

JAMES M. DIEFENDORFF

Department of Psychology
The University of Akron
Akron, Oh 44325
Office Phone: 330.972.7317
Fax: 330.972.5174

ACADEMIC POSITIONS

Professor of Psychology, University of Akron, 2014 – Present

Associate Professor of Psychology, University of Akron, 2009 – 2014

Assistant Professor of Psychology, University of Akron, 2006 – 2009

Visiting Assistant Professor of Organizational Behavior and Human Resources,
Singapore Management University, *Summer, 2007 and Summer, 2009*

Assistant Professor of Management, University of Colorado at Denver, 2004 – 2006

Assistant Professor of Psychology, Louisiana State University, 1999 – 2004

EDUCATION

Ph.D.	Industrial/Organizational Psychology	The University of Akron	1999
M.A.	Industrial/Organizational Psychology	The University of Akron	1995
B.A.	Psychology	The University of Akron	1993

RESEARCH

Book

Grandey, A. A., Diefendorff, J. M., Rupp, D. E. (2013). *Emotional labor in the 21st century: Diverse perspectives on emotion regulation at work*. New York, New York: Psychology Press/Routledge.

Peer Reviewed Journal Articles * Denotes current or former student co-author

- Dill, J., Erickson, R. J., & Diefendorff, J. M. (In press). Motivation in caring labor: Implications for the well-being and employment outcomes of nurses. *Social Science and Medicine*.
- *Gabriel, A. S., Diefendorff, J. M., Bennett, A. A., & *Sloan, M. D. (In press). It's about time: The promise of continuous rating assessments for the organizational sciences. *Organizational Research Methods*.
- *Risman, K. L., Erickson, R. J., & Diefendorff, J. M. (2016). The impact of person-organization fit on nurse job satisfaction and patient care quality. *Applied Nursing Research* 31, 121-125.
- Diefendorff, J. M., Greguras, G. J., & Fleenor, J. (2016). Perceived emotional demands-abilities fit. *Applied Psychology: An International Review*, 2-37.
- *Benedetti, A. A., Diefendorff, J. M., *Gabriel, A. S., & *Chandler, M. M. (2015). The effects of intrinsic and extrinsic sources of motivation on well-being depend on time of day: The moderating effects of workday accumulation. *Journal of Vocational Behavior*, 88, 38-46.
- *Cottingham, M. D., Erickson, R. J., & Diefendorff, J. M. (2015). Examining men's status shield: How gender frames the emotional capital and occupational outcomes of nurses. *Sex Roles*, 72, 377-389.
- *Gabriel, A.S., Daniels, M.A., Diefendorff, J.M., & Greguras, G.J. (2015). Emotional labor actors: A latent profile analysis of emotional labor strategies. *Journal of Applied Psychology*, 100, 863-879.
- *Gabriel, A. S., & Diefendorff, J. M. (2015). Emotional labor dynamics: A momentary approach. *Academy of Management Journal*, 58, 1804-1825.
- Humphrey, R. H., *Ashforth, B. E., & *Diefendorff, J. M. (2015). The bright side of emotional labor. *Journal of Organizational Behavior*, 36, 749-769. (*The second and third authors contributed equally to the paper and their names are listed alphabetically.)
- Kim, T., Liu, Z., & Diefendorff, J. M. (2015). Leader-member exchange and job performance: The effects of taking charge and organizational tenure. *Journal of Organizational Behavior*, 36, 216-231.

Oc, B., Bashshur, M. R., Daniels, M. A., Greguras, G. J., & Diefendorff, J. M. (2015). Leader humility in Singapore. *Leadership Quarterly*, 26, 68-80.

*Gabriel, A.S., Diefendorff, J.M., *Chandler, M.M., *Moran, C.M., & Greguras, G.J. (2014). The dynamic relationships of work affect and job satisfaction with perceptions of fit. *Personnel Psychology*, 67, 389-420.

Allen, J. A., Diefendorff, J. M., & Ma, Y. (2014). Differences in emotional labor across cultures: A comparison of Chinese and U.S. service workers. *Journal of Business and Psychology*, 29, 21-35.

*Lee, G. L., Diefendorff, J. M., Kim, T., & Bian, L. (2014). Personality and participative climate: Antecedents of distinct voice behaviors. *Human Performance*, 27, 25-43.

*Cottingham, M., Erickson, R. J., Diefendorff, J. M., & Bromley, G. (2013). The effect of manager exclusion on turnover intention and quality of care. *Western Journal of Nursing Research*, 35, 970-985.

*Gabriel, A. S., Erickson, R. J., *Moran, C. M., Diefendorff, J. M., & Bromley, G. E. (2013). A multilevel analysis of the relationships between the practice environment scale of the nursing work index and nursing outcomes. *Research in Nursing and Health*, 36, 567-581.

*Moran, C. M., Diefendorff, J. M., & Greguras, G. J. (2013). A comparison of emotional display rules at work and outside of work: A multinational investigation. *Motivation and Emotion*, 37, 323-334.

*Moran, C. M., Diefendorff, J. M., Kim, T., & Liu, Z. (2012). A profile approach to self-determination theory motivations at work. *Journal of Vocational Behavior*, 81, 354-363.

Diefendorff, J. M., Erickson, R. J., Grandey, A. A., & *Dahling, J. (2011). Emotional display rules as work unit norms: A multilevel analysis of emotional labor among nurses. *Journal of Occupational Health Psychology*, 16, 379-392.

*Gabriel, A. S., Diefendorff, J. M., & Erickson, R. J. (2011). The relations of daily task accomplishment satisfaction with changes in affect: A multilevel study in nurses. *Journal of Applied Psychology*, 96, 1095-1104.

*Richard, E. M., & Diefendorff, J. M. (2011). Self-regulation during a single performance episode: Mood as information in the absence of formal feedback. *Organizational Behavior and Human Decision Processes*, 115, 99-110.

- Diefendorff, J. M., *Morehart, J., & *Gabriel, A. (2010). The influence of power and solidarity on emotional display rules. *Motivation and Emotion*, 34, 120-132.
- Greguras, G. J., & Diefendorff, J. M. (2010). Why does proactive personality predict employee life satisfaction and work behaviors? A field investigation of the mediating role of the self-concordance model. *Personnel Psychology*, 63, 539-560.
- Lord, R. G., Diefendorff, J. M., Schmidt, A. M., & Hall, R. J. (2010). Self-regulation at work. In S. T. Fiske (Ed.). *Annual Review of Psychology*, 61, 543-568. Chippewa Falls, WI: Annual Reviews.
- *Chau, S. L., *Dahling, J., Levy, P. E., & Diefendorff, J. M. (2009). A predictive study of emotional labor and turnover. *Journal of Organizational Behavior*, 30, 1151-1163.
- Diefendorff, J. M., & Greguras, G. J. (2009). Contextualizing emotional display rules: Examining the roles of targets and discrete emotions in shaping display rule perceptions. *Journal of Management*, 35, 880-898.
- Greguras, G. J., & Diefendorff, J. M. (2009). Different fits satisfy different needs: Linking person-environment fit to employee attitudes and performance using self-determination theory. *Journal of Applied Psychology*, 94, 465-477.
- Loi, R., *Yang, J., & Diefendorff, J. M. (2009). Four-factor justice and daily job satisfaction: A multi-level investigation. *Journal of Applied Psychology*, 94, 770-781.
- *Yang, J., & Diefendorff, J. M. (2009). The relations of daily counterproductive workplace behavior with emotions, situational antecedents, and personality moderators: A diary study in Hong Kong. *Personnel Psychology*, 62, 259-295.
- Diefendorff, J. M., & *Croyle, M. H. (2008). Antecedents of emotional display rule commitment. *Human Performance*, 21, 310-332.
- Diefendorff, J. M., *Richard, E. M., & *Yang, J. (2008). Linking emotion regulation strategies to affective events and negative emotions at work. *Journal of Vocational Behavior*, 73, 498-508.
- Copeland, A. L., Diefendorff, J. M., Kendzor, D., Rash, C., Businelle, M. S., Patterson, S., & Williamson, D. A. (2007). Measurement of Smoking Outcome

Expectancies in Children: Development of the Smoking Consequences Questionnaire-Child. *Psychology of Addictive Behaviors* 21, 469-477.

