

Jean M. Phillips
March 2026

Contact e-mail: jean.phillips@psu.edu

ACADEMIC APPOINTMENTS

7/1/14-present	Professor of Human Resource Management, School of Labor and Employment Relations, Penn State University
7/1/15-7/31/18	Director of Graduate Studies, School of Labor and Employment Relations, Penn State University
1/12/15-6/30/15	Assistant Director of Graduate Studies, School of Labor and Employment Relations, Penn State University
8/12	Visiting Lecturer, Reykjavík University, taught Master's course on Organizational Behavior
8/00	Visiting Lecturer, Singapore Institute of Management, taught Master's course on Organizational Behavior
5/00	Visiting Lecturer, Singapore Institute of Management, taught Master's course on HR Analytics
7/1/02-6/30/14	Associate Professor, Department of Human Resource Management, School of Management and Labor Relations, Rutgers University
7/1/97-6/30/02	Assistant Professor, Department of Human Resource Management, School of Management and Labor Relations, Rutgers University
9/1/96 – 6/30/97	Adjunct Instructor, Department of Human Resource Management, School of Management and Labor Relations, Rutgers University

EDUCATION

Ph.D. in Business Administration, **Graduate School of Business, Michigan State University**, March 1997
Major: Organizational Behavior
Minor: Industrial/Organizational Psychology
Dissertation: *Antecedents and Consequences of Leader Utilization of Staff Information in Decision Making Teams: Addressing a Leadership Dilemma*

B.A. in Business Administration (With Honors) **Michigan State University**, June 1991
Major: Human Resource Management

PROFESSIONAL AWARDS, RECOGNITIONS, AND HONORS

2021 Journal of Business and Psychology Reviewer of the Year

2016 Named a Fellow of the Society for Industrial and Organizational Psychology

2012 Among the most influential management scholars who received their degrees since 1991 based on impact metrics inside and outside of the Academy of Management (Aguinis, personal communication, based on Aguinis et al., 2012, Scholarly Impact Revisited, *Academy of Management Perspectives*, 26(2), 105-132, doi:10.5465/amp.2011.0088)

2008 Identified as one of the most influential management authors from 2000-2004 based on influence metrics (Podsakoff, personal communication, based on, Podsakoff et al., 2008, Scholarly Influence in the Field of Management: A Bibliometric Analysis of the Determinants of University and Author Impact in the Management Literature in the Past Quarter Century, *Journal of Management*, 34(4), 641-720).

2004 Recipient of the Cummings Scholar Award from the Organizational Behavior Division of the Academy of Management.

2000 Among top 5% of published authors in *Journal of Applied Psychology and Personnel Psychology* during the 1990s (2000, *The Industrial-Organizational Psychologist*, 34(4), 26-32).

JOURNAL ARTICLES, CHAPTERS, AND AUTHORED BOOKS

Cited over 10,478 times as of March 4, 2026, per Google Scholar with an h-index of 32

1. Magrizos, S., Delery, J., Roumpi, D., Phillips, J. (Co-Editor, 20%), & Aydinliym, L. (2026). The Disquiet of Quiet Quitting: Understanding and Applications of a Popular Trend in HRM Scholarship & Practice. *Human Resource Management*. DOI: 10.1002/hrm.70061
2. Phillips, J.M., Roumpi, D., Magrizos, S., & Moraes, C. (2025). Examining Retaliation Intentions Among Stuck Employees. *Journal of Business and Psychology*, 40, 315–332. DOI: 10.1007/s10869-024-09971-6
3. Griffin, R.W. & Phillips, J.M. (2025). *Organizational Behavior* (14th ed.). Mason, OH: South-Western/Cengage Learning.
4. Phillips, J.M. (2024). *Human Resource Management* (4rd ed.). Thousand Oaks, CA: Sage Publishing.
5. Kim, M.S., Phillips, J.M., Park, W.W., & Gully, S.M. (2023). When leader-member exchange leads to knowledge sharing: The roles of general self-efficacy, team leader modeling, and LMX differentiation. *The International Journal of Human Resource*

Management, 34(7), 1442-1469. DOI: 10.1080/09585192.2021.1886150

6. Park, H.M., Carter, K., & Phillips, J.M. (2023). Resisting Delegation: The Influence of Incivility and Developmental Tasks on Commitment to the Supervisor and Delegation Resistance, *Journal of Business and Psychology*, 38, 1245-1266. DOI: 10.1007/s10869-023-09898-4
 - Given an Editor Commendation as one of the top 12 out of 1200 “particularly exciting or remarkable” papers submitted to the journal in 2023
7. Phillips, J.M., Dlugos, K.E., & Park, H.M. (2023). Recognizing employees. In E.A. Locke and C.L. Pearce (Eds.), *Handbook of Principles of Organizational Behavior* (3rd ed., pp. 255-270). Hoboken, NJ: Wiley.
8. Phillips, J.M., Roumpi, D., & Carter, K.M. (2023). Clarity, conciseness, and consistency are the keys to effective communication. In E.A. Locke and C.L. Pearce (Eds.), *Handbook of Principles of Organizational Behavior* (3rd ed., pp. 429-442). Hoboken, NJ: Wiley.
9. Phillips, J.M. (2023). *Strategic Staffing* (5th ed.). Chicago, IL: Chicago Business Press. ISBN 978-1948426398
10. Phillips, J.M., *Griswold, K., *Shiverdecker, L., Castellano, W.G., & Gully, S.M. (2023). Willkommen, bienvenue, welcome: Language and cultural diversity messages as strategic recruiting tools for multilingual organizations. *International Journal of Human Resource Management*, 34(1), 154-196. DOI: 10.1080/09585192.2021.1961163
11. Kim, M., Phillips, J.M., & Misra, K. (2023). Individual Differences in Reactions to Work Location Decisions. *Organization Management Journal*, 20(1), pp. 17-29. DOI: 10.1108/OMJ-06-2021-1281
12. *Griswold, K., Phillips, J.M., Kim, M., Mondragon, N., Liff, J., & Gully, S.M. (2022). Global differences in applicant reactions to virtual interview synchronicity. *The International Journal of Human Resource Management*, 33(15), 2991-3018. DOI: 10.1080/09585192.2021.1917641
13. Phillips, J. (2020). *HRM Core Concepts*. Chicago, IL: Chicago Business Press.
14. Gully, S. M., & Phillips, J. M. (2019). On finding your level. In S. E. Humphrey and J. M. LeBreton (Eds.), *Handbook for Multilevel Theory, Measurement, and Analysis*. American Psychological Association, 11-38.
15. Farndale, E., Horak, S., Phillips, J., & Beamond, M. (2019). Facing complexity, crisis, and risk: Opportunities and challenges in international human resource management. *Thunderbird International Business Review*, 465-470. DOI: 10.1002/tie.22037

