

# ANTHONY C. KLOTZ

University College London  
UCL School of Management | Organisations and Innovation Group  
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## EDUCATION

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Ph.D.	University of Oklahoma Michael F. Price College of Business Major: Organizational Behavior / Human Resource Management	2013
M.B.A.	Creighton University Heider College of Business	2009
B.B.A.	Iowa State University Ivy College of Business Major: Transportation and Logistics. 2 <sup>nd</sup> Major: Finance	2001

## WORK EXPERIENCE

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2022 – present	University College London, UCL School of Management Professor of Organizational Behavior (2024 – present) Associate Professor of Organizational Behavior (2022 – 2024)
2019 – 2022	Texas A&M University, Mays Business School Associate Professor of Management Anderson Clayton Professor of Business Administration (2021 – 2022)
2013 – 2019	Oregon State University, College of Business Associate Professor of Management (2018 – 2019) Management Program Director (2018 – 2019) Assistant Professor of Management (2013 – 2018)
2009 – 2013	University of Oklahoma, Price College of Business Assistant in Research
2006 – 2009	B Street Collision Center (Omaha, Nebraska) Co-owner and Business Development Manager
2001 – 2006	General Mills Manufacturing Manager (2005 – 2006, Midland, Ontario, Canada) Team Leader (2002 – 2005, Lodi, California) Distribution Management Assistant (2001 – 2002, Albuquerque, New Mexico)

## PUBLIC SCHOLARSHIP

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**Klotz, A.C.,** McClean, S.T., & Tang, P.M. (2023, July 21). A little nature in the office boosts morale and productivity. *Harvard Business Review online*. <https://hbr.org/2023/07/research-a-little-nature-in-the-office-boosts-morale-and-productivity>

**Klotz, A.C.,** Derler, A., Kim, C., & Winlaw, M. (2023, March 15). The promise (and risk) of boomerang employees. *Harvard Business Review online*. <https://hbr.org/2023/03/the-promise-and-risk-of-boomerang-employees>

**Klotz, A.C.** (2023, February 16). Visionary leadership has never been easier to spot, or more important. *WSB Blog*. <https://www.wsb.com/blog/visionary-leadership-has-never-been-more-important>

Kouchaki, M., Leavitt, K., Zhu, L., & **Klotz, A.C.** (2023, January 26). What fragile masculinity looks like at work. *Harvard Business Review online*. <https://hbr.org/2023/01/research-what-fragile-masculinity-looks-like-at-work>

Deason, C. & **Klotz, A.C.** (2022, October 10). Can't we all just get back to normal now? *Chief Executive*. <https://chiefexecutive.net/cant-we-all-just-get-back-to-normal-now/>

**Klotz, A.C.** & Bolino, M.C. (2022, September 15). When quiet quitting is worse than the real thing. *Harvard Business Review online*. <https://hbr.org/2022/09/when-quiet-quitting-is-worse-than-the-real-thing>

**Klotz, A.C.** (2022, June 3). The Great Resignation is still here, but whether it stays is up to leaders. *OECD Forum Network*. <https://www.oecd-forum.org/posts/the-great-resignation-is-still-here-but-whether-it-stays-is-up-to-leaders>

**Klotz, A.C.** (2022, May 18). Why workers should go take a hike. *The Wall Street Journal*, p. R8. <https://www.wsj.com/articles/hybrid-workers-outdoors-productivity-mental-health-boost-11652451882>

**Klotz, A.C.** (2022, February 22). Quitting can be contagious at a company. Here's how to stop it. *The Wall Street Journal*, p. R2. <https://www.wsj.com/articles/turnover-contagion-quitting-can-be-contagious-heres-how-to-stop-it-11645219806>

**Klotz, A.C.** (2021, September 30). You've quit your job. How do you manage the time before you actually leave? *The Wall Street Journal*, p. R8. <https://www.wsj.com/articles/quit-job-notice-period-11632244422>

**Klotz, A.C.** (2021, May 30). The Covid vaccine means a return to work. And a wave of resignations. *NBC News THINK*. <https://www.nbcnews.com/think/opinion/covid-vaccine-means-return-work-wave-resignations-ncna1269018>

**Klotz, A.C.,** Bolino, M.C., & Ahmad, G. (2021). How good citizens can inspire bad leadership. *MIT Sloan Management Review*, 62(3), 81-84. <https://sloanreview.mit.edu/article/how-good-citizens-enable-bad-leaders/>

**Klotz, A.C.** (2020). Creating jobs and workspaces that energize people. *MIT Sloan Management Review*, 61(4), 74-78. <https://sloanreview.mit.edu/article/creating-jobs-and-workspaces-that-energize-people/>

**Klotz, A.C.** & Bolino, M.C. (2019, July 31). Do you really know why your employees leave your company? *Harvard Business Review online*. <https://hbr.org/2019/07/do-you-really-know-why-employees-leave-your-company>

Bolino, M.C. & **Klotz, A.C.** (2018, November 21). Don't let lazy managers drive away your top performers. *Harvard Business Review online*. <https://hbr.org/2018/11/dont-let-lazy-managers-drive-away-your-top-performers>

Bolino, M.C. & **Klotz, A.C.** (2017, September 15). How to motivate employees to go beyond their jobs. *Harvard Business Review online*. <https://hbr.org/2017/09/how-to-motivate-employees-to-go-beyond-their-jobs>

*Reprinted in HBR Guide to Motivating People, 2019*

*Reprinted in How to Lead with Purpose (HBR Special Issue), Spring 2020*

Bolino, M.C., **Klotz, A.C.**, & Turnley, W.H. (2017, April 18). Will refusing an international assignment derail your career? *Harvard Business Review online*. <https://hbr.org/2017/04/will-refusing-an-international-assignment-derail-your-career>

Yam, K.C., **Klotz, A.C.**, He, W., & Reynolds, S.J. (2016, September 16). Pushing employees to go the extra mile can be counterproductive. *Harvard Business Review online*. <https://hbr.org/2016/09/pushing-employees-to-go-the-extra-mile-can-be-counterproductive>

