*. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Nashville.
60. Martin, S. L., & Becker, T. E. (1993, April). *The role of social desirability in validating self-report selection instruments*. In S. L. Martin (Chair), New research on socially desirable responding in employee selection. Symposium conducted at the Eighth Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco.
61. Becker, T. E. (1992, August). *Construct validity of three types of organizational citizenship behavior using a direct product model*. In L. J. Williams (Chair), Recent developments regarding method variance in organizational research. Symposium conducted at the annual Academy of Management Meetings, Las Vegas.

62. Becker, T. E., & Billings, R. S. (1992, April). *Profiles of commitment: An empirical test*. Paper presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology, Montreal.
63. Becker, T. E. (organizer and chair) (1991, April). *Interactions among personal and role attributes in performance appraisal: Implications for theory and practice*. Panel discussion conducted at the Sixth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis.
64. Becker, T. E. (1991, April). *Foci and bases of commitment: Are they distinctions worth making?* Paper presented at the Sixth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis.
65. Martin, S. L., Becker, T. E., & Lehnen, L. P. (1991, June). *The role of social desirability in validating job-specific predictors*. Paper presented at the 1991 Convention of the American Psychological Society, Washington, DC.
66. Becker, T. E. (1990, April). *Implications of research on accountability for the design, development, and implementation of performance appraisal systems*. In R. J. Klimoski (Chair), *Accountability dynamics in performance assessment: Blending theory and practice*. Symposium conducted at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Miami Beach.
67. Becker, T. E. (1989, April). *Commitments to people vs commitment to values and goals: Thoughts on the objects of attachment*. In R. S. Billings (Moderator), *Reconceptualizing organizational commitment: Are we on the right track?* Symposium conducted at the Fourth Annual Conference of the Society for Industrial and Organizational Psychology, Boston.
68. Colquitt, A. L., & Becker, T. E. (1989, April). *Faking of a biodata form in use: A field study*. Paper presented at the Fourth Annual Conference of the Society for Industrial and Organizational Psychology, Boston.
69. Becker, T. E. (1989, April). *Commitment of entrepreneurs: A proposed conceptualization with implications for research*. In D. L. Sexton (Chair), *New developments in entrepreneurship*. Symposium conducted at the 32nd Annual Conference of the Midwest Division of the Academy of Management, Columbus.
70. Becker, T. E. (1988, April). *Development of the Ohio commitments survey*. Paper presented at the Annual Conference for Graduate Students in Industrial/Organizational Psychology and Organizational Behavior, Cleveland.
71. Becker, T. E. (1987, April). *How a behaviorist can explain anything*. Paper presented at the Annual Conference for Graduate Students in Industrial/Organizational Psychology and Organizational Behavior, Knoxville.

72. Becker, T. E. (1986, April). *The dark horse hypothesis: A third explanation of variation in criterion-related validity coefficients*. Paper presented at the Annual Conference for Graduate Students in Industrial/Organizational Psychology and Organizational Behavior, Minneapolis.

EXTERNAL GRANTS

German Science Foundation, 2009-2010 (\$120,000)
Belgian Franqui Foundation, 2002-2003 (\$75,000)
Army Research Institute, 1993-1995 (\$190,000)

TEACHING EXPERIENCE

Organizational Change and Development: College of Business, University of South Florida Sarasota-Manatee (Fall, 2014 – Spring, 2023)

Topics include theories of planned change, processes of organizational development, human, technostructural, human resource, and strategic change interventions, and assessment. Students are MBAs.

Organizational Behavior and Leadership: Department of Business Administration, University of Delaware (Fall, 1995 - 2014) and College of Business, University of South Florida Sarasota-Manatee (Fall, 2014 – Spring, 2023)

Topics include motivation, leadership, decision making, group dynamics, and organizational change. Students are undergraduate and graduate students.

Strategic Human Resource Management (aka HRM): Department of Business Administration, University of Delaware (Fall, 1995 - 2014) and College of Business, University of South Florida Sarasota-Manatee (Fall, 2014 – Spring, 2023)

Topics include job analysis, human resource planning, organizational development, performance appraisal, recruitment and selection, and legal issues. Students are undergraduates and MBAs.

Seminar on Organizations: Employee Commitment and Motivation: Department of Business Administration, University of Delaware (Fall, 2003 – Spring, 2004)

This seminar for senior management majors took an in-depth look at commitment and motivation.

Titans, Teams, and Technology: Department of Business Administration, University of Delaware (Summer, 1995 - 2001)

This special seminar focused on building skills in leadership, teamwork, and the use of management information technology (especially internet applications and group systems software). Included exercises in group creativity, transformational leadership and vision, and team problem-solving. Participants were full-time MBA students and employees of MBNA.

Doctoral Seminar in Organizational Behavior: Department of Management & Systems, Washington State University (Fall, 1991, Spring, 1994)

Topics included attitude and attitude assessment, decision making, group structure and process, leadership, motivation, and organizational change and development. Students were Ph.D candidates in management and industrial psychology.