16. Phillips, J.M., & Gully, S.M. (2018). *Strategic Staffing* (4th ed.). Chicago: Chicago Business Press. ISBN-13: 978-1948426862
17. Farndale, E., Raghuram, S., Gully, S., Liu, H., & Phillips, J., & Vidović, M. (2017). A Vision of International Human Resource Management Research. *International Journal of Human Resource Management*, 28(12), 1625-1639.
18. Phillips, J. M., & Gully, S. M. (2017). Global recruiting. In H. Goldstein, E. Pulakos, J. Passmore, and C. Semedo (Eds.), *The Wiley Blackwell Handbook of the Psychology of Recruitment, Selection, and Retention* (pp. 29-52). Hoboken, NJ: Wiley.
19. Jacobs, R., Phillips, J., & Gully, S. (2016). Additional ideas for putting out the flames. *Industrial and Organizational Psychology*, 9(3), 611-620.
20. Phillips, J. M. & Gully, S. M. (2015). Multilevel and Strategic Recruiting: Where Have We Been, Where Can We Go from Here? *Journal of Management*, 41(5), 1416-1445. DOI:10.1177/0149206315582248
21. Phillips, J. M., Gully, S. M., & Castellano, W.G. (2014). Improving recruiting effectiveness for innovative startups: The importance of job advertisement wording. *American Journal of Entrepreneurship*, 7(1), 102-141.
22. Phillips, J. M., Gully, S. M., *McCarthy, J.E., Castellano, W.G. & *Kim, M.S. (2014). Recruiting global travelers: The role of global travel recruitment messages and individual differences in perceived fit, attraction, and job pursuit intentions. *Personnel Psychology*, 67, 153-201. DOI: 10.1111/peps.12043
23. Gully, S.M., Phillips, J.M., & *Kim, M.S. (2014). Strategic recruitment: A multilevel perspective. In K. Y. T. Yu and D. M. Cable (Eds.), *The Oxford Handbook of Recruitment* (pp. 161-183). New York, NY: Oxford University Press.
 - Summarized and presented in Nakamura, A. (2014). Article Today, *The Japanese Journal of Labour Studies*, 56(2-3): 104-105.
24. Phillips, J.M., & Gully, S.M. (2014). *Strategic Staffing* (3th ed.). Chicago: Chicago Business Press. **ISBN-13: 978-0133571769**
25. Gully, S. M., Phillips, J. M., Castellano, W., *Han, K., & *Kim, A. (2013). A mediated moderation model of recruiting socially and environmentally responsible job applicants. *Personnel Psychology*, 66(4), 935-973. DOI: 10.1111/peps.12033
26. Phillips, J.M., & Gully, S.M. (2010). *The Legal Context of Staffing*. Alexandria, VA: Society for Human Resource Management. **ISBN: 978-1-58644-157-9**
27. Phillips, J.M., & Gully, S.M. (2010). *Assessing Internal Job Candidates*. Alexandria, VA: Society for Human Resource Management. **ISBN: 978-1-58644-159-3**

28. Phillips, J.M., & Gully, S.M. (2010). *Assessing External Job Candidates*. Alexandria, VA: Society for Human Resource Management. **ISBN: 978-1-58644-160-9**
29. Phillips, J.M., & Gully, S.M. (2010). *Staffing to Support Business Strategy*. Alexandria, VA: Society for Human Resource Management. **ISBN: 978-1-58644-161-6**
30. Phillips, J.M., & Gully, S.M. (2010). *Staffing Forecasting and Planning*. Alexandria, VA: Society for Human Resource Management. **ISBN: 978-1-58644-158-6**
31. Phillips, J.M. & Gully, S.M. (2008). The Role of Perceptions versus Reality in Managers' Choice of Selection Decision Aids, *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1, 361–363. doi: 10.1111/j.1754-9434.2008.00064.x
32. Phillips, J.M., (2008). The role of excess cognitive capacity in the relationship between job characteristics and cognitive task engagement, *Journal of Business and Psychology*, 23, 11-24. doi: 10.1007/s10869-008-9078-9
33. Dessler, G. & Phillips, J.M. (2008). *Managing Now!* New York: Houghton-Mifflin.
34. Gully, S.M., & Phillips, J.M. (2005). A multilevel application of learning and performance orientations to individual, group, and organizational outcomes. In J. Martocchio (Ed.), *Research in Personnel and Human Resources Management* (Vol. 24, pp. 1–52). Greenwich, CT: JAI Press/Elsevier Science. doi: 10.1016/S0742-7301(05)24001-X
35. Gully, S.M., Phillips, J.M., & *Tarique, I. (2003). Collectivism and goal orientation as mediators of the effect of national identity on merit pay decisions. *International Journal of Human Resource Management*, 14, 1368-1390. doi: 10.1080/0958519032000145800
36. Caligiuri, P.M. & Phillips, J.M. (2003). An application of self-assessment realistic job previews to expatriate assignments. *International Journal of Human Resource Management*, 14, 1102-1116. doi: 10.1080/0958519032000114228
37. Phillips, J.M. & Gully, S.M. (2002). Fairness reactions to personnel selection techniques in Singapore and the United States. *International Journal of Human Resource Management*, 13, 1186-1205. doi: 10.1080/09585190210149475
38. Phillips, J.M. (2002). Antecedents and consequences of procedural justice perceptions in hierarchical decision-making teams. *Small Group Research*, 33, 32-64. doi: 10.1177/104649640203300102
39. Phillips, J.M., *Douthitt, E., & *Hyland, M.A.M. (2001). The role of justice in team member satisfaction with the leader and attachment to the team. *Journal of Applied Psychology*, 86, 316-325. doi: 10.1037/0021-9010.86.2.316