**Klotz, A.C.** & Bolino, M.C. (2016, September 15). Seven ways people quit their jobs. *Harvard Business Review online*. <https://hbr.org/2016/09/7-ways-people-quit-their-jobs>

## **SELECTED BUSINESS PRESS INTERVIEWS**

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Bloomberg Businessweek, Bloomberg Wealth, New York Times, CNN (1, 2), Wall Street Journal (1, 2, 3, 4), NPR (1, 2, 3), Financial Times (1, 2, 3), BBC Newsday, BBC Mundo, BBC Worklife (1, 2, 3, 4, 5, 6, 7, 8, 9, 10), BBC Business Daily, Forbes, Barron's, NBC Nightly News, ABC News, Los Angeles Times (1, 2), Today Show (1, 2), Washington Post Live, HBR, Fast Company (1, 2), Boston Globe (1, 2), WorkLife with Adam Grant, Hello Monday Podcast, Axios, TIME (1, 2), CNBC (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12), Reuters, Radio Times, LinkedIn, Matter of Fact, Cheddar, Politico, Insider (1, 2, 3, 4, 5), Vanity Fair, Al Jazeera, WIRED (1, 2, 3), Quartz, GQ, New York Post, The New Republic, Dallas Morning News, Scripps, Wisconsin Public Radio, Guardian, HR Dive, The Independent (1, 2, 3), The Telegraph, Voice of America, Evening Standard, Die Zeit (1, 2; Germany), RTE (Ireland), Business Post (Ireland), RNZ (New Zealand), CBC (Canada), ABC (Australia), la Repubblica (Italy), Nippon TV (Japan), SIOP Source, DW (1, 2; Germany), Handelsblatt (Germany), Hindustan Times (India), Zetland (Denmark), America Magazine, KBS (Korea), El Confidencial (Spain), Le Figaro (France), Chosun (Korea), RFI (France), HRM (1, 2, 3; Australia), Raconteur, To Vima (Greece), Bloomberg Work Shift, Globo (Brazil), Straits Times (Singapore), India Today

## REFEREED ARTICLES

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Prengher, M.K., **Klotz, A.C.**, & Murphy, C. (forthcoming). Place iteration and integration: How digital nomads navigate the mobile worker paradox. *Administrative Science Quarterly*.

Lee, R., **Klotz, A.C.**, McClean, S.T., Ilies, R., & Zhang, J. (online first). On the receiving end of customer creativity: Insights from approach-avoidance and interpersonal complementarity perspectives. *Journal of Management*. <https://doi.org/10.1177/01492063241247499>

Bolino, M.C., **Klotz, A.C.**, & Whitney, J.M. (2024). The origin, evolution, and future of organizational citizenship behavior. *Academy of Management Collections*, 3, 35-56.  
<https://doi.org/10.5465/amc.2023.0002>

Fulmer, I.S., Call, M.L., Conlon, D.E., & **Klotz, A.C.** (2024). You can check out any time you like, but can you ever leave? A theory of firm-level alumni resources. *Organization Science*, 34, 1427-1442.  
<https://doi.org/10.1287/orsc.2019.13061>

Tang, P.M., **Klotz, A.C.**, McClean, S.T., & Lee, R. (2024). From natural to novel: The cognition-broadening effects of contact with nature at work on creativity. *Journal of Management*, 50, 2490-2533. <https://doi.org/10.1177/01492063231172182>

**Klotz, A.C.**, Swider, B.W., & Kwon, S. (2023). Back-translation practices in organizational research: Avoiding loss in translation. *Journal of Applied Psychology*, 108, 699-727.  
<https://doi.org/10.1037/apl0001050>

*Received Journal of Applied Psychology APA Editor's Choice recognition*

**Klotz, A.C.**, McClean, S., Yim, J., Koopman, J., & Tang, P.M. (2023). Getting outdoors after the workday: The affective and cognitive effects of evening nature contact. *Journal of Management*, 49, 2254-2287.  
<https://doi.org/10.1177/01492063221106430>

Tang, P.M., **Klotz, A.C.**, McClean, S.T., Wang, Y., Song, Z., & Ng, C.T.S. (2023). Who needs nature? The influence of employee speciesism on nature-based need fulfillment and subsequent work behavior. *Journal of Applied Psychology*, 108, 1737-1765. <https://doi.org/10.1037/apl0001104>

*Received Journal of Applied Psychology APA Editor's Choice recognition*

Houston, L. & **Klotz, A.C.** (2023). New to the watercooler: Differential effects of relationship building for female versus male newcomers. *Journal of Management Scientific Reports*, 1, 301-324.  
<https://doi.org/10.1177/27550311231191092>

Gabriel, A.S., Allen, T.D., Devers, C.E., Eby, L.T., Gilson, L.L., Hebl, M., Kehoe, R.R., King, E.B., Ladge, J.J., Little, L.M., Ou, A.Y., Schleicher, D.J., Shockley, K.M., **Klotz, A.C.**, and Rosen, C.C. (2023). A call to action: Taking the untenable out of women professors' pregnancy, postpartum, and caregiving demands. *Industrial and Organizational Psychology*, 16, 187-210.  
<https://doi.org/10.1017/iop.2022.111>

Thompson, P.S. & **Klotz, A.C.** (2022). Led by curiosity and responding with voice: The influence of leader displays of curiosity and leader gender on follower reactions of psychological safety and voice. *Organizational Behavior and Human Decision Processes*, 172, 104170.

<https://doi.org/10.1016/j.obhdp.2022.104170>

*Featured in the Wall Street Journal*

Leavitt, K., Zhu, L., **Klotz, A.C.** & Kouchaki, M. (2022). Fragile or robust? Differential effects of gender threats in the workplace among men and women. *Organizational Behavior and Human Decision Processes*, 168, 104112. <https://doi.org/10.1016/j.obhdp.2021.104112>

*Covered by: Forbes, The Hill, Fortune, and featured in Kellogg Insight*

Yu, K.Y.T., Dineen, B.R., Allen, D.G., & **Klotz, A.C.** (2022). Winning applicants and influencing jobseekers: An introduction to the special issue on employer branding and talent acquisition. *Human Resource Management*, 61, 515-524. <https://doi.org/10.1002/hrm.22140>

**Klotz, A.C.** & Bolino, M.C. (2021). Bringing the great outdoors into the workplace: The energizing effect of biophilic job design. *Academy of Management Review*, 46, 231-251.

