

# VITA

## SANDY J. WAYNE

Department of Managerial Studies  
University of Illinois Chicago

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### EDUCATION

Ph.D. Mays School of Business, Texas A&M University  
Major Field: Human Resource Management and Organizational Behavior  
Minor Field: Industrial/Organizational Psychology  
Dissertation Title: "An Investigation of the Determinants of Exchange Quality in Supervisor-Subordinate Relationships"

Recipient of the **S. Rains Wallace Dissertation Award** in recognition of the best doctoral dissertation in the field of industrial and organizational psychology

M.B.A. Illinois State University

B.S. Business Administration, Illinois State University

### ACADEMIC POSITIONS

#### **University of Illinois Chicago**

- Associate Dean for Faculty Affairs, 2014 - present
- Professor of Management, 2003 - present
- Associate Professor of Management, 1993 - 2002
- Assistant Professor of Management, 1987 - 1990; 1991 - 1993

#### **Chinese University of Hong Kong, Hong Kong, China**

- Visiting Professor of Management, International Summer School Program
- Summers 2005 - 2011, 2013, 2014, 2015, 2016

#### **University of Georgia:**

- Professor of Management, 2002 - 2003

#### **Georgia State University:**

- Assistant Professor of Management, 1990 - 1991

### ADMINISTRATIVE POSITIONS

#### **Associate Dean for Faculty Affairs, UIC College of Business, 2014 – Present**

- Serve as resource and advisor to Department Heads
- Develop rank and promotion criteria for tenure-track and non-tenure-track full-time faculty in accordance with University guidelines
- Create a mid-probationary review system for tenure-track faculty
- Create and implement the faculty summer research grant program

- Identify key metrics for academic programs and create a dashboard to track College programs' performance
- Accompany Dean and Development Director on donor visits
- Creation of faculty teaching load norms
- Interview and assess job candidates for faculty positions
- Design and implement Department Head evaluation system
- Organize and conduct new faculty orientation sessions
- Plan and implement workshops on enhancing teaching effectiveness
- Plan and implement workshops related to faculty research
- Participate in monthly College Academic Committee meetings, focusing on strategic planning and implementation of College initiatives
- Facilitate promotion and tenure process in collaboration with Department Heads

#### **Director, UIC Business Cohort Program, 2019 - Present**

- Chair, Undergraduate Business Cohort Program
- Developed Freshman Seminar which was designed to facilitate students' transition to college

#### **Director, UIC Institute for Leadership Excellence and Development (iLEAD) (formerly University of Illinois Center for Human Resource Management), 1996 – Present**

- iLEAD is dedicated to discovering practical methods for achieving leadership effectiveness through rigorous, applied research. iLEAD partners with companies that seek evidence-based answers to pressing leadership and workforce challenges using action-oriented, custom-designed research.
- iLEAD is conducting a large-scale study on the development of leadership competencies. UIC Business students' leadership competencies are tracked during their four years at UIC, as well as post- graduation. This longitudinal study will contribute not only to the academic literature on leadership development but will also provide feedback on the College's leadership development program and student success.
- Responsible for workshops, evaluating and facilitating iLEAD research, planning and securing speakers for events, and fundraising for iLEAD initiatives.

#### **Faculty Director, UIC Business Scholars Program, 2012 - Present**

- Responsible for designing and implementing an honors and leadership scholars program for undergraduate students majoring in business. Responsibilities include developing an innovative curriculum, designing a leadership and managerial skills course, recruiting and selecting qualified students for the program, planning workshops and weekly seminar series, securing executive speakers, and coordinating activities with faculty and staff.

#### **Elected Representative-at-Large for the Academy of Management Board of Governors, 2011 - 2014**

- Chair, Journals Committee, 2012 - 2013
- Chair, Editor Selection Committee: Conducted selection process for Editors for *Academy of Management Journal*, *Academy of Management Discoveries*, *Academy of Management Annals*, and *Academy of Management Proceedings*, 2012 - 2013

- Member, Journals Committee, 2011 - 2012. Participated in process to launch a new journal, *Academy of Management Discoveries*
- Member, Journals Committee: Conducted selection process for Editors of *Academy of Management Review*, and *Academy of Management Learning and Education*, 2013 - 2014

#### **Elected Officer of the Human Resources Division, Academy of Management, 2005 - 2010**

- Past Division Chair, Human Resources Division, Academy of Management, 2009 - 2010
- Division Chair, Human Resources Division, Academy of Management, 2008 - 2009
- Division Chair Elect, Human Resources Division, Academy of Management, 2007 - 2008
- Program Chair, Human Resources Division, Academy of Management, 2006 - 2007
- Professional Development Workshop Chair, Human Resources Division, Academy of Management, 2005 - 2006

#### **Ph.D. Coordinator, University of Illinois at Chicago, 1994 - 1995**

- Responsible for coordinating and managing all aspects of the Human Resource Management/Organizational Behavior doctoral program (15 students) including establishing preliminary examination policies, recruitment and selection of students, and academic counseling.