40. Caligiuri, P.M., Phillips, J.M., *Lazarova, M., *Tarique, I., & Burgi, P. (2001). The theory of met expectations applied to expatriate adjustment: The role of cross-cultural training. *International Journal of Human Resource Management*, 12, 357-372. doi: 10.1080/09585190121711
41. Phillips, J.M. (2001). The role of decision influence and team performance in member self-efficacy, withdrawal, satisfaction with the leader, and willingness to return. *Organizational Behavior and Human Decision Processes*, 84, 122-147. doi: 10.1006/obhd.2000.2922
42. Phillips, J.M. (1999). Antecedents of leader utilization of staff input in decision making teams. *Organizational Behavior and Human Decision Processes*, 77, 215-242. doi: 10.1006/obhd.1998.2819
43. Johnson, L.L., van Dyk, G.E., Green, J.R., Pittsley, A.W., Bays, B., Gully, S.M., & Phillips, J.M. (1999). Clinical assessment of asymptomatic knees: Comparison of men and women. *Arthroscopy*, 14, 347-359.
44. Phillips, J.M. (1998). Effects of realistic job previews on multiple organizational outcomes: A meta-analysis. *Academy of Management Journal*, 41, 673-690. doi: 10.2307/256964
45. Phillips, J.M., & Gully, S.M. (1997). The role of goal orientation, ability, need for achievement and locus of control in the self-efficacy and goal setting process. *Journal of Applied Psychology*, 82, 792-802. doi: 10.1037/0021-9010.82.5.792
46. Hollenbeck, J.R., Sego, D.J., Ilgen, D.R., Major, D.A., Hedlund, J., & Phillips, J.M. (1997). Team decision making accuracy under difficult conditions: Construct validation of potential manipulations and measures using TIDE² simulation. In M.T. Brannick, E. Salas, & C. Prince (Eds.), *New Directions in Team Measurement*. Mahwah, NJ: Erlbaum.
47. Phillips, J.M., Hollenbeck, J.R., & Ilgen, D.R. (1996). The prevalence and prediction of positive discrepancy creation: Addressing a discrepancy in discrepancy creation. *Journal of Applied Psychology*, 81, 498-511. doi: 10.1037/0021-9010.81.5.498
48. Hollenbeck, J.R., Ilgen, D.R., Sego, D.J., Hedlund, J., Major, D.A., & Phillips, J.M. (1995). The multi-level theory of team decision making: Decision performance in teams incorporating distributed expertise. *Journal of Applied Psychology*, 80, 292-316. doi: 10.1037/0021-9010.80.2.292
49. Phillips, J.M. (1995). Leadership since 1975: Advancement or inertia? *Journal of Leadership Studies*, 2, 58-80. doi: 10.1177/107179199500200106
50. Barber, A.E., Daly, C.L., Giannantonio, C.M., & Phillips, J.M. (1994). Job search activities: An examination of changes over time. *Personnel Psychology*, 47, 739-766. doi: 10.1111/j.1744-6570.1994.tb01574.x
51. Barber, A.E., Hollenbeck, J.R., Tower, S.L., & Phillips, J.M. (1994). The effects of interview

focus on recruitment effectiveness: A field experiment. *Journal of Applied Psychology*, 79, 886-896. doi: 10.1037/0021-9010.79.6.886

52. Hollenbeck, J.R., Ilgen, D.A., Phillips, J.M., & Hedlund, J. (1994). Decision risk in dynamic 2-stage contexts: Beyond the status quo. *Journal of Applied Psychology*, 79, 592-598. doi: 10.1037/0021-9010.79.4.592

EDITED BOOKS

1. Schindler, J. (2014). *Followership: What it Takes to Lead*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
2. McNulty, Y. & Inkson, K. (2013). *Managing Expatriates: A Return on Investment Approach*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
 - Winner of the Forum for Expatriate Management Asia-Pacific and European EMMA Awards for Thought Leadership – Research Study of the Year
3. Diamante, T. (2013). *Effective Interviewing & Information Gathering: Proven Tactics to Improve Your Questioning Skills*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
4. Provitera, M. J. (2012). *Mastering Self-Motivation: Bringing Together the Academic and Popular Literature*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
5. Allen, D.G. & Bryant, P.C. (2012). *Managing Employee Turnover: Dispelling Myths and Fostering Evidence-Based Retention Strategies*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
6. Hacker, S.K. (2012). *How to Coach Individuals, Teams, and Organizations to Master Transformational Change*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
7. Gordon, M. & Miller, V. (2011). *Conversations about Job Performance: A Communication Perspective on the Appraisal Process*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
8. Velo, V. (2011). *Cross Cultural Management*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
9. Korda, P. (2011). *The Five Golden Rules of Negotiation*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
10. Moua, M. (2010). *Culturally Intelligent Leadership: Leading Through Intercultural Interactions*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.

11. Shlosberg, M. (2010). *Letting People Go: The People-Centered Approach to Firing and Laying Off Employees*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
12. Warren, K. (2009). *Developing Employee Talent to Perform: People Power*. J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.
13. Sathe, V. (2008). *Manage Your Career: 10 Keys to Survival and Success When Interviewing and on the Job*, J. M. Phillips and S.M. Gully, Eds., New York: Business Expert Press.