<https://doi.org/10.5465/amr.2017.0177>

*Finalist for 2022 AMR Best Article Award*

Ahmad, G., **Klotz, A.C.**, & Bolino, M.C. (2021). Do good followers create unethical leaders? How follower citizenship leads to leader moral licensing and unethical behavior. *Journal of Applied Psychology*, 106, 1374-1390. <https://psycnet.apa.org/doi/10.1037/apl0000839>

McClellan, S.T., Koopman, J., Yim, J., & **Klotz A.C.** (2021). Stumbling out of the gate: The energy-based implications of morning routine disruption. *Personnel Psychology*, 74, 411-448.

<https://doi.org/10.1111/peps.12419>

*Featured in Idea Watch section of Harvard Business Review (vol. 98, no. 6, 2020, p. 24-25)*

Barnes, C.M., Watkins, T., & **Klotz, A.C.** (2021). An exploration of employee dreams: The dream-based overnight carry over of emotional experiences at work. *Sleep Health*, 7, 191-197.

<https://doi.org/10.1016/j.sleh.2020.11.001>

*Featured in the Wall Street Journal*

**Klotz, A.C.**, Swider, B.W., Shao, Y., & Prengler, M.K. (2021). The paths from insider to outsider: A review of employee exit transitions. *Human Resource Management*, 60, 119-144.

<https://doi.org/10.1002/hrm.22033>

Murnieks, C.Y., **Klotz, A.C.**, & Shepherd, D.A. (2020). Entrepreneurial motivation: A review of the literature and agenda for future research. *Journal of Organizational Behavior*, 41, 115-143.

<https://doi.org/10.1002/job.2374>

*Recognized by Wiley as a Top Cited Article of 2020-2021*

**Klotz, A.C.**, Yam, K.C., He, W., Bolino, M.C., Wei, W., & Houston, L. (2018). Good actors but bad apples: Deviant consequences of daily impression management at work. *Journal of Applied Psychology*, 103, 1145-1154. <https://psycnet.apa.org/doi/10.1037/apl0000335>

*Covered by: CBC Radio, Wharton Business Radio, Oregon Public Broadcasting (Think Out Loud), Daily Mail, NY Post, Miami Herald, Kansas City Star, Sacramento Bee, Charlotte Observer, Fort Worth Star-Telegram*

**Klotz, A.C.** & da Motta Veiga, S.P. (2018). Recruiting under the influence: New labor market entrants' reactions to workplace drinking norms. *Human Resource Management*, 57, 1303-1316. <https://doi.org/10.1002/hrm.21906>

Bolinger, A.R., **Klotz, A.C.**, & Leavitt, K. (2018). Contributing from inside the outer circle: The identity-based effects of noncore role incumbents on group relational coordination and organizational climate. *Academy of Management Review*, 43, 1-24. <https://doi.org/10.5465/amr.2016.0333>

**Klotz, A.C.**, Bolino, M.C., Song, H., & Stornelli, J. (2018). Examining the nature, causes, and consequences of profiles of organizational citizenship behavior. *Journal of Organizational Behavior*, 39, 629-647. <https://doi.org/10.1002/job.2259>

Djurdjevic, E.D., Stoverink, A.C., **Klotz, A.C.**, da Motta Veiga, S.P., Koopman, J., Yam, K.C., & Chiang, J. (2017). Workplace status: The development and validation of a scale. *Journal of Applied Psychology*, 102, 1124-1147. <https://psycnet.apa.org/doi/10.1037/apl0000202>

Yam, K.C., **Klotz, A.C.**, He, W., & Reynolds, S.J. (2017). From good soldiers to psychologically entitled: Examining when and why citizenship behavior leads to deviance. *Academy of Management Journal*, 60, 373-396. <https://doi.org/10.5465/amj.2014.0234>  
*Featured in London School of Economics Business Review*

Murphy, C., **Klotz, A.C.**, & Kreiner, G.E. (2017). Blue skies and black boxes: The promise (and practice) of grounded theory in human resource management research. *Human Resource Management Review*, 27, 291-305. <https://doi.org/10.1016/j.hrmr.2016.08.006>

Bolino, M.C., **Klotz, A.C.**, & Turnley, W.H. (2017). The implications of turning down an international assignment: A psychological contracts perspective. *International Journal of Human Resources Management*, 28, 1816-1841. <https://doi.org/10.1080/09585192.2015.1130735>

**Klotz, A.C.** & Bolino, M.C. (2016) Saying goodbye: The nature, causes, and consequences of employee resignation styles. *Journal of Applied Psychology*, 101, 1386-1404. <https://psycnet.apa.org/doi/10.1037/apl0000135>  
*Featured in Idea Watch section of Harvard Business Review (vol. 94, no. 10, 2016, p. 24)*  
*Covered by: NBC News/Better, Fast Company, Forbes, Inc.com, SHRM magazine, Quartz*

Yam, K.C., Fehr, R., Keng, F., **Klotz, A.C.**, & Reynolds, S.J. (2016). Out of control: A self-control perspective on the link between surface acting and abusive supervision. *Journal of Applied Psychology*, 101, 292-301. <http://dx.doi.org/10.1037/apl0000043>

**Klotz, A.C.** & Neubaum, D.O. (2016). Research on the dark side of personality traits in entrepreneurship: Observations from an organizational behavior perspective. *Entrepreneurship Theory and Practice*, 40, 7-17. <https://doi.org/10.1111/etap.12214>

Bradley, B.H., Anderson, H.J., Baur, J.E., & **Klotz, A.C.** (2015). When conflict helps: Integrating evidence for beneficial conflict in groups and teams under three perspectives. *Group Dynamics: Theory, Research, and Practice*, 19, 243-272. <https://psycnet.apa.org/doi/10.1037/gdn0000033>