Compensation: Department of Management & Systems, Washington State University (Spring, 1991, 1992, 1993, 1994, 1995)

Topics included strategic perspectives in compensation, job evaluation, market surveying, employee benefits, pay discrimination, and the union role in wage and salary administration.

Personnel Psychology: Department of Psychology, The Ohio State University (June - August, 1989)

Topics included research methods, criterion development, selection, personnel decisions, training, performance appraisal, and job attitudes.

Inferential Statistics: Department of Psychology, The Ohio State University (September - December, 1988)

Topics included probability theory, frequency and probability distributions, central tendency and variability, sampling distributions and point estimation, and hypothesis testing.

Analysis of Variance: Department of Psychology, The Ohio State University (January - March, 1989)

Topics included sensitivity of experiments and statistical assumptions, analytical comparisons and analysis of trend, higher-order factorials, and within-subjects designs.

Multiple Regression and Correlation: Department of Psychology, The Ohio State University (March - June, 1989)

Topics included bivariate correlation, statistical power, hierarchical, simultaneous, and stepwise analysis, analysis of sets, and coding of variables.

SERVICE HIGHLIGHTS

Leadership Activities

USFSM/USF

- Interim Dean, USFSM College of Business (2019-2020)
- Chair, MBA Committee (Fall, 2020 – 2023)
- Co-chair, 2018-19 USFSM Faculty and Staff Campaign
- Chair, Faculty Awards and Rewards Committee (2019-2021)
- Chair, Search Committee for COB Dean (Fall, 2018)
- Chair, USFSM College of Science and Mathematics Tenure & Promotion Committee
- Senator, USFSM Faculty Senate (2016-2018)
- Chair, Search Committee for management position (2017)
- Interviewee, ABC7 televised roundtable discussion on the economics of employment in Florida (hosted by Alan Cohn, aired 9/22/16)

- Organizer and Chair, panel discussion on tenure and promotion strategies (held on 3/31/16)
- Chair, COB Strategic Planning Committee, AACSB Maintenance of Accreditation (2015-2018)
- Chair, Faculty Senate Steering Committee on Professional Development (2015-2016)

University of Delaware

- Chairperson, Department of Business Administration (2010-2013)
- Faculty director of AACSB accreditation (1/1/09 – 6/30/10)
- Chair, Academy of Management discussion paper committee (9/09 – 9/10)
- Founder, management research lab (9/09 – present)
- Chair, department promotion and tenure committee (2007-2008)
- Director, master of science program in organizational effectiveness, development, and change (Fall, 2005 – 2007)
- Conference organizer (with H. J. Klein & J. P. Meyer), 2005 conference on commitment, The Ohio State University, Columbus
- Chair, college assurance of learning task force (2003 – 2005)
- Chair, department ad hoc committee on teaching evaluation (Fall, 2003)
- Chair, SIOP education and training committee, 2001 - 2002
- Chair, university committee on research (2000 - 2001)
- Chair, COCAN task force on committee evaluations (1996 - 1997)
- Director, college of business executive-in-residence program (1993-1995)
- Chair, department human subjects review committee (1991 - 1995)
- Chair, department curriculum revision committee (1993 - 1995)

Other Service to the University, College, and Department

USFSM/USF

- Member, Research Advisory Board (Fall, 2020 – present)
- Participant, faculty applicant evaluation: Lin Bouayad (Fall, 2020)
- Participant, New MS BAIS student orientation (Fall, 2020)
- Participant, T&P review: Dezhi Yin
- Member, USF Consolidation Committee (Faculty Affairs Subcommittee) (Summer 2018-present)
- Member, USF Search Committee for management faculty in Tampa (Fall 2018-present)
- Member, Search Committee for the Regional Vice Chancellor of Academic Affairs (Spring, Summer 2018)
- Member, Search Committee for the Interim Dean of the College of Business (Spring, Summer 2018)
- Member, USF Campus Committee for Female Faculty and Staff Advancement
- Member, Management Major Assessment Committee (2014-present)
- Member, COB Journal Quality Committee (2016-present)
- Participant, USFSM Spring Commencement (2015-present)
- Member, COB Search Committee, Accounting Position (2016-2017)
- Guest speaker, Eric Hodges's political science course (10/17/16)