Diefendorff, J. M., & *Mehta, K. (2007). The relations of motivational traits with workplace deviance. *Journal of Applied Psychology*, 92, 967-977.

Diefendorff, J. M., *Richard, E. M., & *Croyle, M. H. (2006). Are emotional display rules formal job requirements? Examination of employee and supervisor perceptions. *Journal of Occupational and Organizational Psychology*, 79, 273-298.

Diefendorff, J. M., *Richard, E. M., & *Gosserand, R. H. (2006). Examination of situational and attitudinal moderators of the hesitation and performance relation. *Personnel Psychology*, 59, 365-393.

*Richard, E. M., Diefendorff, J. M., & *Martin, J. H. (2006). Revisiting the within-person self-efficacy and performance relation. *Human Performance*, 19, 67-87.

*Small, E. E., & Diefendorff, J. M. (2006). The impact of contextual self-ratings and observer ratings of personality on the personality-performance relationship. *Journal of Applied Social Psychology*, 36, 297-320.

Diefendorff, J. M., *Croyle, M. H., & *Gosserand, R. H. (2005). The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior*, 66, 339-357.

Diefendorff, J. M., Silverman, S. B., & Greguras, G. J. (2005). Measurement equivalence and multisource ratings for non-managerial positions: Recommendations for research and practice. *Journal of Business and Psychology*, 19, 399-425.

*Gosserand, R. H., & Diefendorff, J. M. (2005). Display rules and emotional labor: The moderating role of commitment. *Journal of Applied Psychology*, 90, 1256-1264.

Diefendorff, J. M. (2004). Examination of the roles of action-state orientation and goal orientation in the goal-setting and performance process. *Human Performance*, 17, 375-395.

Diefendorff, J. M., & *Gosserand, R. H. (2003). Understanding the emotional labor process: A control theory perspective. *Journal of Organizational Behavior*, 24, 945-959.

Diefendorff, J. M., & Lord, R. G. (2003). The volitional and strategic effects of planning on task performance and goal commitment. *Human Performance*, 16, 365-387.

Diefendorff, J. M., & *Richard, E. M. (2003). Antecedents and consequences of emotional display rule perceptions. *Journal of Applied Psychology*, 88, 284-294.

Diefendorff, J. M., Brown, D. J., Kamin, A. M., & Lord, R. G. (2002). Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviors and job performance. *Journal of Organizational Behavior*, 23, 93-108.

Diefendorff, J. M., Hall, R. J., Lord, R. G., & Streat, M. (2000). Action-state orientation: Construct validity of a revised measure and its relationship to work-related variables. *Journal of Applied Psychology*, 85, 250-263.

Diefendorff, J. M., Lord, R. G., Hepburn, E. T., Quickle, J., Hall, R. J., & Sanders, R. E. (1998). Perceived self-regulation and individual differences in selective attention. *Journal of Experimental Psychology: Applied*, 4, 228-247.

Book Chapters

Diefendorff, J. M., *Richard, E. M., *Dinh, P. V. & LeNoble, C. (*In press*). Action-state orientation at work: Dynamic effects in organizational contexts. In N. Baumann, M. Kazén, S. Koole, M. Quirin & T. Goschke (Eds.). *A Festschrift to Julius Kuhl*.

Van den Broeck, A., Carpinì, J., Leroy, H., & Diefendorff J. M. (*In press*). How much effort will I put into my work? It depends on your type of motivation. In N. Chmiel, F. Fraccaroli, & M. Sverke (Eds.). *An Introduction to Work and Organizational Psychology: An International Perspective*. 3rd edition. Chichester: Wiley.

Diefendorff, J. M., Stanley, J., & *Gabriel, A. G. (2015). Emotional labor in older adults. In L. M. Finkelstein, D. M. Truxillo, F. Fraccaroli, & R. Kanfer (Eds.). *Facing the Challenges of a Multi-Age Workforce: A Use-Inspired Approach* (pp. 180-205). New York, NY: Routledge.

Greguras, G. J., Diefendorff, J. M., *Carpenter, J., & Troester, C. (2014). Person-environment fit and self-determination theory. In M. Gagne (Ed.). *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory* (pp. 143-161). New York, New York: Oxford University Press.

Grandey, A. A., Diefendorff, J. M., & Rupp, D. E. (2013). Emotional labor: Overview of definitions, theories, and evidence. In A.A. Grandey, J. M. Diefendorff, & D. E. Rupp (Eds.). *Emotional labor in the 21st century: Diverse perspectives on*

emotion regulation at work (pp. 3-27). New York, New York: Psychology Press/Routledge.

Pugh, S. D., Diefendorff, J. M., & *Moran, C. S. (2013). Emotional labor: Organization-level influences, strategies, and outcomes. In A.A. Grandey, J. M. Diefendorff, & D. E. Rupp (Eds.). *Emotional labor in the 21st century: Diverse perspectives on emotion regulation at work* (pp. 199-221). New York, New York: Psychology Press/Routledge.

Diefendorff, J. M., & *Chandler, M. M. (2011). Motivating employees. In S. Zedeck (Ed.). *Handbook of Industrial and Organizational Psychology* (pp. 65-135). Washington, DC: American Psychological Association.

Diefendorff, J. M., & Lord, R. G. (2008). Self-regulation and goal striving processes. In R. Kanfer, G. Chen, & R. Pritchard (Eds.). *Work Motivation: Past, Present, and Future* (pp. 151-196). Mahwah, NJ: Lawrence Erlbaum & Associates.

Diefendorff, J. M., & *Richard, E. M. (2008). Not all emotional display rules are created equal: Distinguishing between prescriptive and contextual display rules. In N. M. Ashkanasy, & C. L. Cooper (Eds.). *Research Companion to Emotion in Organizations* (pp. 316-334). Northampton, CT: Edward Elgar.

Encyclopedia Entries

Diefendorff, J. M. (In press). Motivational Traits. In S. G. Rogelberg, S. Tonidandel, & K. Shockley (Eds.). *Encyclopedia of Industrial and Organizational Psychology (Volume II)*. Thousand Oaks, CA: Sage Press.

Diefendorff, J. M., & Seaton, G. A. (2015). Work Motivation. In J. D. Wright (Ed.). *International Encyclopedia of Social and Behavioral Sciences, 2nd Edition, Vol 25*. Oxford: Elsevier Press. pp. 680-686.

Diefendorff, J. M. (2007). Motivational Traits. In S. G. Rogelberg (Ed.). *Encyclopedia of Industrial and Organizational Psychology*. Thousand Oaks, CA: Sage Press.

Conference Presentations

Diefendorff, J. M. (2016, April). Emotional labor. In L. Lin (Chair), I/O Hot Topics Debate - Dual or Duel? Ignite session presented at the 31st Annual Conference of the Society of Industrial and Organizational Psychology, Anaheim, CA.

Diefendorff, J.M., *Gabriel, A.S., *Yang, J., & *Nolan, M.T. (2016, April). Spontaneous event-level emotion regulation profiles and well-being. In A.A. Grandey (Chair), Emotion regulation at work: Expanding our impact. Symposium presented at the

31st Annual Conference of the Society of Industrial and Organizational Psychology, Anaheim, CA.

