Curriculum vitae

Lawrence Houston III, Ph.D.

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CONTACT

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**EDUCATION**

Pennsylvania State University (PSU)**,** State College, PA

Ph.D. in Industrial-Organizational Psychology 2015

Minor: Business Management

Advisor: Dr. Alicia A. Grandey

Minor Advisor: Dr. Lance Ferris

Pennsylvania State University (PSU)**,** State College, PA

M.S. in Industrial-Organizational Psychology 2012

Advisor: Dr. Alicia A. Grandey

University of Memphis, Memphis, TN

B.A. Honors in Psychology 2010

Minor: Philosophy

Advisor: Dr. Randy Floyd

**Positions HELD**

Assistant Professor of Human Resource Management, Rutgers University, 2020-present

Chair of SIOP’s Committee on Ethnic Minority Affairs, 2019-2022

Assistant Professor, Management Department, Oregon State University, 2015-2020

Teaching Fellow, Psychology Department, Pennsylvania State University, 2014-2015

**competitive research grants**

Early Career Faculty Fellow (**$12,500**) – Institute for the Study of Global Racial Justice **2022**

NIDILRR Research Grant (**$4.3 million**) – Research Staff (PI: Doug Kruse, Rutgers) **2021**

Anti-Racism Grant (**$9,450**) – Society for Industrial & Organizational Psychology **2020**

Harry & Miriam Levinson Scholarship Grant (**$5,000**) – American Psychology Foundation **2014**

Africana Research Center Grant (**$2,000**) – Penn State University **2013**

**Research interests**

The primary goal of my research program is to understand the ways that employees build and maintain strong, positive relationships at work, including customer-employee, coworker-coworker, and leader-follower relationships. To address this goal, my current research focuses on (1) pathways for managing intergroup relations effectively and (2) organizational leadership.

**Journal articles**

10.**Houston, L**., Kraimer, M.L., & Schilpzand, P. (in press). The motivation to be inclusive: Understanding how leaders’ diversity self-efficacy impacts leader effectiveness in racially diverse workgroups. *Group & Organization Management*.

9.**Houston, L.** & Klotz, A. (2023). New to the watercooler: Differential effects of relationship building for female versus male newcomers. *Journal of Management Scientific Reports*.

8. **Houston, L.**, Ferris, L., & Crossley, C. (2022) Does value-similarity matter? The influence of ethical leadership on employee engagement and deviance. *Group & Organization Management*.

7. Grandey, A. A., **Houston, L.**, & Avery, D. (2019). Fake it to make it: Emotional labor reduces the racial disparity in service performance judgments. *Journal of Management,* 45, 2163-2192.

6. Schilpzand, P., **Houston, L.**, & Cho, J. (2018). Not too tired to be proactive: Daily empowering leadership spurs next-morning employee proactivity as moderated by nightly sleep quality. *Academy of Management Journal,* 61, 2367-2387.

5. Klotz, A., 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

4. **Houston, L.**, Grandey, A. A., & Sawyer, K. (2018). Who cares if “service with a smile” is authentic?: An expectancy-based model of customer race and perceptions of service interactions. *Organizational Behavior and Human Decision Processes,* 144, 85-96.

3. **Houston, L.** & Grandey, A. A. (2013). What we don’t know can hurt us: A call for stereotype-congruent impression management tactics. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 6, 433-437.

2. Carpenter, N., Berry, C., & **Houston, L.** (2013). A meta-analytic comparison of self- and other-reported organizational citizenship behavior. *Journal of Organizational Behavior*, 35, 547-574.

1. Maynard, J. L., Floyd, R. G., Acklie, T. J., & **Houston, L.** (2011). General factor loadings and specific effects of the Differential Ability Scales, Second Edition composites. *School Psychology Quarterly*, 26, 108.

**Invited Book Chapters**

**Houston. L.** (2023). Cognitive diversity hypothesis. Sage Publishing: Thousand Oaks, CA.

Jacobs, R., Zettlemoyer, D., & **Houston, L.** (2013). Measuring police officer performance. In *Encyclopedia of Criminology and Criminal Justice.* Springer: New York, New York.

**WORKING PAPERS**

**Houston, L.,** Liu, J., & Park, H. The development and validation of a multidimensional measure of diversity self-efficacy and its nomological network: A social cognitive theory perspective. Under Review at *Personnel Psychology*.

**Houston, L.** Managing impressions to fit in: An integration of social capital and status characteristics theories. Preparing to submit to *Journal of Management*.

Sayre, G., **Houston, L.**, & Neely, B. Pay dispersion impact on employee performance and well-being: A tournament theory perspective. Preparing to submit to the *Journal of Applied Psychology*.