#### **CURRENT EDITORIAL BOARDS**

1. *Journal of Applied Psychology*, 2001 - 2017; 2020 - present
2. *Journal of International Business Studies*, 2019 - present
3. *Journal of Management*, 1994 - present
4. *Journal of Organizational Behavior*, 2002 - present
5. *Leadership Quarterly*, 2013 - present
6. *Personnel Psychology*, 2007 - present
7. *Journal of International Business Studies*, 2016 - 2018; 2020 - present

#### **PAST EDITORIAL BOARDS**

1. *Academy of Management Journal*, 1994 - 1999
2. *Academy of Management Review*, Special Issue – **Understanding and Creating Compassionate and Caring Organizations**, 2010
3. *Human Resource Management*, 1999 - 2004; 2009 - 2018
4. *Human Resource Management Review*, 1997 - 2010; 2016 - 2018

#### **AWARDS AND HONORS**

- **University Scholar**, University of Illinois System, 2020 - 2023
- UIC, College of Business Administration, **Faculty Impact Award**, 2019
- **Fellow**, Academy of Management, 2019

- **Leadership Quarterly, 2018, Decennial Influential Article Award** for 2008 article titled “Servant Leadership: Development of a Multidimensional Measure and Multi-level Assessment” (Co-authors: R.C. Liden, H. Zhao, & D. Henderson)
- Midwest Academy of Management **Distinguished Scholar Award, 2017**, for exceptional research accomplishments and contributions to management practice. Award received at the Annual Conference. Keynote speech titled “My Journey of a Thousand Miles: Lessons Learned in Managing the Ups and Downs of an Academic Career.” October 20, 2017.
- **Best Published Article related to women’s leadership, 2014, Women’s Leadership Center**, “Women’s Managerial Aspirations: An Organizational Development Perspective,” **Journal of Management**, 40, 703-730
- University of Illinois at Chicago, College of Business Administration, **Outstanding Faculty Award, 2014**
- University of Illinois at Chicago, Department of Managerial Studies, **Outstanding Faculty Research Award, 2014**
- Elected to the Academy of Management, **Board of Governors, 2011 - 2014**
- Recognized as a **SIOP Scholar** by the Society of Industrial and Organizational Psychology (SIOP), March 2012, based on research accomplishments in the field of I/O Psychology
- Selected to join the **Society of Organizational Behavior**, a group of leading scholars in the field of organizational behavior, 2011 - present
- **Outstanding Doctoral Alumni Award**, Mays School of Business, Texas A&M University, 2010. This award is given to a scholar whose work has had a significant impact on thousands of students as well as the marketplace. This award honors doctoral graduates who have achieved significant distinction in their field and serve as role models for current students.
- **College of Business Administration Award for Outstanding Service**, University of Illinois at Chicago, 2007
- Inducted as a **Fellow of the Society of Industrial and Organizational Psychologists (SIOP)**, 2003
- **College of Business Administration Alumni Association Award for Distinguished Research**, University of Illinois at Chicago, 2002

- **Ulrich & Lake Award for Excellence in HRM Scholarship** for the best article published in *Human Resource Management*, 2001, “Managing Individual Performance in Work Groups.”
- **S. Rains Wallace Dissertation Award.** Competitive award in recognition of the best doctoral dissertation in the field of industrial and organizational psychology. Acceptance of this award involved a featured address titled "Determinants of Exchange Quality in Supervisor-Subordinate Relationships," at the American Psychological Association, Atlanta, 1988.

### **RESEARCH FOCUS**

The majority of my research addresses relationships in the workplace, focusing on the leader-employee and employee-organization relationships. One major aim is to enhance understanding of the antecedents and consequences of high-quality leader-member relationships. Within this stream of research, my articles have explored a broad set of antecedents such as employee upward influence behavior and gender, and a comprehensive set of employee outcomes including performance, salary, and upward mobility. My work also has extended leader-member exchange theory to the group level by investigating leader-member exchange differentiation. A second major area of focus is servant leadership. My articles in this area focus on developing the servant leadership construct theoretically and empirically by validating a multi-dimensional measure. This research also demonstrates the distinctiveness of servant leadership from existing leadership theories and links this form of leadership to individual and group outcomes. A third area of research is the employee-organization relationship. Through my articles in this area, I've contributed to perceived organizational support and psychological contract theories, providing support for the role of employee perceptions of the organization on employee behavior.