*Gabriel, A.S., Daniels, M.A., Greguras, G.J., & Diefendorff, J.M. (2016, April). Fit for one or fit for all? Profiles of perceived fit. In C.M. Harold (Chair), Contemporary approaches to person-environment fit research. Symposium presented at the 31st Annual Conference of the Society of Industrial and Organizational Psychology, Anaheim, CA.

Bashshur, M. R., Daniels, M. A., Greguras, G. J., Diefendorff, J. M., & Oc, B. (2015, August). Leader humility in Singapore: An inductively developed measure. Paper to be presented at the 75th Annual Meeting of the Academy of Management, Vancouver, BC.

*Gabriel, A.S., Diefendorff, J.M., Bennett, A.A., & *Sloan, M.D. (2015, August). From experience sampling to experience capturing: An introduction to continuous rating assessments. Paper presented at the 75th Annual Meeting of the Academy of Management, Vancouver, BC.

*Gabriel, A.S., Diefendorff, J.M., & *Yang, J. (2015, August). Portraits of customer incivility: A multilevel latent profile analysis. In D.D. Walker & C.M. Holmvall (Chairs), Customer mistreatment events: Moving beyond aggregate data. Symposium presented at the 75th Annual Meeting of the Academy of Management, Vancouver, BC.

Greguras, G. J., Daniels, M. A., Bashshur, M., Oc, B., Diefendorff, J. M., & Ramakrishnan, M. (2015, May). Leader humility, LMX, and subordinate need satisfaction: The role of power distance values. In M. Gagne (Chair), Using self-determination theory to understand respectful leadership in turbulent times. Symposium presented at the 17th European Congress of Work and Organizational Psychology: Oslo, Norway.

*Gabriel, A.S., Cheshin, A., Van Kleef, G.A., & Diefendorff, J.M. (2015, April). Emotion regulation knowledge as a boundary condition of work recovery. In A.A. Bennett and A.S. Gabriel (Chairs), Rethinking recovery: New trends, extensions, and considerations. Symposium presented at the 30th Annual Conference of the Society of Industrial and Organizational Psychology, Philadelphia, PA.

*Gabriel, A.S., Diefendorff, J.M., & Erickson, R.J. (2015, April). Does coping always count? Understanding identity commitment and self-esteem. In J.J. Dahling and A.S. Gabriel (Chairs), Connecting social identities to workplace well-being. Symposium presented at the 30th Annual Conference of the Society of Industrial and Organizational Psychology, Philadelphia, PA.

- *Sloan, M.D., Diefendorff, J.M., *Gabriel, A.S., & *Seaton, G.A. (2015, April). Emotional labor dynamics and prosocial motivation. In M. Esmailikia & M. Groth (Chairs), *Innovations in emotional labor*. Symposium presented at the 30th Annual Conference of the Society of Industrial and Organizational Psychology, Philadelphia, PA.
- Diefendorff, J. M. (2014, May). *The Future of Emotional Labor: Reasons for Optimism and Concern*. Panel member in panel discussion conducted at the 29th Annual Conference of the Society of Industrial and Organizational Psychology, Honolulu, HI.
- *Gabriel, A.S., & Diefendorff, J.M. (2014, May). Multilevel emotional labor: Advancing research to the next level. Symposium presented at the 29th Annual Conference of the Society of Industrial and Organizational Psychology, Honolulu, HI.
- *Gabriel, A.S., & Diefendorff, J.M. (2014, May). Momentary assessments of emotional labor within a performance episode. In A.S. Gabriel and J.M. Diefendorff (Chairs), *Multilevel emotional labor: Advancing research to the next level*. Symposium presented at the 29th Annual Conference of the Society of Industrial and Organizational Psychology, Honolulu, HI.
- *Gabriel, A.S., Diefendorff, J.M., *Seaton, G.A., & *Sloan, M.D. (2014, May). Psychophysiology and emotional labor. In A.S. Gabriel and J.E. Dinh (Chairs), *Let's get physiological: Incorporating physiological assessments in well-being research*. Symposium presented at the 29th Annual Conference of the Society of Industrial and Organizational Psychology, Honolulu, HI.
- *Harris, M.M., Diefendorff, J.M. & *Yang, J. (2014, May). Unpacking event-level emotional dissonance with polynomial regression. In T. Yang and J.E. Bono (Chairs), *Novel and dynamic approaches to research on affect at work*. Symposium presented at the 29th Annual Conference of the Society of Industrial and Organizational Psychology, Honolulu, HI.
- *Moran, C.M., Diefendorff, J.M., Erickson, R.J., & *Gabriel, A.S. (2014, May). Unit-level display rules, nurse well-being, and patient outcomes. In A.S. Gabriel and J.M. Diefendorff (Chairs), *Multilevel emotional labor: Advancing research to the next level*. Symposium presented at the 29th Annual Conference of the Society of Industrial and Organizational Psychology, Honolulu, HI.
- *Benedetti, A. A., Diefendorff, J. M., *Gabriel, A. S., & *Chandler, M. M. (2013, August). The dynamic nature of motivation throughout the work day. In L. Ferris (chair), *Self-determination theory research in organizations*. Symposium presented at the 73rd Annual Conference of the Academy of Management, Orlando, FL.

Ashkanasy, N. M., & Diefendorff, J. M. (2013, April). Context, emotions, and performance. Symposium presented at the 28th Annual Conference of the Society of Industrial and Organizational Psychology, Houston, TX.

*Becker, C.J., Diefendorff, J.M., *Sloan, M.D. & *Gabriel, A.S. (2013, April). Display rules as context: Influences on depletion and task errors. In N. M. Ashkanasy & J.M. Diefendorff (chairs), Context, emotions, and performance. Symposium presented at the 28th Annual Conference of the Society of Industrial and Organizational Psychology, Houston, TX.

*Chandler, M. M., & Diefendorff, J. M. (2013, April). Experience sampling methods applied to affective spin and pulse. In A.S. Gabriel and J.M. Diefendorff (chairs), Unique methods and approaches for assessing affect in the workplace. Symposium presented at the 28th Annual Conference of the Society of Industrial and Organizational Psychology, Houston, TX.

*Gabriel, A.S., Daniels, M.A., Diefendorff, J.M., & Greguras, G.J. (2013, April). Distinguishing emotional labor actors using latent profile analysis. In A.S. Gabriel and J.L. Dahling (chairs), *Understanding employee motivation to perform emotional labor*. Symposium presented at the 28th Annual Conference of the Society of Industrial and Organizational Psychology, Houston, TX.

*Gabriel, A.S., & Diefendorff, J.M. (2013, April). Novel approaches to conducting research on workplace affect. Symposium presented at the 28th Annual Conference of the Society of Industrial and Organizational Psychology, Houston, TX.

*Gabriel, A.S., & Diefendorff, J.M. (2013, April). Utilizing continuous rating assessments to measure emotional labor. In A.S. Gabriel and J.M. Diefendorff (chairs), *Unique methods and approaches for assessing affect in the workplace*. Symposium presented at the 28th Annual Conference of the Society of Industrial and Organizational Psychology, Houston, TX.

Greguras, G.J., Daniels, M.A., & Diefendorff, J.M. (2013, April). The overlooked role of individual identity in transformational leadership processes. Poster presented at the 28th Annual Conference of the Society of Industrial and Organizational Psychology, Houston, TX.

*Gabriel, A.S., & Diefendorff, J.M. (2012, August). *Organizational influences on employee emotions at work*. Symposium presented at the 72nd Annual Conference of the Academy of Management, Boston, MA.

*Gabriel, A.S., *Moran, C.M., Diefendorff, J.M., & Erickson, R.J. (2012, August). *A multilevel exploration of the effects of the Nursing Work Index on nursing*

outcomes. Paper presented at the 72nd Annual Conference of the Academy of Management, Boston, MA.