Kraimer, M.L., **Houston, L.**, \*Liu, J., Seibert, S.E. Incivility and turnover: A selective incivility theory perspective. Preparing to submit to *Human Resource Management*.

Seibert, S., Liu, J., **Houston, L.** & Kraimer, M.L. Abusive supervision and perceived racial discrimination: An attributional theory perspective. Preparing to submit to *Personnel Psychology*.

Griswold, K.R., Jones, K.S., **Houston, L.** Inclusion is in the eye of the beholder: Examining subordinate sensemaking of leader diversity behaviors in fostering inclusive climates.

\* The selected research projects listed above are expected to be under review by the end of 2023.

**refereed CONFERENCE PRESENTATIONS**

Houston, L., Huan, C., & Park, H. (2023). Diversity self-efficacy: the development and validation of a multidimensional scale. Symposium session at the 83rd Academy of Management (AOM) Annual National Conference in Boston, MA. Chairs: Jerry Liu, Hannah Park, and Lawrence Houston III.

Kraimer, M., Houston, L., Liu, J., & Seibert, S. (2022). Race, incivility, and perceptions of racial discrimination. Symposium session at the 82nd Academy of Management (AOM) Annual National Conference in Seattle, WA.

Houston, L. & Klotz, A. (2018). Newcomer socializing as impression management, and its differential effects for male and female newcomers. Symposium session at the 78th Academy of Management (AOM) Annual National Conference in Chicago, IL.

Houston, L., (2017). An examination of the interplay between impression management and gender on the social integration of newcomers. Symposium session at the 77th Academy of Management (AOM) Annual National Conference in Atlanta GA.

Houston, L., Ferris, L., & Crossley, C. (2017). Ethical leadership and positive organizational behavior: the role of value-similarity. Symposium session at the 77th Academy of Management (AOM) Annual National Conference in Atlanta GA.

Houston, L., Ferris, L., & Crossley, C. (2017). Undermining yourself: A moral emotions perspective on the consequences of social undermining. Poster at the 33rd Society for Industrial and Organizational Psychology (SIOP) Annual National Conference in Orlando FL.

Schilpzand, P., Cho, J., & Houston, L. (2017). The daily effects of humble (caring) leadership depend on whether the leader is abusive. The 33rd European Group for Organizational Studies (EGOS) Colloquium, EGOS, Copenhagen, Denmark.

Durban, C., Baldridge, D., Houston, L., & Yang, L.-Q. (2017). Withheld disability accommodation requests, perceived integration, and desire to stay. Poster at the 33rd Society for Industrial and Organizational Psychology (SIOP) Annual National Conference in Orlando FL.

Houston, L., & Grandey, A. A., (2016). A new perspective on the personal and social consequences of creating façades of conformity at work. Symposium session at the 76th Academy of Management (AOM) Annual National Conference in Anaheim, CA. Chairs: Sanghee Park and Anthony Klotz. Discussant: Michele Kacmar.

Joshi, A., Humphrey, S., Houston, L., & Dwivedi, P. (2016). An issue-selling perspective on women's leadership in male-dominated contexts. Symposium session at the 76th Academy of Management (AOM) Annual National Conference in Anaheim, CA. Chairs: Priyanka Joshi and Jessica Kennedy.

Jones, K. S., Johnson, T. D., & Houston, L., (2016). Can you see me now? Social invisibility and career success for the black professional class. Symposium session at the 76th Academy of Management (AOM) Annual National Conference in Anaheim, CA. Chairs: Jennifer Kish-Gephart and Tiffany Johnson. Discussant: Kamal Munir.

Joshi, A., Humphrey, S., Houston, L., & Dwivedi, P. (2015). Sugar and spice and everything nice? Predicting the success of female leaders’ issue selling strategies. Symposium session at the 75th Academy of Management (AOM) Annual National Conference in Vancouver, BC, Canada. Chairs: Jennifer Chatman and Laura Kray. Discussant: Robin Ely.

Houston, L. (2015). From categorization to individuation: A new perspective on strategic self-presentations and the socialization of racial minorities. Paper session at the 75th Academy of Management (AOM) Annual National Conference in Vancouver, BC, Canada. Chair: Oscar Holmes IV.

Houston, L., Grandey, A., & Sawyer, K. (2015). Racial differences in customer service expectations explain reactions to inauthenticity*.* Poster session at the 30th Society for Industrial and Organizational Psychology (SIOP) Annual National Conference in Philadelphia, PA.

Houston, L., & Grandey, A. (2014). Black sensitivity versus adaptivity to white service providers’ inauthenticity.Symposium session at the 29th Society for Industrial and Organizational Psychology (SIOP) Annual National Conference in Honolulu, HI. Chairs: Daniel Beal and Jill Sundie.

