
Natalia M. Lorinkova

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Academic Appointments

The Pennsylvania State University

Associate Professor, School of Labor and Employment Relations (2023 - present)

ESADE Business School, Ramon Llull University

Associate Professor, Department of People Management and Organizations, ESADE Business School (2020 - 2023)

Georgetown University

Assistant Professor of Management, McDonough School of Business (2014 – 2020)

Wayne State University

Assistant Professor of Management, Mike Illitch School of Business (2011 - 2014)

Education

Ph. D. (Management) University of Maryland, R. H. Smith School of Business
MBA Korean Development Institute, Seoul, South Korea
B. Sc. (Linguistics) Sofia University, Bulgaria

Research Interests

- Leadership - longitudinal and multi-level effects of leadership on team and individual outcomes
- Alternative work arrangements and diversity issues – virtual and global teamwork, language and non-visible diversity issues

Refereed Journal Articles

Perry, S. J., Lorinkova, N. M., & Madanoglu, M. (2022). Disparate Safety Enforcement: Curvilinear Effects, Mechanisms, and Boundary Conditions of Supervisor-rated Leader-Member Exchange. *Journal of Management*, 48(8), 2318-2348.
<https://doi.org/10.1177/01492063211044415>

Brown, S. G., Hill, N. S., & Lorinkova, N. M. (2021). Leadership and virtual team performance: A meta-analytic investigation. *European Journal of Work and Organizational Psychology*, 30(5), 672-685.
<https://doi.org/10.1080/1359432X.2021.1914719>

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- Lorinkova, N. M., & Bartol, K. M. (2021). Shared leadership development and team performance: A new look at the dynamics of shared leadership. *Personnel Psychology*, 74 (1), 77-107. <https://doi.org/10.1111/peps.12409>
Best Paper Award Personnel Psychology 2023
- Lorinkova, N. M., & Perry, S. J. (2019). Influences of group- versus individual-focused transformational leadership on individual helping and group performance. *Journal of Organizational Behavior*, 40 (3), 231-247. <https://doi.org/10.1002/job.2322>
- Lorinkova, N. M., & Perry, S. J. (2018). The Threshold Effect of Relative Leader-Member Exchange (RLMX) on Engagement and Performance. *Academy of Management Best Papers Proceedings*. <https://doi.org/10.5465/AMBPP.2018.293>
- Lorinkova, N. M., & Perry, S. J. (2017). When is empowerment effective? The role of leader-leader exchange in empowering leadership, cynicism, and time theft. *Journal of Management*, 43(5), 1631-1654.
<https://doi.org/10.1177/0149206314560411>
- Perry, S. J., Lorinkova, N. M., Hunter, E., Hubbard, A., & McMahon, T. (2016). When does virtuality really “work”? Examining the role of work–family and virtuality in social loafing. *Journal of Management*, 42(2), 449-479.
<https://doi.org/10.1177/0149206313475814>
- Marinova, S., Peng, C., Lorinkova, N. M., Chiaburu, D., & Van Dyne, L. (2015). Change-oriented behavior: A meta-analysis of individual and job design predictors. *Journal of Vocational Behavior*, 88, 104-120. <https://doi.org/10.1016/j.jvb.2015.02.006>
- Lorinkova, N. M., Pearsall, M. J., & Sims, H. P. (2013). Examining the differential longitudinal performance of directive versus empowering leadership in teams. *Academy of Management Journal*, 56(2), 573-596. <https://doi.org/10.5465/amj.2011.0132>
- Chiaburu, D., Lorinkova, N. M., & Van Dyne, L. (2013). Employees’ social context and change- oriented citizenship: A meta-analysis of leader, co-worker, and organizational influences. *Group and Organization Management Journal*, 38(3), 291-333.
<https://doi.org/10.1177/1059601113476736>
- Seo, M., Taylor, M. S., Hill, N. S., Zhang, X., Tesluk, P., & Lorinkova, N. M. (2012). The role of affect and leadership during radical organizational change. *Personnel Psychology*, 65, 121-165. <https://doi.org/10.1111/j.1744-6570.2011.01240.x>
- Lorinkova, N. M. & Martin, J. E. (2012). The role of supervisory support and union commitment in predicting employee change internalization. *Academy of Management Best Papers Proceedings*.
- Somaya, D., Williamson, I. O., Lorinkova, N. M. (2008). Gone but not lost: The different performance impacts of employee mobility between cooperators vs. competitors. *Academy of*

Management Journal, 51(5), 936-953. <https://doi.org/10.5465/amj.2008.34789660>

Books & Book Chapters

Wassenaar, Christina L., Pearce, Craig L., & Lorinkova, N. (In press). *Shared Leadership 2.0*. Cambridge University Press, Cambridge, England, UK.

R&Rs and Work in Progress

Lorinkova, N. M., & Klimoski, R. “Your accent is so cute! Where are you from?” A conceptual approach to the role of accents for workplace inclusion. Manuscript in preparation for submission to *Academy of Management Review*.