*Gabriel, A.S., *Moran, C.M., Diefendorff, J.M., & *Benedetti, A.A. (2012, August). The influence of management HR practices on employee emotional displays. In A.S. Gabriel and J.M. Diefendorff (chairs), *Organizational influences on employee emotions at work*. Symposium presented at the 72nd Annual Conference of the Academy of Management, Boston, MA.

Erickson, R. E., *Cottingham, M. D., *Steiner, M. C., & Diefendorff, J. M. (2012, August). The power of two faces: Examining identity processes within a social structure and personality context. In R. T. Serpe, W. Kalkhoff, & K. Marcussen (Chairs), *Identity theory*. Paper presented at the 107th Annual American Sociological Association meeting, Denver, CO.

Allen, J. A., Diefendorff, J. M., & Ma, Y. (2012, April). Differences in emotional labor across cultures: China vs. the United States. In S. Connelly, & R. H. Humphrey (Chairs), *Emotional labor: Person, situation, and cultural considerations*. Symposium to be conducted at the 27th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.

*Moran, C. S., Diefendorff, J. M., Kim, T., & Liu, Z. (2012, April). *A profile approach to self-determination theory motivations*. Poster to be presented at the 27th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.

Grandey, A. A., Diefendorff, J. M., & Rupp, D. E. (2011, May). Emotional labor: Overview of definitions, theories, and evidence. In A. A. Grandey, J. M. Diefendorff, & D. E. Rupp (Conference Chairs). *Emotional labor in the 21st century: Diverse perspectives on emotion regulation at work*. Paper presented at the Emotional Labor Book Conference, Chicago, IL.

Pugh, S. D., Diefendorff, J. M., & *Moran, C. S. (2011, May). Organizational influences on emotional labor. In A. A. Grandey, J. M. Diefendorff, & D. E. Rupp (Conference Chairs). *Emotional labor in the 21st century: Diverse perspectives on emotion regulation at work*. Paper presented at the Emotional Labor Book Conference, Chicago, IL.

*Chandler, M. M., Greguras, G. J., Diefendorff, J. M., *Gabriel, A. S., & *Moran, C. M., (2011, April). An event-level analysis of links of SDT with employee well-being. In J. M. Diefendorff & M. M. Chandler (Chairs). *Advances in research on self-determination theory at work*. Symposium conducted at the 26th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Diefendorff, J. M. (2011, April). Discussant for E. M. Richard (Chair), *Emotional display rule deviance: Antecedents and consequences*. Symposium conducted at the 26th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Diefendorff, J. M. & *Chandler, M. M. (2011, April). Advances in research on self-determination theory at work. Symposium conducted at the 26th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Diefendorff, J. M., *Gabriel, A. S., Greguras, G. J., *Chandler, M. M., & *Moran, C. M. (2011, April). Affect and perceived person-environment fit: An event-level analysis. In L. Petitta & J. M. Diefendorff (Chairs), *Advances in understanding the links of emotions and context*. Symposium conducted at the 26th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Petitta, L., & Diefendorff, J. M. (2011, April). *Advances in understanding the links of emotions and context*. Symposium conducted at the 26th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Diefendorff, J. M. (2010, August). Discussant for A. M. Schmidt (Chair), *A lens on the world: Traits and states influencing self-regulation*. Symposium conducted at the 70th Annual Academy of Management meeting, Montreal, Canada.

*Chandler, M. M., Diefendorff, J. M., & *Yang, J. M. (2010, April). Relations of core affect variability with job perceptions and attitudes. In J. M. Diefendorff & M. M. Chandler (Chairs), *New direction for studying individual differences in affect*. Symposium conducted at the 25th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.

Diefendorff, J. M., & *Chandler, M. M. (2010, April). *New direction for studying individual differences in affect*. Symposium conducted at the 25th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.

Diefendorff, J. M., & *Gabriel, A. S. (2010, April). *Job demands and worker well-being*. Symposium conducted at the 25th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.

Diefendorff, J. M., *Gabriel, A. S. & *Leung, G. A. (2010, April). Organization-level influences on employee emotional displays with customers. In A. A. Grandey & J. A. Diamond (Chairs), *Understanding emotion regulation in context*. Symposium conducted at the 25th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.

- Diefendorff, J. M., *Yang, J. M., & *Gabriel, A. S. (2010, April). Event-level demands and resources: Psychological need satisfaction as a mediator. In J. M. Diefendorff & A. S. Gabriel (Chairs), *Job demands and worker well-being*. Symposium conducted at the 25th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.
- *Gabriel, A. S., Diefendorff, J. M., & Erickson, R. J. (2010, April). Job demands and job resources: A multilevel test with nurses. In J. M. Diefendorff & A. S. Gabriel (Chairs), *Job demands and worker well-being*. Symposium conducted at the 25th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.
- *Leung, G. A., Diefendorff, J. M., Kim, T., & Bian, L. (2010, April). *Personality and participative climate: Predictors of distinct voice behaviors*. Poster presented in the *Featured Top Rated Posters Session* at the 25th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.
- Diefendorff, J. M., *Yang, J. & *Becker, C. J. (2009, August). A multilevel investigation of display rules, emotional labor, and employee well-being in China. In D. Pugh (Chair). *Emotion regulation: Theoretical and methodological advances*. Symposium conducted at the 69th Annual Academy of Management meeting, Chicago, IL.
- *Becker, C., & Diefendorff, J. M. (2009, April). Indirect assessment of the fit between emotional demands and abilities. In E. M. Richard & J. M. Diefendorff (Chairs), *The fit between emotional demands and emotional abilities*. Symposium conducted at the 24th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.
- Diefendorff, J. M., *Morehart, J., & *Gabriel, A. (2009, April). *The influence of power and solidarity on emotional display rules*. Poster presented at the 24th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.
- Diefendorff, J. M., *Saluan, C., & Greguras, G. J. (2009, April). *Emotional display rules at work and outside of work: An international comparison*. In A. A. Grandey (Chair), *Contextualizing emotion display requirements and their outcomes*. Symposium conducted at the 24th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.
- Grandey, A. A., Diefendorff, J. M., Grabarek, P. & Diamond, J. (2009, April). Emotional display as job requirement: Differences across targets and performance. In A. A. Grandey (Chair), *Contextualizing emotion display requirements and their outcomes*. Symposium conducted at the 24th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.

- *Leung, G., *Chandler, M., Diefendorff, J. M., & *Becker, C. (2009, April). Perceived emotional demands-abilities fit and emotional labor. In E. M. Richard & J. M. Diefendorff (Chairs), *The fit between emotional demands and emotional abilities*. Symposium conducted at the 24th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.
- *Richard, E. M., & Diefendorff, J. M. (2009, April). *The fit between emotional demands and emotional abilities*. Symposium conducted at the 24th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.
- Diefendorff, J. M., & Greguras, G. J. (2008, August). Perceived emotional demands-abilities fit: Exploring a new type of person-environment fit. In D. J. Glew (Chair), *Fit and feelings: Person environment fit and affect*. Symposium conducted at the 68th Annual Academy of Management meeting, Anaheim, CA.
- *Bourgeois, N. T., & Diefendorff, J. M. (2008, April). Error training: Examining emotion control and system knowledge as mediators. Poster presented at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- *Chau, S. L., Levy, P. E., & Diefendorff, J. M. (2008, April). A longitudinal study of emotional labor and turnover. In A. A. Grandey, & J. M. Diefendorff (Chairs), *A tale of two emotion strategies: Surface and deep acting*. Symposium conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Diefendorff, J. M. (2008, April). *Frontier series: Work motivation: Past, present and future*. Panel member in panel discussion conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Diefendorff, J. M. (2008, April). *Stop being so sensitive: Social undermining and aggression*. Facilitator of interactive poster session conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Diefendorff, J. M., Erickson, R. J., Grandey, A. A., & *Dahling, J. (2008, April). A multilevel analysis of emotional labor among nurses. In A. A. Grandey, & J. M. Diefendorff (Chairs), *A tale of two emotion strategies: Surface and deep acting*. Symposium conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Diefendorff, J. M., Greguras, G. J., Fleenor, J., & *Chandler, M. (2008, April). Distinguishing perceived emotional demands-abilities fit from other fit perceptions. Poster presented at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.