- Participant, USFSM Academic STEM facility user group workshop (5/22/16)
- Attendee, Beta Gamma Sigma “Best in Business”
- Member, COB Graduate Program Committee, Management of Curricula (2014-present)
- Member, University Promotion Committee for full professors (2015-present)
- Member, COB Tenure and Promotion Committee (2014-present)
- Member, COB Committee on Research (2014-present)
- Mentored Carlos Jimenez Angueira (2015-present)
- Member, Faculty Review Panel, MBA Business Plan Presentations (2015-present)
- Member, Faculty Senate Steering Committee on Professional Development (2014-2015)
- Participated in user group workshop for discussion of the new Academic STEM Facility (Spring, 2016)
- Served as judge for presentations in Dr. Edwards’s course on integrated business applications (Spring, 2015, 2016)
- Invited speaker, USF Tampa Speaker Series for Industrial-Organizational Psychology Doctoral Students (2016)
- Member, Campus Task Force on Organizational Structure (2014-16)
- Assessor, GEB 6445 Assurance of Learning Evidence
- Member, Mid-tenure Review Committee for Dr. Wan Yang
- Attendee, Kenneth Feld’s Keynote Address, Bradenton EDC Annual Update Luncheon
- Judge, GEB 6895 Business Plan Presentations (November, 2015)
- Member, Management Search Committee (2014-15)

University of Delaware

- Coordinator, department research colloquia (2004)
- Member, college promotion and tenure committee (2008-2009)
- Mentor to Patrick McClelland (2008 – 2011)
- Arranged research seminar by Rich Klimoski, Dean of George Mason, during Spring of 2008
- Coordinated data collection with Wendy Smith for assurance of learning, BUAD 870 (Winter, 2008)
- Member, Lerner Brand Task Force and assurance of learning executive steering committee (2007)
- Faculty marshal at CBE convocations, most recently Spring, 2007
- Member, university learning outcomes assessment council (Fall, 2005 – 2006)
- Member, department promotion and tenure committee (1998 - present)
- Informal reviewer, graduate students’ and colleagues’ manuscripts (1995-present)
- Letter writer, for students seeking employment or grad school admission, peers seeking employment or promotion, and employers seeking external reviews (1995-present)
- Member, university coordinating committee on education (2003 – 2005)
- Member, department ad hoc committee on the MS in organizational effectiveness (2002-2005)
- Coordinator, department research colloquia (2004)
- Presenter, department “majors meetings” for management area (2004)
- Participant, MBA Success program (2003)
- Member, department search committee (2003)

- Member, department committee on teaching rigor and evaluations (2001 - 2002)
- Coordinator, management area human subjects pool coordinator (2000 - 2002)
- Member, university committee on research (1999 – 2002)
- Member, management faculty search committees (1995 - 2003)
- Member, college promotion and tenure committee (2001-2002)
- Reviewer, faculty teaching, for promotion and contract renewal purposes (2001-2002)
- Participant, MBA open house (2001)
- Member, MBA applicant interview team (1996, 2001)
- Seminar participant, UD family business center (1999-2000)
- Member, CBE ad hoc strategic initiatives undergraduate planning committee (1997 - 2000)
- Member, CBE undergraduate curriculum committee (1996 - 2000)
- Faculty representative, Trustee committee on public affairs and advancement (2000)
- Participant, department search activities (1999)
- Proctor, faculty senate presidential election (1999)
- Participant, Delaware decision days (1999)
- Department representative, CBE convocation (1999, 2002)
- Member, university committee on committees and nominations (1996 - 1999)

Washington State

- Member, college curriculum revision committee (1993 - 1995)
- Faculty advisor, human resource club (1990 - 1994)
- Participant, WSU faculty phonathon (1990 - 1995)
- Member, numerous search committees, MBA oral defense committees, Ph.D. defense committees; service as graduate representative; supervisor of numerous undergraduate and graduate student special projects

Service to the Profession

- Member, editorial board of the *Journal of Applied Psychology* (Spring, 2021 – present)
- Member, United Nations/SIOP Committee on staff development (Fall, 2020)
- Member, editorial board of the *Journal of Business and Psychology* (2013-Present)
- Member, SIOP Membership Committee and Subcommittee on Member Analytics (2018-current)
- Member, editorial board of *Organizational Behavior and Human Decision Processes* (2008-2013)
- Associate editor, *Human Performance* (2008-2011)
- Member, editorial board of *Human Performance* (2007-2008)
- Guest editor, special issue on workplace commitment and identification, *Journal of Organizational Behavior* (2005-2006)
- Member, editorial board of *Journal of Organizational Behavior* (2004 - 2006)
- Subject index editor for *Academy of Management Review* (1990 - 1996)
- Member, editorial board of *Academy of Management Review* (1993 - 1999); ad hoc reviewer from 2000 – present
- Ad hoc reviewer for *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Personnel Psychology*,

Human Performance, the Journal of Management, Journal of Organizational Behavior, Human Resource Management, Review, Organizational Research Methods

- Member, academy of management organizational behavior communications committee (1997 – 2001)
- Member, program committee of the Society for Industrial and Organizational Psychology (1990 – present)
- Member, program committee of the Academy of Management (1990-present)

PROFESSIONAL AFFILIATIONS

Society for Industrial and Organizational Psychology, Academy of Management, Association for Psychological Science, Society for Human Resource Management