Lorinkova, N. M., Perry, S. J., & Fernandez Castillo, G. Double or triple jeopardy: How gender and age moderate the effect of non-native speaker status on stress and performance. **Under review at *Journal of Organizational Behavior***.

Lorinkova, N. M., Purvanova, R., Pearce, C., Fu, N., & Bartol, K. M. Combining opposites: Examining the effects of opposing leadership styles on change-oriented behaviors. In preparation for submission to *Personnel Psychology*.

Scholarly Activities

Invited Presentations

Lorinkova, N. M., & Bartol, K. September, 2018. Too many cooks spoil the broth: A new look at the dynamics of shared leadership. Presentation as a guest speaker at University of Maryland.

Lorinkova, N. M., & Perry, S. J. October, 2016. Influences of group- versus individual-focused transformational leadership on individual helping and group performance. Presentation as a guest speaker at George Washington University.

Selected Conference Presentations

Lorinkova, N. M., Perry, S. J., & Fernandez Castillo, G. Double or triple jeopardy: How gender and age moderate the effect of non-native speaker status on stress and performance. *Paper presented at AOM 2022 Annual Conference, August 5–9th, Seattle, WA.*

Lorinkova, N. M., & Perry, S. J. Supervisor-rated leader-member exchange (SLMX) and safety enforcement: Two studies examining curvilinear effects of SLMX. *Paper presented at AOM 2019 Annual Conference, August 8–12th, Boston, MA.*

Lorinkova, N. M., & Perry, S. J. When status differences matter: The threshold effects of relative leader-member exchange (RLMX) on engagement and performance. *Paper presented at AOM 2018 Annual Conference, August 9-13th Chicago, IL.*

Lorinkova, N. M., & Hariz, D. Habla Espanol? A conceptual approach to the role of non-native accent at the workplace. *Paper presented at AOM 2017 Annual Conference, August 4-8th, Atlanta, GA.*

Ramani, R., Singh, S., & Lorinkova, N. M., Putting “Acting” back in deep acting: How can empowering leadership help? *Paper presented at AOM 2016 Annual Conference, August 5-9th, Anaheim, CA.*

Lorinkova, N. M., & Perry, S. J. The “we” and “me” of transformational leadership: Implications for helping and group performance. *Paper presented at AOM 2016 Annual Conference, August 5-9th, Anaheim, CA.*

Hill, N. S. & Lorinkova, N. M. Virtual Team Leadership: A review and conceptual framework for future research. *Paper presented at AOM 2016 Annual Conference, August 5-9th, Anaheim, CA.*

Research Grants

Bosak, J., Lorinkova, N. M., Flood, P., & Taylor, M. S. 2012. The role of within-group differentiated perceptions of leadership as predictors of employee reactions to change. Project awarded € 8500 through the Dublin City University Development for Clusters Research Grants.

Lorinkova, N. M., Pearsall, M., & Sims, H. P. 2009. The effects of leadership and leader reputation on team performance. Project awarded \$2500 through R. H. Smith School Small Research Grants.

Media Mentions & Technical Reports

Keller Center Research Report (June, 2018)

International Research Conference on Business and Social Innovation (2018) -

<https://www.youtube.com/watch?v=q1yTozxKEaU>

Harvard Business Review (July, 2013) <https://hbr.org/2013/07/empowered-teams-get-a-slow-sta>

IO at Work (2013) <http://www.ioatwork.com/empowering-leaders-or-directive-leaders/>

Forbes (2010) <https://www.forbes.com/sites/freekvermeulen/2010/12/29/seeing-your-employees-getting-poached-its-not-all-bad/#5756279324e6>

Honors & Awards

Personnel Psychology, Best Paper Award 2023

Academy of Management, OB Division, Best Conference Paper Proceeding, 2018

Academy of Management, OB Division, Best Conference Paper Proceedings, 2012

Distinguished Teaching: Center for Teaching Excellence, University of Maryland, College Park, 2008-2009

Academy of Management, HR Division, Best Paper Award, 2007

Strategic Management Society, Annual Meeting, Best Conference Paper Finalist, 2007

Professional Service and Affiliations

Professional service

Chief Communications Officer, Academy of Management (AOM) OB Division (2018-present)
Network of Leadership Scholars (NLS) Awards Committee (incoming chair; member 2018-19)
Reviewer, Academy of Management Journal (2013 – present)
Reviewer, Personnel Psychology (2016–present)
Reviewer, Journal of Management (2017–present)
Reviewer, Academy of Management Annual Meetings (2007-present)
Session chair and discussant, Academy of Management Annual Meetings (2008-present)

Professional Affiliations

Member, Academy of Management, HR, OB, GDO, & RM divisions
Member, Society for Industrial and Organizational Psychologists (SIOP)
Member, American Psychological Association (APA)

REFERENCES

Dr. Henry P. Sims, Jr.

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