- Grandey, A. A., & Diefendorff, J. M. (2008, April). *A tale of two emotion strategies: Surface and deep acting*. Symposium conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Greguras, G. J., & Diefendorff, J. M. (2008, April). Proactive personality, core self-evaluations, and self-determination theory. In D. L. Ferris, & D. Brown (Chairs), *Self-determination theory in the workplace*. Symposium conducted at the 23rd Annual Society for Industrial and Organizational Psychology meeting, San Francisco, CA.
- Loi, R., *Yang, J., & Diefendorff, J. M. (2007, December). Four-factor justice and daily job satisfaction: A multi-level Investigation. Paper presented at the Annual Australian and New Zealand Academy of Management meeting, Sydney, Australia.
- Greguras, G. J., & Diefendorff, J. M. (2007, August). Different fits satisfy different needs: Linking person-environment fit to employee attitudes and performance using self-determination theory. Paper presented at the 67th Annual Academy of Management Conference, Philadelphia, PA.
- *Yang, J., & Diefendorff, J. M. (2007, August). A diary study of counterproductive work behavior and its antecedents in Hong Kong. Paper presented at the 67th Annual Academy of Management Conference, Philadelphia, PA.
- Diefendorff, J. M. (2007, May). Toward an understanding of emotional display rules at work: The importance of context. Invited address presented at the 19th Annual Association for Psychological Science meeting, Washington, D.C.
- Diefendorff, J. M., & *Richard, E. M. (2007, April). Developing a theory of prescriptive and contextual emotional display rules. Poster presented at the 22nd Annual Society for Industrial and Organizational Psychology meeting, New York, NY.
- Greguras, G. J., & Diefendorff, J. M. (2007, April). Why does proactive personality predict employee attitudes and behaviors? Poster presented at the 22nd Annual Society for Industrial and Organizational Psychology meeting, New York, NY.
- *Richard, E. M., & Diefendorff, J. M. (2007, April). Breaking the rules: Examining predictors of display rule deviance. In P. B. Barger & J. Z. Gillespie (Chairs), *When smiles are required: Understanding display rules and emotional labor*. Symposium presented at the 22nd Annual Society for Industrial and Organizational Psychology meeting, New York, NY.
- *Yang, J., Diefendorff, J. M., & Luk, D. (2007, April). The relations of daily counterproductive workplace behavior with emotions and situational antecedents:

A diary study in Hong Kong. In Z. Song & J. Yang (Chairs), *The daily affective experience: Its antecedents and consequences*. Symposium presented at the 22nd Annual Society for Industrial and Organizational Psychology meeting, New York, NY.

- Diefendorff, J. M., Greguras, G. J., *Richard, E. M., & Aguinis, H. (2006, August). Exploring the relations between leader characteristics, leader emotional displays, and subordinate leadership perceptions. In S. J. Ashford & E. Darling (Chairs), *Emotion regulation and its implications for action*. Symposium conducted at the 66th Annual Academy of Management Conference, Atlanta, GA.
- Diefendorff, J. M. (2006, May). *Effects of Emotions*. Facilitator of interactive poster session conducted at the 21st Annual Society for Industrial and Organizational Psychology meeting, Dallas, TX.
- Diefendorff, J. M., & Greguras, G. J. (2006, May). Contextualizing emotional display rules: Taking a closer look at targets, discrete emotions, and behavioral responses. In E. M. Richard, & J. C. Wallace (Chairs), *New directions in emotional labor research*. Symposium conducted at the 21st Annual Society for Industrial and Organizational Psychology meeting, Dallas, TX.
- Diefendorff, J. M., & *Richard, E. M. (2006, May). Examining the within-person relationships among effort, affect, and motivation in a single performance episode. In A. M. Schmidt (Chair), *The evolution and utilization of personal resources in self-regulation*. Symposium conducted at the 21st Annual Society for Industrial and Organizational Psychology meeting, Dallas, TX.
- Diefendorff, J. M., *Croyle, M. H. (2005, October). Commitment to emotional display rules: Development and test of a theoretical model. Paper presented at the Conference on Commitment, Columbus, OH.
- Diefendorff, J. M., & *Mehta, K. (2005, April). The relationship of motivational traits with counterproductive work behaviors. Poster presented at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.
- Diefendorff, J. M., *Richard, E. M., & Robie, C. (2005, April). Motivational traits and performance: The mediating role of daily self-regulation. In J. C. Wallace & R. S. Landis (Chairs), *Advances in work motivation: A changing of the guard for motivational processes*. Symposium conducted at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.
- Diefendorff, J. M., *Richard, E. M., & *Yang, J. (2005, April). Emotion regulation: Linking strategies to affective events and discrete emotions. In R. H. Gosserand & J. M. Diefendorff (Chairs), *Toward a better understanding of emotion regulation*

at work. Symposium conducted at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.

*Gosserand, R. H., & Diefendorff, J. M. (2005, April). *Toward a better understanding of emotion regulation at work*. Symposium conducted at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.

*Richard, E. M., & *Bourgeois, N. T., & Diefendorff, J. M. (2005, April). A process model of the psychological experience of emotional labor. In R. H. Gosserand & J. M. Diefendorff (Chairs), *Toward a better understanding of emotion regulation at work*. Symposium conducted at the 20th Annual Society for Industrial and Organizational Psychology meeting, Los Angeles, CA.

*Croyle, M. H., & Diefendorff, J. M. (2004, April). Commitment to displaying positive emotions at work: An examination of individual difference and situational antecedents. In A. A. Grandey, & J. M. Diefendorff (Chairs), *Toward an understanding of the motivation behind emotional labor*. Symposium conducted at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Diefendorff, J. M., *Richard, E. M., & *Croyle, M. H. (2004, April). Are emotional display rules perceived as formal job requirements? Poster presented at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Diefendorff, J. M., *Richard, E. M., *Gosserand, R. H., & *Hardman, L. (2004, April). An examination of moderators of the hesitation and performance relationship. Poster presented at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Diefendorff, J. M., *Richard, E. M., & *Mehta, K. (2004, April). Action-state orientation and self-regulatory processes during goal-striving. In P. M. Mangos (Chair), *Individual differences in self-regulatory effectiveness: Action-state orientation, volitional competencies, and performance*. Symposium conducted at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

*Gosserand, R. H., & Diefendorff, J. M. (2004, April). Display rules and emotional labor: The moderating role of commitment. Poster presented at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Grandey, A. A., & Diefendorff, J. M. (2004, April). *Toward an understanding of the motivation behind emotional labor*. Symposium conducted at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

*Richard, E. M., & Diefendorff, J. M. (2004, April). Goal orientation and feedback sign as predictors of changes in self-efficacy. Poster presented at the 19th Annual Society for Industrial and Organizational Psychology meeting, Chicago, IL.

Diefendorff, J. M. (2003, April). *Work motivation: Theoretical approaches to understanding contextual performance behaviors*. Panel member in panel discussion conducted at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.