Bolino, M.C., & **Klotz, A.C.** (2015). The paradox of the unethical organizational citizen: The link between organizational citizenship behavior and unethical behavior at work. *Current Opinion in Psychology*, 6, 45-49. <https://doi.org/10.1016/j.copsyc.2015.03.026>

Busenitz, L.W., Plummer, L.A., **Klotz, A.C.**, Shahzad, A., & Rhoads, K.A. (2014). Entrepreneurship research (1985-2009) and the emergence of opportunities. *Entrepreneurship Theory and Practice*, 38, 981-1000. <https://doi.org/10.1111/etap.12120>

**Klotz, A.C.**, Hmieleski, K.M., Bradley, B.H., & Busenitz, L.W. (2014). New venture teams: A review of the literature and roadmap for future research. *Journal of Management*, 40, 226-255. <https://doi.org/10.1177/0149206313493325>

Bolino, M.C., **Klotz, A.C.**, & Daniels, D. (2014). The impact of impression management over time. *Journal of Managerial Psychology*, 29, 266-284. <https://doi.org/10.1108/JMP-10-2012-0290>  
*Received the Highly Commended Paper Award for 2014 from Journal of Managerial Psychology*

**Klotz, A.C.** & Bolino, M.C. (2013). Citizenship and counterproductive work behavior: A moral licensing view. *Academy of Management Review*, 38, 292-306. <https://doi.org/10.5465/amr.2011.0109>

Bradley, B.H., **Klotz, A.C.**, Postlethwaite, B.E., & Brown, K.G. (2013). Ready to rumble: How team personality composition and task conflict interact to improve performance. *Journal of Applied Psychology*, 98, 385-392. <https://psycnet.apa.org/doi/10.1037/a0029845>

**Klotz, A.C.**, da Motta Veiga, S.P., Buckley, M.R., & Gavin, M. (2013). The role of trustworthiness in recruitment and selection: A review and guide for future research. *Journal of Organizational Behavior*, 34, S104-S119. <https://doi.org/10.1002/job.1891>

Bolino, M.C., **Klotz, A.C.**, Turnley, W.H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34, 542-559. <https://doi.org/10.1002/job.1847>

**Klotz, A.C.** & Buckley, M.R. (2013). A historical perspective of counterproductive work behavior targeting the organization. *Journal of Management History*, 19, 114-132. <https://doi.org/10.1108/17511341311286222>  
*Received the Highly Commended Paper Award for 2013 from Journal of Management History*

Bradley, B.H., Postlethwaite, B.E., **Klotz, A.C.**, Hamdani, M.R. & Brown, K.G. (2012). Reaping the benefits of task conflict in teams: The critical role of team psychological safety climate. *Journal of Applied Psychology*, 97, 151-158. <https://psycnet.apa.org/doi/10.1037/a0024200>

**Klotz, A.C.**, & Buckley, M.R. (2010). 'Where everybody knows your name': Lessons from small business about preventing workplace violence. *Business Horizons*, 53, 571-579. <https://doi.org/10.1016/j.bushor.2010.06.004>

## INVITED CHAPTERS

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Moorman, R.H., Lyons, B.D., Mercado, B.K., & **Klotz, A.C.**\* (2024). Driving the extra mile in the gig economy: The motivational foundations of gig worker citizenship. In Morgeson, F.P. (Ed.), *Annual Review of Organizational Psychology and Organizational Behavior* (pp. 363-391). Vol. 11. Annual Reviews. <https://doi.org/10.1146/annurev-orgpsych-111821-033012>

\*All authors contributed equally

Tang, P.M., **Klotz, A.C.**, Koopman, J., Wee, E.X.M., & Lu, Y. (2023). A theory of professional touching behavior in organizations: Implications for human resource scholars and practitioners. In Buckley, M.R., Wheeler, A.R., Baur, J.E., & Halbesleben, J.R.B. (Eds.), *Research in Personnel and Human Resource Management* (pp. 205-272). Vol. 41. Emerald Publishing. <https://doi.org/10.1108/S0742-730120230000041006>

Gabriel, A.S., Arena, D.F., Calderwood, C., Campbell, J.T., Chawla, N., Corwin, E.S., Ezerins, M.E., Jones, K.P., **Klotz, A.C.**, Larson, J.D., Leigh, A., MacGowan, R.L., Moran, C.M., Nag, D., Rogers, K.M., Rosen, C.C., Sawyer, K.B., Shockley, K.M., Simon, L.S., & Zipay, K.P. (2022). Building thriving workforces from the top down: A call and research agenda for organizations to proactively support employee well-being. In Buckley, M.R., Wheeler, A.R., Baur, J.E., & Halbesleben, J.R.B. (Eds.), *Research in Personnel and Human Resource Management* (pp. 205-272). Vol. 40. Emerald Publishing. <https://doi.org/10.1108/S0742-730120220000040007>

Bolino, M.C., **Klotz, A.C.**, & Turnley, W.H. (2018). The unintended consequences of organizational citizenship behaviors for employees, teams, and organizations. In P.M. Podsakoff, S.B. MacKenzie, & N.P. Podsakoff (Eds.), *The Oxford Handbook of Organizational Citizenship Behavior* (pp. 185-202). New York, NY: Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780190219000.013.11>

**Klotz, A.C.** & Zimmerman, R.D. (2015). On the turning away: An exploration of the employee resignation process. In J.R.B. Halbesleben, A.R. Wheeler, & M.R. Buckley (Eds.), *Research in Personnel and Human Resource Management* (pp. 51-119). Vol. 33. Emerald Publishing. <https://doi.org/10.1108/S0742-730120150000033004>

Turnley, W.H., **Klotz, A.C.**, & Bolino, M.C. (2013). Crafting an image at another's expense: Understanding unethical impression management in organizations. In R.A. Giacalone & M.D. Promislo (Eds.), *Handbook of unethical work behavior: Implications for well-being* (pp. 123-139). Armonk, NY: M.E. Sharpe.