OTHER PUBLICATIONS

1. Phillips, J. M. & Barber, A. E. (2017). Recruitment. The SAGE Encyclopedia of Industrial and Organizational Psychology, 2nd edition, Steven G. Rogelberg (Ed.). Thousand Oaks, CA: SAGE, 1320-1324.
2. Phillips, J. M. & Barber, A. E. (2017). Recruitment Sources. The SAGE Encyclopedia of Industrial and Organizational Psychology, 2nd edition, Steven G. Rogelberg (Ed.). Thousand Oaks, CA: SAGE, 1325-1326.
3. Phillips, J.M. & Weinberg, E. (2012). Job Offer Negotiation Exercise. London, Ontario: Richard M. Ivey. Product numbers 9B12C036A, 9B12C036B, 9B12C036C, and 9B12C036D
4. Phillips, J.M., Pomerantz, M., & Gully, S.M. (2007). "Plugging the Boomer Drain," *HR Magazine*, 52, 54-58.
5. Phillips, J.M. (March, 2000). The Importance of Fit. Internsnet.com.
6. Phillips, J.M. (March, 2000). Sometimes Ability Isn't Enough. Internsnet.com.

PRESENTATIONS AND CONFERENCES

1. Dlugos, K., Phillips, J., Carter, K., Roumpi, D. & Manning, C. (2024). The Development and Validation of an Internal Job Search Scale [Poster]. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL, United States.
2. Delery, J.E., Magrizos, S., Roumpi, D., Aydinliyim, L., Phillips, J. M., & Porter, C. (2023). *Human Resource Management* Quiet Quitting Special Issue Virtual Idea and Paper Incubator Workshop. Virtual conference co-organizer, presenter, and facilitator. November 13 & 16, Virtual.
3. Phillips, J., Roumpi, D., Magrizos, S., & Moraes, C. (2021). Employee deviance:

- retaliation after employer's response to COVID-19. In *Academy of Management Proceedings* (Vol. 2021, No. 1, p. 13745). Briarcliff Manor, NY 10510: Academy of Management.
4. Park, H.M., Carter, K., & Phillips, J. 2020. What to Delegate and How to Delegate Matter. In Guclu Atinc(Ed.), *Proceedings of the Eightieth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561
 5. Griswold, K., Phillips, J., Liff, J., & Gully, S.M. (2019). Global Differences in Applicant Reactions to Virtual Interview Synchronicity. Paper presented at the Annual Meeting of the Academy of Management, August 9-13, Boston, MA.
 6. Poeppelman, T.R., Sinar, E.F., Armstrong, M.B., Gibbs, M., Gully, S.M., Liff, J.P., Mondragon, N.J., Shapiro, J.C., Phillips, J.M., & Griswold, K. (2018) Paving Two-Way Streets: Digital Dyads to Drive Technology Research and Practice. Symposium presented at the 33rd Annual Conference of the Society for Industrial and Organizational Psychology, April 19, Chicago, IL.
 7. X Gully, S.M., Phillips, J. & Castellano, B. (2017). Recruiting to enhance and support global diversity. Annual Meeting of the Academy of Management, August 8, Atlanta, GA.
 8. Phillips, J.M. (2017). Academy of Management HR Division New Faculty Consortium, Atlanta, GA, August 3.
 9. Gully, S. M., Phillips, J. M., Luman, C., Ayers, Q., & Griswold, K. (2017, April). Interviewee reactions to a technologically mediated interviewing process. Presented in S. Gully (Chair), Opportunities and Challenges in Electronic Human Resource Management. Alternative session conducted at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
 10. Gully, S. M., & Phillips, J. M. (2017, April). Strategic recruitment of diverse applicants. Presented in M. McCusker and R. Foti (Co-Chairs), Words of Attraction: Job Ad Wording to Diversify Applicant Pools. Alternative session conducted at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
 11. Moore, C.F., Phillips, J.M., Gully, S.M., & Person, S. (2017). Online Mini-Simulations: A New Approach to Mastering Management Skills, OB Teaching Conference for Management Educators, June 14-17, Providence, Rhode Island.
 12. Phillips, J.M. (2015). Chair. Organizational Attraction in Recruitment. Symposium conducted at the 2015 Annual Meeting of the Academy of Management, August 10, Vancouver, Canada.
 13. Gully, S.M., Phillips, J.M., & Castellano, W.G. (2015). Effects of Other Group Orientation and Diversity Recruiting Messages on Job Pursuit Intentions in Two