Diefendorff, J. M., *Croyle, M. H., & *Gosserand, R. H. (2003, April). Dispositional and situational antecedents of genuine emotional expressions and emotional labor strategies. In M. A. Vey & T. M. Glomb (Chairs), *Individual differences' impact on emotional labor antecedents, processes, and outcomes*. Symposium conducted at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.

Levy, P. E., Silverman, S. B., Norris-Watts, C., Diefendorff, J. M., & Ramakrishnan, M. (2003, April). Differences across cultures in developmental feedback. In L. W. Porter (Chair), *Cross-cultural perspectives on the feedback giving and responding process*. Symposium conducted at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.

*Martin, J. H., & Diefendorff, J. M. (2003, April). Differential effects of facets of neuroticism on motivation and performance. Poster presented at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.

*Richard, E. M., Diefendorff, J. M., & *Martin, J. H. (2003, April). Revisiting the within-person self-efficacy and performance relationship. Poster presented at the 18th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.

Diefendorff, J. M., & *Gosserand, R. H. (2002, August). A control theory conceptualization of the emotional labor process. In R. J. Aldag (Chair), *Emotions at work: Types and consequences*. Symposium conducted at the 62nd Annual Academy of Management meeting, Denver, CO.

Diefendorff, J. M., *Gosserand, R. H., Hall, R. J., & Chang, D. (2002, April). Distinguishing action-state orientation from other motivational and self-regulatory traits. In J. M. Diefendorff (Chair), *New directions in research on motivational traits*. Symposium conducted at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.

Diefendorff, J. M. (2002, April). *New directions in research on motivational traits*. Symposium conducted at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.

Diefendorff, J. M. (2002, April). Effects of action-state orientation and goal orientation on performance. Poster presented at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.

Diefendorff, J. M., & *Richard, E. (2002, April). Antecedents and consequences of emotional display rule perceptions. Poster presented at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.

*Engel, E. A., & Diefendorff, J. M. (2002, April). Personality and job performance: The impact of contextual self-ratings and observer ratings. Poster presented at the 17th Annual Society for Industrial and Organizational Psychology meeting, Toronto, Canada.

Diefendorff, J. M., *Hughes, R. R., & Kamin, A. M. (2001, April). Development of an action-state orientation measure for the workplace. In D. Steele-Johnson & P. Mangos (Chairs), *Action-state orientation: The concept, its measurement, and implications for the workplace*. Symposium conducted at the 16th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.

Diefendorff, J. M., & Silverman, S. B. (2001, April). Examining the equivalence of 360E ratings across sources: Recommendations for research and practice. In J. Williams (Chair), *Has 360-degree feedback really gone amok? New empirical data*. Symposium conducted at the 16th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.

*Hughes, R. R., *Schmitz, A., *Ladner, H., & Diefendorff, J. M. (2001, April). Individual differences in volitional competencies: Examining the volitional components inventory. Poster presented at the 16th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.

Diefendorff, J. M., & Lord, R. G. (2000, April). The volitional effects of planning on performance and goal commitment. Poster presented at the 15th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.

Diefendorff, J. M., & Silverman, S. B. (2000, April). Differences and similarities of 360E feedback ratings across multiple countries. In S. B. Silverman (Chair), *Business as usual? Are I-O psychology practices applicable across cultures?* Symposium conducted at the 15th Annual Society for Industrial and Organizational Psychology meeting, New Orleans, LA.

Diefendorff, J. M., Brown, D. J., Kamin, A. M., & Lord, R. G. (1999, April). The effects of job involvement on organizational citizenship behaviors. Poster presented at the 14th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.

- Brown, D. J., Diefendorff, J. M., Kamin, A. M., & Lord, R. G. (1999, April). Predicting organizational citizenship with the Big Five: The source matters! Poster presented at the 14th Annual Society for Industrial and Organizational Psychology meeting, Atlanta, GA.
- Brown, D. J., Gradwohl-Smith, W., Lord, R. G., Kamin, A., & Diefendorff, J. M. (1998, June). Developing the nomological network for a measure of leadership self-schema. Poster presented at the Annual American Psychological Society meeting, Washington, D.C.
- Diefendorff, J. M., Snyder, D. J., & Lord, R. G. (1997, April). The effects of goal directed cognitions on inhibitory processes. Poster presented at the 12th Annual Society for Industrial and Organizational Psychology meeting, St. Louis, MO.
- Lord, R. G., & Diefendorff, J. M. (1996, April). Control theory: Past contributions, future promise. In J. L. Farr (Chair), *Contemporary approaches to work motivation*. Symposium conducted at the 11th Annual Society for Industrial and Organizational Psychology meeting, San Diego, CA.
- Strean, M., Diefendorff, J. M., Lord, R. G., & Hall, R. J. (1996, August). Construct validity of the Action Control Scale. Poster presented at the Annual Academy of Management meeting, Cincinnati, OH.
- Diefendorff, J. M., Lord, R. G., Quickle, J., Sanders, R. E., & Hepburn, E. T. (1995, April). Goal-related inhibition: Application of a negative priming paradigm. Poster presented at the 10th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.
- Hepburn, E. T., Lord, R. G., Diefendorff, J. M., Quickle, J., Hall, R. J., & Sanders, R. E. (1995, April). Goal attainment and individual differences in selective attention. Poster presented at the 10th Annual Society for Industrial and Organizational Psychology meeting, Orlando, FL.

FELLOWSHIPS AND GRANTS

CO-PI (with R. Erickson) on a National Science Foundation Grant funded at \$189,620, 2010-2012.

Faculty Research Grant Summer Fellowship, University of Akron, Akron, OH, (\$10,000), Summer 2008.

Co-Investigator (with J. Yang) on City University of Hong Kong Strategic Research Grant funded at \$22,028 USD (\$171,856 HKD), 2007-2008.

Co-Investigator (with G. Greguras) on Wharton-Singapore Management University Research Center Grant funded at \$12,165 USD (\$17,767 SGD), 2005-2006.

Co-Investigator (with G. Greguras & J. Fleenor) on Wharton-Singapore Management University Research Center Grant funded at \$17,791 USD (\$25,982 SGD), 2007-2008.

College of Arts and Sciences Research Fellowship, Louisiana State University, Baton Rouge, LA, Spring 2003.

Council on Research Fellowship, Louisiana State University, Baton Rouge, LA, Summer 2002.

AWARDS

Society for Industrial/Organizational Psychology Fellow – April 2016

“Best Paper Prize 2009 - Runner Up” at *Journal of Organizational Behavior*: Chau, S. L., Dahling, J., Levy, P. E., & Diefendorff, J. M. (2009). A predictive study of emotional labor and turnover. *Journal of Organizational Behavior*, 30, 1151-1163.

“Top-Rated Poster” at 25th Annual SIOP Conference: “Leung, G. A., Diefendorff, J. M., Kim, T., & Bian, L. (2010, April). *Personality and participative climate: Predictors of distinct voice behaviors.*”

Recipient of the College of Business Researcher of the Year Award, University of Colorado at Denver, Denver, CO, 2005.

Recipient of the Louisiana State University Volunteer Service Award, Louisiana State University, Baton Rouge, LA, 2003-2004.