Zeni, T.A., Buckley, M.R., **Klotz, A.C.**, & Novicevic, M.M. (2012). "Not so fast, my friend!" The eternal marital bliss or imminent divorce of leadership and neuroscience. In A.M. Rossi, P.L. Perrewé, & J.A. Meurs (Eds.), *Stress and quality of working life: Coping and prevention* (pp. 195-217). Charlotte, NC: Information Age.

Buckley, M.R., Hamdani, M.R., **Klotz, A.C.**, & Valcea, S. (2011). Into the great wide open: Bridging the micro-macro divide in the organizational sciences. In D.D. Bergh & D.J. Ketchen (Eds.), *Research methodology in strategy and management* (pp. 31-68). Greenwich, CT: Elsevier Press. [https://doi.org/10.1108/S1479-8387\(2011\)0000006006](https://doi.org/10.1108/S1479-8387(2011)0000006006)



**Klotz, A.C.**, Wheeler, A.R., Halbesleben, J.R.B., Brock, M., & Buckley, M.R. (2011). Can reward systems influence the creative individual? In M.D. Mumford (Ed.), *Handbook of organizational creativity* (pp. 607-631). Greenwich, CT: Elsevier Press. <https://doi.org/10.1016/B978-0-12-374714-3.00024-0>

## INVITED RESEARCH PRESENTATIONS

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Management & Entrepreneurship Conversations, *Imperial College Business School*, July 2024  
Research Seminar Series, *Sauder School of Business, University of British Columbia*, December 2023  
Research Seminar Series, *London Business School*, November 2023  
Research Impact Masterclass, *Universidad de Monterrey*, November 2023  
Port Talk Distinguished Speaker Series, *Goodenough College*, May 2023  
MBA Guest Lecturer, *Darden School of Business, University of Virginia*, March 2023; April 2024  
Bill Stratton Distinguished Scholar Research Seminar, *College of Business, Idaho State University*, February 2023  
OB PhD Seminar Guest Discussant, *Ivey Business School, Western University*, February 2023  
HR PhD Seminar Guest Discussant, *Eller College of Management, University of Arizona*, January 2023  
HR/Leadership Summit, *College of Business, University of Akron*, October 2022  
Business Insider Series, *Trulaske College of Business, University of Missouri*, May 2022  
Research Seminar Series, *Gatton College of Business, University of Kentucky*, March 2022  
Chamber of Commerce IGNITE Speaker, *Heider College of Business, Creighton University*, March 2022  
Traveling Scholars Seminar, *Eccles School of Business, University of Utah*, March 2022  
Research Seminar Series, *Pamplin College of Business, Virginia Tech*, December 2020  
Research Seminar Series, *College of Business, University of Central Florida*, November 2020  
Research Seminar Series, *School of Business, George Washington University*, November 2020  
I/O Psychology Colloquium, *Texas A&M University*, August 2020

## CONFERENCE PRESENTATIONS

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Klotz, A.C. (2024). Bringing the great outdoors into the workplace: The effects of biophilic design on employees. *Organizational Design Community (ODC) Annual Conference*, Virtual.

Lam, C. & **Klotz, A.C.** (2024). Different species, different ways of thinking? Disentangling the mixed consequences of human-animal work on employee creativity. *Academy of Management Meeting*, Chicago, US.

Hardy, J., Thiel, C.E., Gibson, C., & **Klotz, A.C.** (2023). Safe inside: How internal sourcing lowers voluntary turnover in tight labor markets. *Academy of Management Meeting*, Boston, US.  
\*\*\* This paper was selected to appear in the Best Paper Proceedings\*\*\*

Locklear, L.R., Taylor, S.G., & **Klotz, A.C.** (2023). Our better nature: How a biophilia intervention influences uncivil workplace behavior. *Academy of Management Meeting*, Boston, US.

Grantham, C.L., **Klotz, A.C.**, & Thompson, P.S. (2023). Will I follow you into the dark? Predicting followers' unethical pro-leader behaviors. *Society for the Psychological Study of Social Issues Annual Conference*, Denver, US.

**Klotz, A.C.** (2023). Great resignations, quiet quits, loud layoffs, and boomerangs: The buzzwords and science of employee withdrawal and exit. *International Convention of Psychological Science*, Brussels, Belgium.

Yonish, L., Sabey, T. B., Boivie, S., & **Klotz, A.C.** (2022) Who wants to work for a millionaire? The greed-based path from CEO compensation to job seekers' perceptions. *Academy of Management Meeting*, Seattle, US.

**Klotz, A.C.** (2022) The Great Resignation and the future of work. IGNITE Top Ten Trends Session. *2022 Society for Industrial and Organizational Psychology Conference*.

Thompson, P. & **Klotz, A.C.** (2022). How do followers respond to curious leaders? The influence of psychological safety and leader gender on follower reactions to leader curiosity. *Western Academy of Management Meeting*, Waikoloa, US.

\*\*\*WAM 2022 Best Paper Award Finalist\*\*\*

Pregler, M.K., **Klotz, A.C.**, & Murphy, C. (2021). A grounded model of autonomy calibration in location-independent work arrangements. *Academy of Management Meeting*, Virtual.

\*\*\* This paper was selected to appear in the Best Paper Proceedings\*\*\*

\*\*\*Winner of the MOC Division Best Student Led Paper Award\*\*\*

Tang, P.M., **Klotz, A.C.**, McClean, S., & Lee, R. (2021). A self-expansion model of contact with nature at work. *Academy of Management Meeting*, Virtual.

Yim, J., Kim, J., Jang, H., **Klotz, A.C.**, & Call, M. (2021). When and why does safety compliance lead to one's well-being? *Academy of Management Meeting*, Virtual.

Pregler, M.K., **Klotz, A.C.**, & Murphy, C. (2020). World wide workforce: A qualitative examination of digital nomadism. *Strategic Management Society Annual Conference*, Virtual.