- Different Job Contexts. Presented in Kang Yang Trevor Yu (Organizer) and Stan Gully and John P. Hausknecht (Discussants) Employer Images and Recruitment: Novel Approaches for Researchers and Practitioners. Academy of Management Meeting, August 10, Vancouver, Canada.
14. Phillips, J.M. (2015). HR Division Doctoral Consortium - International Opportunities Topic Table. Academy of Management Meeting, August 8, Vancouver, Canada.
 15. Gully, S. M., & Phillips, J. (2015). Reflections on and new directions in recruitment research. Research presented at the Annual Meeting of the Personnel/Human Resource Research Group (PHRRG), HumRRO, April, Alexandria, VA.
 16. Phillips, J.M. (2015). (Almost) flipping the classroom. Cengage Business Educator's Forum, February 26, Fort Lauderdale, FL.
 17. Phillips, J.M., Gully, S.M., & McCarthy, J. (2015). Applicant Perceptions of and Attraction to Employee Owned Companies: Implications for Recruitment and the Applicant Talent Pool. Research presented at the Annual Mid-Year Louis O. Kelso Fellows Workshop, January, New Brunswick, NJ.
 18. Phillips, J.M. & Gully, S.M. (2014). Recruitment research through a strategic lens: Where have we been, where can we go from here? Presented in Kang Yang Trevor Yu (Organizer) and Amy L. Kristof-Brown (Discussant) Strategizing and Planning Recruitment: New Issues for Organizational Decision Makers. Academy of Management Meeting, August 1-5, Philadelphia, PA.
 19. Gully, S.M., Phillips, J.M., & Methot, J. (2014). Peering into the Future: Fostering Deep Learning Using 21st Century Tools and Techniques. Teaching & Learning Conference at the Academy of Management Meeting, August 3, Philadelphia, PA.
 20. Phillips, J.M. (2014). HR Division Doctoral Consortium - International Opportunities Topic Table. Academy of Management Meeting, August 2, Philadelphia, PA.
 21. Phillips, J.M. (2013). Chair. Making Worker Ownership Work Economy-Wide. Symposium conducted at the 2013 Annual Meeting of the Academy of Management Meeting, August 9-13, Orlando, FL.
 22. Weinberg, E. & Phillips, J. M. (2013). The Art of Negotiation. Workshop presented at the WorldatWork Total Rewards Conference, April 29-May 1, 2013, Philadelphia, PA.
 23. Gully, S. M. & Phillips, J. M. (2013, April). Leveraging employee surveys for strategic impact. Strategic HR Leadership Council Annual Board Meeting. The Heldrich Hotel, New Brunswick, NJ.
 24. Gully, S. M., & Phillips, J. (2012). The role of recruiting messages and individual differences in influencing recruitment outcomes (Part II). Research presented at the

- Annual Meeting of the Personnel/Human Resource Research Group (PHRRG), February, Rice University, Houston, TX.
25. Phillips, J. M., Gully, S. M., & McCarthy, J. E. (2012). The role of proactive personality, goal orientation & self-efficacy in goal setting & performance. Presented in Goal Orientation Processes and Outcomes. Divisional roundtable paper session at the Academy of Management Meeting, August 3-7, Boston, MA.
 26. Gully, S. M., Phillips, J. M., Castellano, W., Han, K. J., & Kim, A. (2012). A mediated moderation model of recruiting socially and environmentally responsible job applicants. Presented in Enhancing Employee Fit Through Recruitment, Culture, and Cross-Cultural Adjustment. Cross Divisional Paper session, Academy of Management Meeting, August 3-7, Boston, MA.
 27. Phillips, J. M., Gully, S. M., McCarthy, J. E., & Schurman, S. J. (2012). Effects of employee ownership recruitment messages on recruiting outcomes: The role of ability and self-esteem. Paper presented in Eric Kaarsemaker and Richard Long (Chairs) and Erik Poutsma (Discussant) Employee Ownership and Human Resource Management (Beyster Symposium Session). International Association for the Economics of Participation (IAFEP) Conference and Beyster Fellows Symposium, July 13-14, 2012, Rutgers University, Piscataway, NJ.
 28. Gully, S. M., Phillips, J. M., & Castellano, W. (2010). Innovation-oriented advertising messages, job seeker goal orientation, and recruiting effectiveness. In Recruitment: Methods and Outcomes. Roundtable paper presented at the Academy of Management Annual Meeting, August 6-10, Montreal, Canada.
 29. Park, W.W., Kim, M.S., Gully, S. M., & Phillips, J. M. (2010). General self-efficacy, team-efficacy, and leader goal orientation as multi-level predictors of OCBs. In Goal Orientation. Roundtable paper presented at the Academy of Management Annual Meeting, August 6-10, Montreal, Canada.
 30. Phillips, J. M., Gully, S. M., & Castellano, W. (2009). A model of the role of recruitment messages in applicant diversity and attitudes toward diversity. In Diversity and anti-discrimination initiatives. Interactive paper presented at the Academy of Management Annual Meeting, August 7-11, Chicago, IL.
 31. Gully, S. M., Phillips, J. M., Castellano, W., & Han, K. (2009). A model of the role of recruitment messages in recruiting environmentally responsible applicants. In Green management and individuals. Interactive paper presented at the Academy of Management Annual Meeting, August 7-11, Chicago, IL.
 32. Gully, S. M., & Phillips, J. (2009). The effect of recruiting messages on recruiting outcomes: The role of individual differences. Research presented at the Annual Meeting of the Personnel/Human Resource Research Group (PHRRG), February, Texas A&M University, College Station, TX.

33. Gully, S. M., Blasi, J., Phillips, J., Freeman, R. B., & Kruse, D. (2008) Influence of shared capitalism and training on employee engagement and responses to shirking . In S. M. Gully (Chair), Building HRM systems for high involvement, high performance work environments. Symposium conducted at the Annual Meeting of the Academy of Management, August, Anaheim, CA.
34. Phillips, J.M. (2007). Facilitator. Individual Learning and Knowledge Sharing III: Individual Learning. Symposium conducted at the Annual Meeting of the Academy of Management, Philadelphia, PA.
35. Phillips, J. M. & Gully, S. M. (2007). Presenter. Employee Value Proposition. Meeting of HR Executives, Hess Corporation.
36. Gully, S.M., Phillips, J.M., & Chung, Y. (2004). Effects of allocator nationality, performance level, and performance cause on merit pay decisions. In R. A. Posthuma (Chair), Culture and Cognition in Cross-Border Business. Symposium conducted at the Annual Meeting of the Academy of Management, New Orleans, LA.
37. Phillips, J.M. (2003). Presenter. Successfully Navigating the Tenure Process. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Chicago, IL.
38. Phillips, J.M. (2003). Presenter. Early Career Success. Doctoral Consortium, 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
39. Gully, S.M., Phillips, J.M., and Tarique, I. (2001). Collectivism and goal orientation as mediators of international differences in merit pay. In E. Miller (Facilitator) Cross-national Studies of Incentive Systems and Organizational Performance. Symposium presented at the 61st Annual Academy of Management Meeting, August, Washington, DC.
40. Phillips, J.M. (2001). Antecedents and consequences of procedural justice perceptions in hierarchical decision-making teams. In J. Brett (Chair) Organizational Justice: Balancing the Scales of Fairness in Organizations. Symposium presented at the 61st Annual Academy of Management Meeting, August, Washington, DC.
41. Phillips, J.M. (2001). Chair. Training. Symposium conducted at the 61st Annual Academy of Management Meeting, August, Washington, DC.
42. Gully, S.M. and Phillips, J.M. (2001). Cross-cultural differences in merit pay. Paper presented at the Human Resources Global Management Conference, June, Barcelona, Spain.
43. Caligiuri, P.M. and Phillips, J.M. (2001). An application of self-assessment realistic job previews to expatriate assignments. Paper presented at the sixteenth annual conference of the Society for Industrial and Organizational Psychology, April, San Diego, CA.