Grandey, A., & Houston, L. (2013). Keepin’ it real: Race, emotional labor, and service performance*.* Symposium session at the 28th Society for Industrial and Organizational Psychology (SIOP) Annual National Conference in Houston, TX. Chair: Derek Avery.

Houston, L., Maneotis, S., Grandey, A. (2012). Socialized inauthenticity: The impact of unit surface acting norms on individual surface.Paper session at the 72nd Academy of Management (AOM) Annual National Conference in Boston, MA. Chair: Douglas Pugh.

Carpenter, N., Houston, L., & Berry, C. (2012). A meta-analytic comparison of self- and other-reported organizational citizenship behavior. Poster session at the 27th Society for Industrial and Organizational Psychology (SIOP) Annual National Conference in San Diego, CA.

Houston, L. (April, 2010). Predicting success: An investigation of the Wonderlic Personnel Test*.* Symposium session at the National Conference on Undergraduate Research (NCUR) in Montana, Missoula.

Maynard, J. L, Floyd, R. G., McGaughey, T. J., & Houston, L. (March, 2010). General factor loadings and specific effects of the Differential Ability Scales, Second Edition composites*.* Poster session at The National Association for School Psychologists (NASP) 2010 Annual Convention in Chicago, Illinois.

Houston, L., & Earnest, D. (Oct., 2009). Distributive justice: Social comparisons and their effects on turnover rates. Poster session at the River City I-O Psychology Conference (RCIO) in Chattanooga, Tennessee.

**Invited presentations**

*2022*

* Akron University

*2021*

* University of South Alabama

*2020*

* University of Connecticut

*2018*

* Duke University
* Linn-Benton County Employer’s Partnership for Diversity
* OSU Association of Faculty for the Advancement of People of Color
* Penn State I/O Psychology Department
* Garmin AT, Inc.

*2017*

* Advancing Women in Leadership (AWL in PDX)
* OSU Association of Faculty for the Advancement of People of Color (AFAPC)
* INTO at Oregon State University

**TEACHING EXPERIENCE**

Undergraduate-Level

* Business Analytics
* Organizational Behavior
* Management Individual and Team Performance
* Work Attitudes and Motivation
* Leadership in the Workplace

Graduate-Level

* HR Decision-Making: Data-based decision (HR Masters Program)
* Multivariate Statistics (PhD Seminar)
* Foundations of Research Methods (PhD Seminar)
* Emotional Labor – (Summer PhD Seminar at University of South Alabama)
* Strategic Human Resource Management (Post-graduate executive education at Rutgers)

**university / departmental service**

Rutgers University

* Member, Diversity & Inclusion Committee, School of Management & Labor Relations, 2021 – 2022.
* Member, search committee for HRM tenure track position, Fall 2022.
* Member, School of Management & Labor Relations, PhD program committee, 2022 – present.
* Chair, Rutgers Brown Bag Speaker Series, Fall 2022 – present.

Oregon State University

* Member, Oregon State University’s New Employee Onboarding Committee, 2016 – 2018.
* Member, Diversity & Inclusion Task Force, College of Business, 2016 – 2017.
* Chair, Diversity & Inclusion Task Force, College of Business, 2017 – 2019.

**Professional service**

Academy of Management (AOM)

* AOM OB Division Best Paper Award Committee Member (2018) and Co-chair (2019)
* Panel participant at the GDO Doctoral Consortium, 2017, 2018,
* Panel participant at the OB Doctoral Consortium, 2020, 2022
* Panel participant at Acing the Job Talk: Tips from Experts and Recent Grads, 2021
* Panel participant at the HR Doctoral Consortium, 2022
* Panel participant at the HR Division Middle-Stage Doctoral Consortium, 2023

Society for Industrial and Organizational Psychology (SIOP, APA Division 14)

* Panel participant at the Doctoral Consortium, 2016 – 2022
* Chair of SIOP *Doctoral Consortium* Co-chair, 2018 - 2020
* Chair of SIOP *Committee on Ethnic Minority Affairs (CEMA)* Chair, 2020 – 2022

Editorial Board Membership

* Journal of Business and Psychology

Ad-hoc Reviewer

* Personnel Psychology
* Journal of Management
* Organizational Behavior and Human Decision Processes
* Journal of Organizational Behavior
* Human Resource Management
* Journal of Vocational Behavior

**references**

Alicia Grandey – aag6@psu.edu

Anthony Klotz – a.klotz@ucl.ac.uk

Lance Ferris – ferrisd1@broad.msu.edu