\*\*\*Nominated for the SMS London PhD Paper Prize\*\*\*

**Klotz, A.C.**, McClean, S., & Yim, J. (2020). When does a daily dose of nature matter? Linking extra-work contact with nature to employee behavior. *Academy of Management Meeting*, Virtual.

\*\*\* This paper was selected to appear in the Best Paper Proceedings\*\*\*

Lee, R., Tang, P.M., **Klotz, A.C.**, Ilies, R., & McClean, S. (2020). The impact of customer creativity on service employees: An emotional appraisal perspective. *Academy of Management Meeting*, Virtual.

\*\*\*Winner of the MOC Division Best Student Led Paper Award\*\*\*

Ahmad, G., **Klotz, A.C.**, & Bolino, M.C. (2018). Vicarious moral licensing at work: When does follower citizenship license leader deviance? *Academy of Management Meeting*, Chicago, US.

Houston, L. & **Klotz, A.C.** (2018). Getting to know you: Newcomer socializing as impression management, and its differential effects for male and female newcomers. *Academy of Management Meeting*, Chicago, US.

Rubenstein, A., **Klotz, A.C.**, Leavitt, K., & Kammeyer-Mueller, J.D. (2017). Exploring the bright and dark consequences of performing necessary evil at work: An investigation of repossession agents. *Academy of Management Meeting*, Atlanta, US.

**Klotz, A.C.,** Wei, W., & Bolino, M.C. (2016). Good actors but bad apples: A resource-depletion perspective on the counterproductive consequences of impression management at work. *Academy of Management Meeting*, Anaheim, US.

Leavitt, K., Kouchaki, M., & **Klotz, A.C.** (2016). Manning-up through misappropriation: Threats to masculinity increase unethical behavior. *Academy of Management Meeting*, Anaheim, US.

**Klotz, A.C.** & da Motta Veiga, S.P. (2015). Recruiting under the influence: The effect of alcohol-based rituals on applicant attraction. *Academy of Management Meeting*, Vancouver, Canada.

Yam, K.C., Fehr, R., Keng, F., & **Klotz, A.C.** (2015). Out of control: A self-control perspective on the link between surface acting and abusive supervision. *Academy of Management Meeting*, Vancouver, Canada.

Yam, K.C., **Klotz, A.C.**, He, W., Reynolds, S.J. (2014). Turning good soldiers into bad apples: Examining when and why citizenship behavior leads to deviance. *Academy of Management Meeting*, Philadelphia, US.

\*\*\* This paper was selected to appear in the Best Paper Proceedings\*\*\*

\*\*\* This paper received the Best Competitive Paper Award, OB Division\*\*\*

Djurdevic, E.D., Stoverink, A., **Klotz, A.C.**, & da Motta Veiga, S.P. (2014). Perceived workplace status: Scale development and validation. *SIOP Conference*, Honolulu, US.

**Klotz, A.C.** Is breaking up hard to do? A qualitative investigation of the resignation process. (2013). *Academy of Management Meeting*, Lake Buena Vista, US.

Bradley, B.H., **Klotz, A.C.**, Banford, C.G., & Baur, J.E. (2013). When does conflict improve team performance? A review of evidence and framework for future research. *Academy of Management Meeting*, Lake Buena Vista, US.

**Klotz, A.C.**, Bolino, M.C., & Song, H. (2012). Exploring patterns of citizenship in organizations. *Southern Management Association Meeting*, Fort Lauderdale, US.

Harvey, J., Bergeron, D., Bolino, M.C., & **Klotz, A.C.** (2012). When going the extra mile really helps: The effects of control systems on career outcomes of citizenship behavior. *Academy of Management Meeting*, Boston, US.

Bradley, B.H., **Klotz, A.C.**, & Postlethwaite, B.E. (2012). Personality moderators of the relationship between task conflict and performance in teams. *Academy of Management Meeting*, Boston, US.

**Klotz, A.C.**, Turnley, W.H., & Bolino, M.C. (2011). Looking good at the expense of others: How impression management harms coworker well-being. *Southern Management Association Meeting*, Savannah, US.

Hamdani, M., Valcea, S., **Klotz, A.C.**, & Buckley, M.R. (2011). Into the great wide open: Bridging the micro-macro divide in the organizational sciences. *Academy of Management Meeting*, San Antonio, US.

**Klotz A.C.**, & Bolino, M.C. (2011). The effects of managing multiple images on employee social anxiety and job performance. *Academy of Management Meeting*, San Antonio, US.

**Klotz, A.C.** (2010). Fortune favors the bold: The impact of large acts of proactive trust on new venture survival. *Academy of Management Meeting*, Montreal, Canada.

## **PROFESSIONAL DEVELOPMENT WORKSHOPS, PANELS, AND ROUNDTABLES**

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Acing the job talk: An evidence-based perspective. Organizational Behavior Doctoral Consortium keynote. *2024 Academy of Management Meeting*.

Speaking Science. PDW panelist. *2024 Academy of Management Meeting*.

Demystifying Theory Development and Publication. PDW roundtable host. *2024 Academy of Management Meeting*.

Acing the job talk: An evidence-based perspective. Organizational Behavior Doctoral Consortium keynote. *2023 Academy of Management Meeting*.

The future of work and careers. Careers Division Plenary Panelist. *2023 Academy of Management Meeting*.

The art of writing and publishing for non-native English scholars. PDW Panelist. *2023 Academy of Management Meeting*.

The biophilia effect for management: Consequences and implications. Symposium discussant. *2023 Academy of Management Meeting*.

Acing the job talk: An evidence-based perspective. Organizational Behavior Doctoral Consortium keynote. *2022 Academy of Management Meeting*.

HR Division late stage doctoral consortium dissertation / Research project feedback roundtables. Discussant. *2022 Academy of Management Meeting*.

The imperative of supporting women scholars who have caregiving demands. Panelist. *2022 Society for Industrial and Organizational Psychology Conference*.

Acing the job talk: An evidence-based perspective. Organizational Behavior Doctoral Consortium keynote. *2021 Academy of Management Meeting*.

Presenting in the rough: The art of the academic job talk. Panelist. *2021 Academy of Management Meeting*.