44. Caligiuri, P.M., Phillips, J.M., Lazarova, M., & Tarique, I. (2000). The theory of met expectations applied to the cross-cultural adjustment of expatriates in Asia. In D. J. Campbell (Chair) Low context assumptions, high context solutions: Contingencies for predicting expatriate adjustment in Asia. Symposium presented at the 60th Annual Academy of Management Meeting, August, Toronto, Canada.
45. Phillips, J.M. (2000). The importance of team processes and procedural justice in hierarchical decision-making team effectiveness. In J. Cordery (Chair), Enhancing Team Effectiveness. Symposium presented at fifteenth annual conference of the Society for Industrial and Organizational Psychology, April, New Orleans, LA.
46. Phillips, J.M. (1999). The consequences of leader weighting of team member input: Managing a leadership dilemma. Paper presented at the Academy of Management Meetings, August, Chicago, IL.
47. Gully, S.M., & Phillips, J.M. (1999). Influences of leaders on team self-regulation: An integrative framework of team motivation. In John L. Cordery (Chair), Enhancing Team Effectiveness. Symposium conducted at the Third Conference on Industrial and Organisational Psychology, June, Brisbane, Australia.
48. Hyland, M.A., Douthitt, E., & Phillips, J.M. (1999). Team leader behaviors and member satisfaction: The role of procedural justice. Paper presented at the fourteenth annual conference of the Society for Industrial and Organizational Psychology, May, Atlanta, GA.
49. Gully, S.M., Phillips, J.M. (1999). A multilevel application of learning and performance goal orientations to individual, group, and organizational outcomes. In D. Steele-Johnson (Chair), New Directions in Goal Orientation Research: Extending the Construct, the Nomological Net, and Analytic Methods. Symposium presented at the fourteenth annual conference of the Society for Industrial and Organizational Psychology, May, Atlanta, GA.
50. Phillips, J.M. (1998). Antecedents of accurate leader utilization of staff information in decision-making teams. Paper presented at the thirteenth annual conference of the Society for Industrial and Organizational Psychology, April, Dallas, TX.
51. Gully, S.M., Phillips, J.M., Beaubien, J.M., & Payne, S.C. (1998). Effects of individual differences in goal orientation and self-regulatory tendencies on learning. In S. M. Gully & J. E. Mathieu (Chairs), Individual Differences, Learning, Motivation, and Training Outcomes. Symposium presented at the thirteenth annual conference of the Society for Industrial and Organizational Psychology, April, Dallas, TX.
52. Phillips, J.M. (1997). The consequences of leader weighting strategies in hierarchical teams with distributed expertise. Paper presented at the Academy of Management Meetings, August, Boston, MA.

53. Phillips, J.M., Gully, S.M., & Douthitt, E. (1997). A meta-analysis of the effects of realistic job previews on performance and turnover. Paper presented at the Academy of Management Meetings, August, Boston, MA.
54. Phillips, J.M. & Gully, S.M. (1996). An integration and extension of individual difference and goal setting theories. Paper presented at the Academy of Management Meetings, August, Cincinnati, OH.
55. Phillips, J.M., Hollenbeck, J.R. & Ilgen, D.R. (1996). The prevalence and prediction of positive discrepancy creation: Examining a discrepancy between two self-regulation theories. Paper presented at the Society of Industrial and Organizational Psychology Meetings, May, San Diego, CA.
56. Hedlund, J. & Phillips, J. (1993). The effect of task difficulty, experience, and information redundancy on team decision making accuracy. Paper presented at the IO/OB Student Conference, Toronto.
57. Hollenbeck, J.R., Ilgen, D.R., Sego, D.J., Major, D.A., Phillips, J.M., Hedlund, J. & Barrett, L. (1992). Team decision making under stressful conditions: A program of research. Paper presented at Cornell University.
58. Ilgen, D.R., Hollenbeck, J.R., Sego, D.J., Major, D.A., Phillips, J. & Hedlund, J. (1992). Team member abilities and problem solving strategy effects on team decision making outcomes and processes in teams with distributed expertise. Paper presented at the Symposium on Command and Control Research, Monterey, California.

INVITED PRESENTATIONS

Leveraging employee surveys for strategic impact. Strategic HR Leadership Council Annual Board Meeting. The Heldrich Hotel, New Brunswick, NJ, April 2013.

Strategic Workforce Planning. Becton Dickinson HR Leadership Group. Franklin Lakes, NJ, September, 2012.

Team Effectiveness. Presentation to the School of Management and Labor Relations Alumni Association, Rutgers University, April, 2004.

Town Hall Panel. Doctoral Consortium, Annual Society of Industrial and Organizational Psychology Conference, Orlando, April, 2003.

Dual Career Issues and Balancing Work-Nonwork Life. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Chicago, IL. August, 1999.

An Overview of Realistic Job Previews. Presentation made to Phyllis Segal's MBA class at

Rutgers University on August 16, 1999.

Dual Career and Balance of Work and Life Issues. HR Doctoral Consortium, Annual Meeting of the Academy of Management, San Diego, CA. August, 1998.

A Meta-Analysis of the Effects of Realistic Job Previews: The Influence of RJP Characteristics on Multiple Organizational Outcomes. Presentation to Department of Management, Rutgers University, March, 1998.