TEACHING EXPERIENCE

Assistant/Associate/Full Professor, The University of Akron, Fall, 2006 – Present

- Introduction to I/O Psychology (undergraduate); average evaluation: 4.00/5.00
- Human Resource Management (undergraduate); average evaluation: 4.43/5.00
- Quantitative Methods (undergraduate); average evaluation: 4.50/5.00
- Attitudes and Values at Work (doctoral); average evaluation: 4.76/5.00
- Attitudes and Emotions at Work (doctoral); average evaluation: 4.30/5.00

- Self-Regulation and Information Processing (doctoral); average evaluation: 4.58/5.00

Visiting Assistant Professor, Singapore Management University, Summer, 2007 & Summer, 2009

- Management of People at Work (undergraduate); average evaluation: 4.05/5.00

Assistant Professor, University of Colorado at Denver, Fall, 2004 – Summer, 2006

- Managing Individuals and Teams (MBA); average evaluation: 3.42/4.00
- Human Resource Management (undergraduate); average evaluation: 2.38/4.00

Assistant Professor, Louisiana State University, Fall, 1999 – Summer, 2004

- General Statistics (undergraduate); average evaluation: 3.44/4.00
- Introduction to I/O Psychology (undergraduate); average evaluation: 2.81/4.00
- Job Attitudes and Work Motivation (doctoral); average evaluation: 3.29/4.00
- Groups and Teams in Organizations (doctoral); average evaluation: 3.67/4.00
- Training and Development (doctoral); average evaluation: 3.68/4.00

Instructor, The University of Akron, Fall, 1995 – Spring, 1999

- Human Behavior at Work (undergraduate); average evaluation: 4.10/5.00
- Cognitive Psychology (undergraduate); average evaluation: 4.50/5.00
- Introduction to Psychology (undergraduate); average evaluation: 4.30/5.00

APPLIED EXPERIENCE

Independent Consultant, *SSA Consultants, LLC.*, January, 2003 – January, 2006

- Developed a grant writing guide to be used by nonprofit state-funded agencies.
- Developed a performance appraisal instrument.
- Assisted in the creation of a Leadership Assessment Battery; wrote tailored feedback reports to aid in executive coaching and development.

- Analyzed data and developed reports for a variety of consulting projects.

Board Member, *Greater Baton Rouge Community Clinic*, January, 2002 – July, 2004

- Developed and implemented a program evaluation of the clinic's effectiveness; developed patient and service provider satisfaction surveys; analyzed data and developed a report for the Board of Directors.
- Modified and implemented a performance assessment tool of the Executive Director of the Board.

Staff Consultant, *Human Resource Decisions, Inc.*, September, 1997 – August, 1999

- Developed a 360 feedback performance appraisal instrument for an international manufacturing firm.
- Constructed an employee development guide.
- Updated a managerial 360E feedback instrument and development guide.

Associate Consultant, *The Brinoth Group*, July, 1996 – December, 1996

- Conducted a validation study for a large banking firm. Developed a comprehensive report concerning all stages of the validation process and implications for legal responsibility.
- Analyzed and interpreted both qualitative and quantitative data. Prepared technical reports.

Graduate Assistant, *The Equal Employment Opportunity Office, The University Of Akron*, August, 1993 – June, 1995

- Developed and maintained statistical reports on employment activity throughout the university. Collaborated with EEO officers on data analyses and reports.

STUDENT ADVISING

Dissertation Chair

- C. Becker, 2012, University of Akron
- A. Benedetti, 2015, University of Akron
- N. Bourgeois, 2007, Louisiana State University (co-chair)
- M. Chandler, 2012, University of Akron
- S. Chau, 2007, University of Akron (co-chair)

J. Dahling, 2007, University of Akron (co-chair)
C. Dolis, 2013, University of Akron (co-chair)
A. Gabriel, 2013, University of Akron
B. Genzer, in progress, University of Akron
R. Gosserand, 2003, Louisiana State University
M. Harris, 2014, University of Akron
G. Leung, 2013, University of Akron (co-chair)
J. Martin, 2002, Louisiana State University
C. Moran, 2012, University of Akron
G. Seaton, in progress, University of Akron
M. Sloan, in progress, University of Akron
E. Richard, 2005, Louisiana State University (co-chair)

Membership on Dissertation Committees

S. Benuska, 2016, University of Akron
C. Cavanaugh, 2016, University of Akron
J. Chapman, 2015, University of Akron
R. Dykstra, 2011, University of Akron
G. Dutton, 2004, Louisiana State University
C. Harrison, 2010, University of Akron
L. Faulk, 2002, Louisiana State University
C. Fluckinger, 2010, University of Akron
K. Foster, 2013, University of Akron
K. Herb, 2015, University of Akron
T. Jesuran, 2014, University of Akron
S. Kiely, 2009, University of Western Australia
K. McCook, 2002, Louisiana State University
M. Medvedeff, 2008, University of Akron
A. Merz, 2002, Louisiana State University
M. Nordlund, 2009, University of Akron
A. O'Malley, 2009, University of Akron
L. Polly, 2001, Louisiana State University
S. Premeaux, 2002, Louisiana State University
L. Qin, 2010, University of Akron
D. Romano, 2002, Louisiana State University
N. Sestak, 2007, University of Akron
S. Shively, 2010, University of Akron
S. Shondrick, 2013, University of Akron
A. Shyamsunder, 2008, University of Akron
M. Steiner, in progress, University of Akron
Y. Swee, 2009, University of Akron
A. Tolli, 2009, University of Akron
B. Wech, 2001, Louisiana State University
D. Zickafoose, 2001, Louisiana State University

Master's Thesis (or Thesis Waiver) Chair

C. Becker, 2009, University of Akron
A. Benedetti, 2012, University of Akron
M. Chandler, 2008, University of Akron
M. Croyle, 2003, Louisiana State University
A. Gabriel, 2010, University of Akron
D. Krantz, 2016, University of Akron
G. Leung, 2008, University of Akron
J. Martin, 2000, Louisiana State University
K. Mehta, 2003, Louisiana State University
M. Nolan, 2015, University of Akron
E. Richard, 2002, Louisiana State University
C. Saluan, 2009, University of Akron
M. Sloan, 2014, University of Akron

Membership on Master's Thesis (or Thesis Waiver) Committees

N. Bourgeois, 2003, Louisiana State University
P. Dinh, 2014, University of Akron
R. Hughes, 2000, Louisiana State University
H. Ladner, 2001, Louisiana State University
N. McConnell, 2007, University of Akron
Z. Petkova, 2008, University of Akron
K. Risman, 2014, University of Akron
M. Russ, 2003, Louisiana State University

Honor's Thesis Chair

A. Beidle, 2014, University of Akron
C. Dalziel, 2009, University of Akron
E. Engel, 2001, Louisiana State University
C. Lyuksyutova, 2016, University of Akron
K. Meacham, 2001, Louisiana State University
J. Morehart, 2008, University of Akron
M. Sloan, 2012, University of Akron

PROFESSIONAL SERVICE

Conference Chair

Co-Chair for Emotional Labor Book Conference "*Emotional labor in the 21st century: Diverse perspectives on emotion regulation at work,*" Chicago, Illinois (May 2011).

Committees

SIOP S. Rains Wallace Dissertation Award Committee Chair (2009, 2010)

SIOP S. Rains Wallace Dissertation Award Committee Member (2007, 2008)

Academy of Management HR Division Scholarly Achievement Award Committee Member (2008)

SIOP's KARE (Katrina Aid and Relief Effort) Leadership Team Member (September, 2005 – March, 2008)

Associate Editor

- *Journal of Business and Psychology*, 2009 – 2011

Editorial Board Member

- *Journal of Applied Psychology*, 2008 – present
- *Journal of Business and Psychology*, 2004 – 2008; 2012 – present
- *Journal of Organizational Behavior*, 2007 – 2009
- *Journal of Vocational Behavior*, 2010 – 2016
- *Organizational Behavior and Human Decision Processes*, 2007 – 2016
- *Personnel Psychology*, 2010 – present