I'm speaking: Understanding gender experiences in academia. Panelist. *2021 Academy of Management Meeting*.

Acing the job talk: An evidence-based perspective. Organizational Behavior Doctoral Consortium keynote. *2020 Academy of Management Meeting*.

Evaluating and negotiating the job offer. Table Talk at HR Division late-stage doctoral consortium. *2020 Academy of Management Meeting*.

Socialization. Roundtable at HR Division Research Networking Forum. *2019, 2020, 2022 Academy of Management Meeting.*

Managing the process. Demystifying the Revise and Resubmit Process Professional Development Workshop. Panelist. *2019 Academy of Management Meeting.*

Ordinary people: Some practical advice for the everyday academic. "The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty" Professional Development Workshop. *2016 Academy of Management Meeting.*

## **TEACHING**

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### ***University College London***

2023-present MSIN0240 Design of Management Research Projects  
*Doctoral required course for all School of Management PhD programs.*

2022-present MSIN0077 Leadership and Communication (2 sections)  
*Masters of Science in Management required course.*

### ***Texas A&M University***

2019-2022 MGMT 614 Leading in Organizations (9 sections)  
*MBA required course for both Professional and Full-time programs.*

2020-2021 MGMT 634 Organizational Behavior Doctoral Seminar (3 sections)  
*Doctoral required course for Management PhD program.*

### ***Oregon State University***

2013-2019 MGMT 453/553 Human Resources Management (23 sections)  
*Undergraduate required course for Management, Health Management, and Construction Engineering Management programs. Graduate elective course for MBA program. Taught as a 50/50 hybrid since 2017.*

2013-2019 BA 352 Managing Individual & Team Performance (7 sections)  
*Undergraduate required course for all business programs. Four sections were part of London study abroad program.*

2015-2019 MGMT 452 Leadership (4 sections)  
*Undergraduate required course for Management program. All sections were part of London study abroad program.*

2016-2019 BA 650 Organizational Behavior Doctoral Seminar (2 sections)  
*Doctoral required course for Entrepreneurship PhD program. The seminar focuses on research at the intersection of OB and Entrepreneurship.*

2014 BA 406 Cross Cultural Management (1 section)  
*Undergraduate elective course for Management program. Taught as part of London study abroad program.*

## **University of Oklahoma**

- 2011-12 MGT 3013 Principles of Management (2 sections)  
*Undergraduate required course for all business programs.*
- 2012-13 MGT 3363 Organizational Behavior (2 sections)  
*Undergraduate required course for all Management programs.*
- 2012 MGT 3513 Human Resources Management (1 section)  
*Undergraduate required course Management program.*

## **SERVICE ACTIVITIES**

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### **Profession**

- Associate Editor, *Organizational Behavior and Human Decision Processes*, 2024-present
- Associate Editor, *Human Resource Management*, 2019-2021
- Editorial Review Board, *Academy of Management Journal*, 2017-present
- Editorial Review Board, *Academy of Management Review*, 2023-present
- Editorial Review Board, *Journal of Applied Psychology*, 2018-present
- Editorial Review Board, *Journal of Management*, 2017-present
- Editorial Review Board, *Journal of Management Inquiry*, 2020-present
- Editorial Review Board, *Organizational Behavior and Human Decision Processes*, 2022-2024
- Editorial Review Board, *Journal of Organizational Behavior*, 2014-2022
- Editorial Review Board, *Human Resource Management*, 2022
- Senior ad hoc review board, *Journal of Organizational Behavior*, 2013-2014
- Ad hoc reviewer, *Administrative Science Quarterly*, 2024
- Ad hoc reviewer, *Organization Science*, 2023
- Ad hoc reviewer, *Industrial and Organizational Psychology*, 2023
- Ad hoc reviewer, *Academy of Management Discoveries*, 2022
- Ad hoc reviewer, *Organizational Behavior and Human Decision Processes*, 2017-2021
- Ad hoc reviewer, *Academy of Management Review*, 2020-2023
- Ad hoc reviewer, *Academy of Management Perspectives*, 2022
- Ad hoc reviewer, *Personnel Psychology*, 2020-present
- Ad hoc reviewer, *Journal of Environmental Psychology*, 2022
- Ad hoc reviewer, *Environment & Behavior*, 2020
- Ad hoc reviewer, *Human Resource Management Review*, 2020-present
- Ad hoc reviewer, *Behavioral Science & Policy*, 2020
- Ad hoc reviewer, *Academy of Management Journal*, 2015-2017
- Ad hoc reviewer, *Business Ethics Quarterly*, 2019
- Ad hoc reviewer, *Career Development International*, 2017
- Ad hoc reviewer, *Entrepreneurship Theory and Practice*, 2014-present
- Ad hoc reviewer, *European Journal of Work and Organizational Psychology*, 2012-2018
- Ad hoc reviewer, *European Management Journal*, 2012
- Ad hoc reviewer, *Group and Organization Management*, 2012
- Ad hoc reviewer, *Human Relations*, 2012-2017
- Ad hoc reviewer, *Human Resource Management*, 2017-2018
- Ad hoc reviewer, *Journal of Applied Psychology*, 2014-2017
- Ad hoc reviewer, *Journal of Business Ethics*, 2016-2018
- Ad hoc reviewer, *Journal of Business Venturing*, 2017-2018



Ad hoc reviewer, *Journal of Management Inquiry*, 2014  
 Ad hoc reviewer, *Journal of Management*, 2016  
 Ad hoc reviewer, *Journal of Managerial Psychology*, 2013  
 Ad hoc reviewer, *Journal of Occupational and Organizational Psychology*, 2014-2019  
 Ad hoc reviewer, *Journal of Organizational Behavior*, 2012-2013; 2023  
 Ad hoc reviewer, *Psychological Reports*, 2016  
 Symposium organizer, *Academy of Management Annual Meeting*, 2016  
 Reviewer, *Oxford Bibliographies*, 2017  
 Reviewer, *Academy of Management Annual Meeting*, 2011-present  
 Reviewer, *Southern Management Association Annual Meeting*, 2011-2012  
 Ambassador, OB Division, *Academy of Management Annual Meeting*, 2017  
 Awards Committee Member, OB Division, *Academy of Management Annual Meeting*, 2018, 2019  
 Discussant, *Southern Management Association Annual Meeting*, 2012  
 Session Chair, *Southern Management Association Annual Meeting*, 2012  
 “JOB Best Paper of 2018” Selection Committee, *Journal of Organizational Behavior*, 2019