A Meta-Analysis of the Effects of Realistic Job Previews: The Influence of RJP Characteristics on Multiple Organizational Outcomes. Presentation to Department of Human Resource Management, Rutgers University, January, 1998.

Coping Strategies for New Faculty. HR Doctoral Consortium, Annual Meeting of the Academy of Management, Boston, MA., August, 1997.

The Antecedents and Consequences of Leader Utilization of Staff Information in Decision-Making Teams: Addressing a Leadership Dilemma. Presentation to the Trustees and State Advisory Council, School of Management and Labor Relations, Rutgers University, April, 1997.

The Antecedents and Consequences of Leader Utilization of Staff Information in Decision-Making Teams: Addressing a Leadership Dilemma. Presentation to Department of Human Resource Management, Rutgers University, October, 1996.

TECHNICAL REPORTS

Gully, S. M., & Phillips, J. M. (2016, July). Candidate Reactions to the Interview Process. Analysis and report created for HireVue.

Phillips, J. M., & Gully, S. M. (2016, July). Candidate Reactions to the Interview Process. White paper summary created for HireVue.

Phillips, J. M., & Gully, S. M. (2011, August). U. S. Corrugated Employee Value Proposition. Analysis and report created for U. S. Corrugated.

Gully, S. M., Phillips, J. M., & Castellano, W. G. (2010, January). Advertising Messages and Recruiting Effectiveness for Innovation-Oriented Firms. An analysis and report created for Advance.

Gully, S. M., & Phillips, J. M. (2008, December). Determinants of Sales Representative Ranking and Circle of Excellence Performance. Analysis and report created for AlphaPharma.

Phillips, J. M., & Gully, S. M. (2008, May). Retention Strategies for Pharmacists, Pharmacy Technicians, and Customer Service Representatives. Analysis and report created for

Medco.

Liao, H., Gully, S. M., Phillips, J. M., & Kim, M. S. (2008, March). Employee Engagement and Customer Outcomes. Analysis and report created for Avis/Budget.

Phillips, J. M., Gully, S. M., & Pomerantz, M. (2007, October). Hess Employer Value Proposition. Analysis and report created for Hess.

Gully, S.M., Phillips, J.M., Beaubien, J.M., & Payne, S. (1997). Influences of individual differences in goal orientation, self-regulation, and the five factor personality dimensions on learning strategies and outcomes. Final Summer Research Award Report, submitted to the Office of the Provost. Fairfax, VA: George Mason University.

Smith, E.M., Phillips, J.M., & Gully, S.M. (1993). Safety training program for Great Lakes Industries. East Lansing, MI: Michigan State University.

QUOTATIONS IN THE POPULAR PRESS

Garrison, M. (2015). Bonuses aren't just for bankers anymore. *NPR Marketplace*, November 9, <http://www.marketplace.org/2015/11/09/business/bonuses-arent-just-bankers-anymore>.

Keller, L. (2013). Boomers in recline. *Human Resource Executive Online*, June 12, <http://www.hreonline.com/HRE/view/story.jhtml?id=534355558&>.

GRANTS AND FUNDING

Han, D. (Co-Principal Investigator), Phillips, J. (Co-Principal Investigator), Gully, S. M. (Co-Principal Investigator), Grant, "How to Predict Successful Surgical Residents Using Objective Determinants," Innovation in Education Projects and Research Grant (Level II). Woodward Endowment for Medical Science Education. Total requested: \$26,204.00. Total awarded: \$26,204.00. (submitted: April 2015, funded: December 2015 - December 2016).

Abstract: This study will test whether objective determinants of subjective measures of competence can be identified and used to both assess competency of current trainees as well as future recruits in to the surgical training environment. The first part of this study, for which funding is requested, will use focus groups to determine those values and characteristics that enable success as well as those that contribute to underperformance among surgical residents.

Han, D. (Co-Principal Investigator), Gully, S. M. (Co-Principal Investigator), Phillips, J. (Co-Principal Investigator), Grant, "Improving Surgical Resident Selection," Milton S. Hershey Medical Center Associate of Family and Friends Grant, Hospitals. Total requested: \$10,000.00. Total awarded: \$10,000.00. (submitted: April 2015, funded: July 2015 - July 2016).

Abstract: Using focus groups, structured interviews, and surveys we will identify the

personal characteristics that enable success and those that contribute to underperformance among surgical residents. Characteristics including emotional intelligence, stress tolerance, multicultural skills, and communication skills will be explored as well as other characteristics that surgeons, faculty, residents, nurses, patients, and other stakeholders identify through focus groups, individual interviews, and surveys. We will conduct numerous small focus groups and individual interviews with representatives from each of these stakeholder groups with various levels of experience. The purpose of this project is to generate an initial list of enabling and derailing characteristics, then administer a survey to a broader group of these stakeholders to confirm these characteristics.

Phillips, J. M., & Gully, S. M. (2012). Grant from Cengage Publishers. Procured \$64,211 for Rutgers' iTV studio to film and produce videos for the book Human Resource Management.

Phillips, J. M., & Gully, S. M. (2011). Grant from Cengage Publishers. Procured \$68,465 for Rutgers' iTV studio to film and produce videos for the book Organizational Behavior.

Gully, S. M., & Phillips, J. M. (2010-2011). External funding from Lowe's. Interviewing Effectiveness. Brought in over \$150,000 for the Center for Management Development to complete five staffing related projects for Lowe's.

Phillips, J. M., & Gully, S. M. (2007). Grant from Pearson Prentice-Hall. Procured \$17,272 for Rutgers' iTV studio to film and produce videos for the book Strategic Staffing.

Phillips, J. M., Gully, S. M., and Pomerantz, M. (2006). The Aging of the Workforce of the United States and its Impact on Strategic Human Resource Planning and Practices. Received a \$3,800 grant from the Rutgers Center for Human Resource Strategy to investigate issues related to the aging workforce in the U.S.