Ad Hoc Journal Reviewer

- *Academy of Management Executive*, 2005
- *Academy of Management Journal*, 2003 – 2004
- *Academy of Management Review*, 2006 – 2008, 2010
- *Administrative Science Quarterly*, 2003
- *Applied Psychology: An International Review*, 2008
- *Emotion*, 2007
- *European Journal of Personality*, 2006
- *European Journal of Work and Organizational Psychology*, 2003 – 2004, 2010
- *Group and Organizational Management*, 2007
- *Human Performance*, 2003 – 2007
- *Human Resource Management Review*, 2007, 2010
- *International Journal of Hospitality Management*, 2006
- *International Journal of Psychology*, 2003
- *Journal of Applied Social Psychology*, 2002 – 2007
- *Journal of Business Ethics*, 2005
- *Journal of Business and Psychology*, 2002 - 2004
- *Journal of Management*, 2005 – 2008
- *Journal of Managerial Issues*, 2001 – 2007
- *Journal of Occupational and Organizational Psychology*, 2003 – 2009
- *Journal of Occupational Health Psychology*, 2006 – present

- *Journal of Personality and Social Psychology*, 2009
- *Journal of Vocational Behavior*, 2006 – 2008
- *Organizational Behavior and Human Decision Processes*, 2005 – 2007
- *Organizational Research Methods*, 2005 - 2006
- *Personality and Social Psychology Bulletin*, 2004 – 2005
- *Personnel Psychology*, 2004 – 2008
- *Social Behavior and Personality: An International Journal*, 2003
- *The Sociological Quarterly*, 2007
- *Work and Stress*, 2006 – 2007

Conference Reviewer

- Society for Industrial and Organizational Psychology Conference, 2001 – present
- Emonet Conference, 2002 - present
- Academy of Management Conference, 2002 - 2010

Book Reviewer

- Houghton Mifflin Publishing, 2001 - 2004
- Sage Publishing, 2008
- Wadsworth Publishing, 2001 – 2004, 2007

Grant Reviewer

- Social Sciences and Humanities Research Council of Canada, 2007
- Research Grants Council of Hong Kong, 2009, 2016

Invited Addresses

- “Emotional labor: A journey and future directions,” (2015), School of Business, Virginia Commonwealth University, Richmond, VA.
- “Emotional labor dynamics,” (2015), Organizational Behavior and Human Resources Division, University of British Columbia, Vancouver, Canada.
- “Emotional labor dynamics,” (2014), Department of Psychology, Bowling Green State University, Bowling Green, OH.
- “Emotions and emotional competence at work,” (2013), Workplace Wisdom Series, University of Akron, Akron, OH.
- “When feelings do not match display rules: A multilevel investigation of emotion-rule dissonance,” (2011), Department of Psychology, Michigan State University, East Lansing, MI.
- “The role of feeling-expectation discrepancies in the emotional labor process: A

multilevel investigation in a Chinese call center," (2011), Department of Psychology, Wayne State University, Detroit, MI.

- "The role of feeling-expectation discrepancies in the emotional labor process: A multilevel investigation in a Chinese call center," (2010), Department of Management and Marketing, The Hong Kong Polytechnic University, Hong Kong.
- "The antecedents and consequences of affect at work," (2010), Department of Management and Marketing, The Hong Kong Polytechnic University, Hong Kong.
- "The relations of daily counterproductive workplace behavior with emotions, situational antecedents, and personality moderators: A diary study in Hong Kong," (2008), Department of Psychology, Bowling Green State University, Bowling Green, OH.
- "Providing a context for care: Understanding the emotional labor of nurses through the use of mixed methods," (2008) with R. Erickson, Department of Community and Health Sciences, Northeast Ohio Universities Colleges of Medicine and Pharmacy, Rootstown, OH.
- "The relations of daily counterproductive workplace behavior with emotions, situational antecedents, and personality moderators: A diary study in Hong Kong," (2008), Department of Management, The Ohio State University, Columbus, OH.
- "Understanding emotional labor in I-O psychology," (2008) with A. Grandey, SIOP Friday Seminar Professional Development Workshop, San Francisco, CA.
- "Emotional display rules and emotional demands-abilities fit," (2007), Department of Psychology, Pennsylvania State University, State College, PA.
- "The relations of motivational traits with workplace deviance," (2007), Department of Management, City University of Hong Kong, Hong Kong.
- "Toward an understanding of emotional display rules at work: The importance of context," (2007), Invited address at the Association for Psychological Science meeting, Washington, D.C.
- "The relations of motivational traits with workplace deviance," (2006), Department of Management, Singapore Management University, Singapore.
- "Introduction to structural equation modeling," (2006), Department of Psychology, University of Osnabrück, Osnabrück, Germany.
- "Understanding the emotional labor process: Development of a theoretical model and test of a key component," (2006), Department of Psychology, University of Osnabrück, Osnabrück, Germany.

- “Emotional display rules and emotional labor: The moderating role of commitment,” (2005), Department of Psychology, The University of Akron, Akron, OH.
- “The motivation to perform emotional labor: Examining the effects of display rule commitment,” (2005), Department of Psychology, Colorado State University, Fort Collins, CO.
- “Understanding emotional labor: Development of a theoretical model and examination of a key component,” (2004), Department of Psychology, Tulane University, New Orleans, LA.
- “Understanding groups and teams,” (2004), Department of Oceanography, Louisiana State University, Baton Rouge, LA.
- “Managing emotions in the workplace: Keeping your workforce happy,” (2000) Continuing Education Workshop, Louisiana State University, Baton Rouge, LA.

UNIVERSITY AND COMMUNITY SERVICE

- Chair of University-Wide Faculty Research Committee, U. of Akron, 2015 - Present
- Member of Buchtel College of Arts and Sciences (BCAS) Online Learning Committee 2012 - 2014
- Chair of Survey Working Group - BCAS Online Learning Committee 2012 – 2014
- Chair of Faculty Search Committee, U. of Akron, 2011-2012, 2015-2016
- Co-Chair of Faculty Search Committee, U. of Akron, 2014-2015
- Chair of Reappoint Committee, U. of Akron, 2010 – 2011
- Alternate for Buchtel College Council, U. of Akron, 2011 – Present
- Member of Psychology Department Journal Rankings Committee, U of Akron, 2013 – Present
- Member of University Wide Faculty Research Committee, U of Akron, 2010 – 2015
- Chair of Psychology Department Library Committee, U. of Akron, 2009 – Present
- Chair of Psychology Department Colloquia Committee, U. of Akron, 2009 – Present
- Member of Psychology Department Library Committee, U. of Akron, 2006 - 2009

- Committee member for College of Business Administration Summer Scholars Program (Rebecca Discenza), U. of Akron, 2008 - 2009
- Fellow of the Institute for Life-Span Development and Gerontology, U. of Akron 2006 – present
- Faculty Sponsor for Human Resource Management Internship, CU-Denver, 2005
- Chair of People Committee for Strategic Planning Workshop, CU-Denver, 2005
- Organizer of Management Research Seminars, CU-Denver, 2004 - 2006
- Alternate Member of the University Benefits Advisory Board (UBAB), CU-System, 2005 - 2006
- Director of I/O Psychology Doctoral Program, Louisiana State University, 2003 - 2004
- Chair of Faculty Search Committee, Louisiana State University, 2003 - 2004
- Member of Faculty Search Committees, Louisiana State University, 1999 – 2003
- Graduate Student Search Committee Member, Louisiana State University, 1999 – 2004
- Dean's Representative, College of A&S, Louisiana State University, 1999 – 2004
- Transfer Student Advisor, Louisiana State University, 2000 – 2004
- Chancellor's Young Leaders in Research Mentor, Louisiana State University, 2002 – 2004
- Judge for the Capitol District Science and Engineering Fair, Baton Rouge, LA, 2000
- Judge for the Louisiana State Science and Engineering Fair, Baton Rouge, LA, 2002

PROFESSIONAL AFFILIATIONS

- Society for Industrial and Organizational Psychology – Member
- Academy of Management – Member
- American Psychological Association – Member