***Texas A&M Dissertation and Thesis Committees***

Junhyok Yim (Dept. of Management, Texas A&M University). Dissertation committee co-chair. Graduated 2021.  
 David Sullivan (Dept. of Management, Texas A&M University). Dissertation committee member. Graduated 2021.  
 Melanie Prengler (Dept. of Management, Texas A&M University). Dissertation committee chair. Graduated 2022.  
 Young Lee (Dept. of Management, Texas A&M University). Dissertation committee member. Graduated 2022.  
 Pok Man Tang (Dept. of Management, Texas A&M University). Dissertation committee member. Graduated 2022.  
 Xichen Sun (Dept. of Information and Operations Management, Texas A&M University). Dissertation committee member. Graduated 2023.  
 Adam Bradley (School of Public Health, Texas A&M University). Dissertation committee member. Graduates 2024.

***UCL School of Management***

2024 Chair of tenure-track search committee (multiple positions)  
 2023-24 Co-developer of People Analytics and Human-Centric Management MSc Program  
 2022 O&I Representative on School Promotions Committee

***Texas A&M University Mays Business School Department of Management***

2020 Co-chair of tenure-track search committee  
 2019-2022 Member of the Doctoral Program Committee  
 2019-2021 Member of the Awards Committee

***Oregon State University***

- 2013-18 Graduate Council Representative for seven master's thesis committees in the College of Agriculture
- 2016-17 Search Advocate for College of Engineering Assistant Professor search committee
- 2016-18 Panelist at Search Advocate training (three sessions)
- 2017 Faculty Mentor for Honors student thesis
- 2017-19 Search Advocate for College of Public Health Assistant/Associate Professor search committee
- 2018-19 Faculty Mentor for College of Public Health instructor

***Oregon State University College of Business***

- 2013 Member of the Assistant Professor in Management search committee
- 2013-16 Coordinator of CARMA sessions for the College of Business
- 2015-16 Member of the College of Business strategic planning taskforce
- 2016 Member of the Associate Dean of Research search committee
- 2016-18 Member of Austin Family Business Program advisory council
- 2016-17 Member of the Peer Review of Teaching Committee
- 2017-18 Chair of the Peer Review of Teaching Committee
- 2018 Member of P&T discipline committee for Assistant Professor in Strategy/Entrepreneurship program
- 2018-19 Chair of the DBA task force
- 2018-19 Developer and coordinator of the Research Impact Workshop series
- 2018-19 Co-chair of the Faculty Development Committee
- 2019 Committee member for Honors student thesis

***Oregon State University College of Business Management Program***

- 2014-17 Advisor to the OSU Management Club/ SHRM student chapter
- 2014-19 Course coordinator for MGMT 453/553 (Human Resources Management)
- 2018 Chair of P&T discipline committee for Instructor in Management program
- 2018-19 Management Program Director

## **HONORS AND AWARDS**

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Cummings Early to Mid-Career Scholarly Achievement Award, OB Division, Academy of Management, 2024  
Distinguished Alumni Scholar Award, 2024, University of Oklahoma, Price College of Business, 2024  
Flexa Pioneer Award, 2023  
Best Reviewer Award, *Academy of Management Journal*, 2023  
Outstanding Reviewer Award, OB Division, Academy of Management, 2017, 2023, 2024  
Professional MBA Program Faculty Excellence Teaching Award, Texas A&M University, 2022  
Chancellor's Century Council Award, Texas A&M University, 2021  
Outstanding Reviewer Award, *Journal of Management*, 2020  
Best Reviewer Award, *Academy of Management Journal*, 2019  
OSU College of Business Gilley Family Excellence in Student Experience Award, 2018  
Western Academy of Management Ascendant Scholar Award, 2017  
Best Reviewer Award, *Journal of Organizational Behavior*, 2014, 2015, 2016  
OSU College of Business Scholarly Impact Award, 2017  
University of Oklahoma's *Price Magazine* 40 Under 40, 2017  
OSU College of Business Prominent Scholar Award, 2016, 2017, 2018, 2019  
Dean's Professorship in Excellence, 2015-2018  
Oregon State Panhellenic Council Professor of the Term, Fall 2016  
OSU College of Business Summer Research Support, 2016, 2017  
OSU Byron L. Newton Excellence in Teaching Award, 2015  
SHRM Foundation Dissertation Grant Award, 2012  
Price College of Business PhD Student Teaching Excellence Award, 2012  
Price College of Business Graduate Research Excellence Award, 2011  
University of Oklahoma Graduate Foundation Fellowship, 2009-2013

## **PROFESSIONAL DEVELOPMENT**

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Participant, Aggie Allies Workshop, 2021  
Attendee, Multilevel Modeling: A Second Course, 2018 (Statistical Horizons)  
Participant, Donor Engagement and Fundraising Training, 2018 (Advancement Resources)  
Participant, Oregon State University Hybrid Course Development Program, Spring 2017  
Participant, OB Division Junior Faculty Consortium, 2016 (Academy of Management)  
Certification, Oregon State University Search Advocate, 2016  
Member, OSU Austin Family Business Program Advisory Council, 2016-2019  
Attendee, Wharton Junior Organizational Behavior Conference, 2014-2017  
Participant, HR Division Junior Faculty Consortium, 2015 (Academy of Management)  
Attendee, Introduction to Multilevel Modeling, 2014 (Curran-Bauer Analytics)  
Participant, OB Division Doctoral Consortium, 2012 (Academy of Management)  
Participant, HR Division Doctoral Consortium, 2011 (Academy of Management)