Gully, S. M., Phillips, J. M., & Smith, E. M. (1994). Training Program for Safety Representatives at Great Lakes Industry, Inc. Supported by the Great Lakes Trade Adjustment Assistance Center (TAAC). Ann Arbor, MI: Business and Industrial Assistance Division, School of Business Administration, University of Michigan. One year grant to develop a safety training program to improve the climate for safety at Great Lakes Industries, Inc. \$15,000.

PROFESSIONAL EXPERIENCE

July, 2010-March 2011

**Staffing Training Consultant
Lowe's Corporation**

Developed and provided structured interview skills training. Deliverables included a workbook, videos, train-the-trainer sessions, and a managerial training program to enhance hiring managers' skills in using structured interviews and in legally compliant staffing.

May, 2000-April, 2010

**Member, Expert Advisory Group
OBIK, Princeton NJ**

Participated in advisory group meetings for the company and reviewed materials under development for organizational use in adapting OBIK's instruments for organizational use in recruiting and job placement of new hires.

Aug, 1999-July, 2000

**Performance Management Consultant
Rutgers University, New Brunswick, NJ**

Developed a proposal for the training of raters and ratees involved in a new merit pay program. 3,000 people were ultimately trained in skills related to performance management.

April, 1998-June, 1999

**Organizational Development Consultant
Chanel Inc., Piscataway, NJ**

Provided ongoing advice regarding a possible transition to team-based production systems.

Dec, 1994 - Jan, 1996

**Survey Feedback, The Toledo Hospital
Toledo, Ohio**

Assisted in the development and administration of an upward feedback survey for managers at The Toledo Hospital with Kevin Ford and Stan Gully. Individualized feedback was provided for approximately 200 managers.

Jan, 1992 - Jan, 1995

**Statistical Consultant, Information Health
Network, East Lansing, MI**

Statistical consultant for Lanny Johnson, M.D. Primary responsibilities included data analysis and interpretation.

Oct, 1994 - Nov, 1994

**Organizational Development Consultant
Michigan Department of Natural Resources**

Worked with Kevin Ford in interviewing the top leadership team to analyze and improve their strategic planning process.

PROFESSIONAL SERVICE (partial list)

Guest Editor, *Human Resource Management*, Special Issue: Quiet Quitting, 2025-26

Guest Editor, *Thunderbird International Business Review*, Special Issue: Opportunities and Challenges in International HRM, 2019.

Guest Editor, *International Human Resource Management*, Special Issue: Global IHRM Conference, 2017, Vol. 28(12).

Editorial Board Member (previous and current):

Human Resource Management 2022-present

Journal of Business and Psychology 2009-present

Personnel Psychology 2002-2007; 2013-present

Journal of Management 2001-present

Journal of Applied Psychology 2003-2007
European Journal of International Management 2012-present
Human Resource Management Review 2016-present

Ad hoc reviewer (previous and current) for:

Academy of Management Journal
Organizational Behavior and Human Decision Processes

Member of the 2015 SIOP Distinguished Early Career Contributions–Practice Award Committee

Member of the 1999 Division 14 APA Program Committee

Member of Task Force to review national Academy of Management Conference, 1998-1999

Member of task force led by Fran Yammarino responsible for developing and administering a survey to improve the Academy of Management's annual meeting (1998-1999)

Member of the 2000 Society for Industrial and Organizational Psychology Program Committee

Member of the Society for Industrial and Organizational Psychology Membership Committee 1999-2000

Grant Reviewer for the Research Foundation of The City University of N.Y. 2001

Grant Reviewer for Israel Science Foundation 2001

Member of the 2000, 2001 Ralph Alexander Dissertation Award Committees for the Human Resource Division of the Academy of Management

Member of the 2001 Society of Industrial and Organizational Psychology Flanagan Best Student Paper Award Committee

Member of the Society for Industrial and Organizational Psychology Membership Committee (1999-2001)

Member of the Academy of Management Human Resource Management Division Program Committee 2000, 2001

Member of the Academy of Management Organizational Behavior Division Program Committee 2000, 2001

Member of the 2002 HR Division of the Academy of Management Best Student Paper Award Committee

Member of the S. Rains Wallace Dissertation Research Award Committee for the Society of Industrial and Organizational Psychology 2001-2003

Member of the Society for Industrial and Organizational Psychology Strategic Program Planning Subcommittee 2001, 2003

Expert witness for the American Civil Liberties Union: United States v. New York City Board of Education, No. 96-0374 (FB)(RLM) 2003-2004

Member of the 2004 5-Year Review Task Force for the HR Division of the Academy of Management

Member of the 2004 Williams A. Owens Scholarly Achievement Award Committee for SIOP

Member of the 2005-2006 Nominations Committee for the HR Division of the Academy of Management

Regular reviewer for Organizational Behavior and Human Resource Management Divisions of Academy of Management

TEACHING EXPERIENCE

Organizational Behavior (Undergraduate, Master's, and PhD levels and online)

Human Resource Management

First Year Introductory Seminar

Recruiting and Staffing (in residence and online)

Teams and Leadership

Training

International Master's level experience in Singapore and Iceland

Executive level experience in Talent Management

Continuing education experience with various OB and HRM topics

RESEARCH INTERESTS

Recruiting – Applying OB theories including fit, attraction, and signaling theories to optimize sourcing and recruiting practices and outcomes; understanding how recruiting and business strategies influence an organization's strategic execution and capability

Team effectiveness – Identifying factors that influence team performance and sustainability at multiple levels of analysis

Leadership – Understanding the role of leadership in team and organizational effectiveness; enhancing leadership effectiveness

Motivation – Understanding drivers of employee motivation and persistence; investigating the roles of individual differences, goal setting, and self-regulatory systems

Employee wellness – Applying OB theories to improve the effectiveness of employee wellness initiatives