### **BEST PAPER AWARDS**

- **Best Overall Conference Student Paper Award and Best Organizational Behavior Track Student Paper,** "When the Past and Present Collide: The Contrast Effect of Dual Psychological Contract Breaches on Employee Outcomes." Southern Management Association Meeting, 2019.
- **Best Overall Conference Paper Award and Best Ethics/Social Issues/Diversity Issues/Careers Track Paper,** “Promoting my OCB so the Boss Thinks I am Promotable: A Mediated Moderation Model of OCB, Impression Management, and Career and Organizational Outcomes,” Southern Management Association Meeting, 2014.
- **Reed Center Best Careers Applied Paper Award Finalist,** “Employee Work-to-Family Conflict and Career Outcomes: Differential Effects of Manager Supportive Behaviors,” Academy of Management Meeting, 2013.
- **Best Overall Doctoral Student Paper Award and Best OB Track Doctoral Student Paper Award** for “A Multi-level Analysis of Leader-Member Exchange Differentiation, Idiosyncratic Deals, and Justice within Teams,” Southern Management Association Meeting, 2013.

- **Best Overall Conference Paper Award**, “Good Learners and Good Performers: The Interactive Effect of Learning Goal Orientation and Impression Management Tactics on Creativity through Mentoring Provision,” Southern Management Association Meeting, 2009.
- **Best Applied Paper Award**, “Career Management: Increasing Human Capital without Losing the Investment,” Careers Division, Academy of Management Meeting, 2006.
- **Best Paper Award**, “Understanding Employees’ Resistance toward Sexual Harassment Prevention Programs,” Southern Management Association Meeting, 2004.
- **Best Paper Award**, "A Partial Test of the Perceptions of Organizational Politics (POPS) Model," Southern Academy of Management Association Meeting, 1994.

**PAPERS UNDER REVIEW (authors in italics are current or former doctoral students)**

*Zhong, M., Wayne, S. J., & Michel, E. J.* When the past and present collide: Interactive effects of dual psychological contract breaches on employee outcomes. Conditional acceptance at **Journal of Management**.

Wayne, S. J., Sun, J., Kluemper, D. H., Cheung, G. W. & Ubaka, A. The Cost of Managing Impressions for Black Employees: An Expectancy Violation Theory Perspective. Brief proposal submitted to special issue of **Journal of Applied Psychology: Understanding Racism in the Workplace**, 11-14-2020. Received R&R, **12-15-2020**.

Xu, H., Wayne, S.J., & Michel, E.J. I-deals for an Employee May Not be Ideal for the Team: Dysfunctional and Functional Effects of I-deals Differentiation on Team Functioning and Performance. Submitted to **Journal of Applied Psychology**, 9-26-2020. Received R&R, 12-2-2020. Seeking a second sample in China.

Xu, H., Wayne, S.J., & Wang, L.C. “When is LMX Differentiation Beneficial Versus Detrimental to Teams? The Interactive Effect of LMX Differentiation and Team Formal Structure on Team Processes and Performance.” Submitted to JAP, 7-9-2020. Rejected 8-17-2020. Submitted to **Personnel Psychology**, 10-29-2020. Received R&R, 1-5-2021.

Masterson, C., Sun, K., Wayne, S.J., & Kluemper, D. “The Roller Coaster of Happiness: An Investigation of Interns’ Happiness Variability, LMX, and Job-Seeking Goals.” Submitted to special issue of JOB, 12-16-2019; rejected 3-10-2020. Submitted to LQ, 6-5-2020 (Desk Rejected). Submitted to **Journal of Vocational Behavior**, 9-14-2020. Received R&R, 1-5-2021.

Yin, J., Liden, R. C., Wayne, S. J., Wu, Y., Liu, L. A., Guo, R., & Gu. J. “How are newcomer proactive behaviors received by leaders and peers? A relational perspective.” Submitted to **Journal of Applied Psychology**, 12-6-2020. Received R&R, 2-21-2021.

*Wu, J., Liden, R.C., Song, L.J., & Wayne, S.J.* “Servant Leadership and Employee Helping Behavior: The Mediating Role of Identification with the Leader.” Submitted to **Human Relations**. Received R&R 5-5-2021.

**PUBLICATIONS (authors in italics are current or former doctoral students)**

*Sun, J., Wayne, S.J., & Liu, Y.* (in press). The Roller Coaster of Leader Affect: An Investigation of Observed Leader Affect Variability and Engagement. **Journal of Management**.

*Chaudhry, A., Vidhyarthi, P.R., Liden, R.C., & Wayne, S.J.* (in press). “Two to Tango? Implications of Alignment and Misalignment in Leader and Follower Perceptions of LMX.” **Journal of Business & Psychology**.

*Wu, J., Liden, R.C., Liao, C., & Wayne, S.J.* (2021). “Does Manager Servant Leadership Lead to Follower Servant Leadership? It Depends on Follower Self-Interest.” **Journal of Applied Psychology**, 106, 152-167.

*Liao, C., Wayne, S. J., Liden, R. C., & Meuser, J. D.* (2017). “Idiosyncratic deals and individual effectiveness: The moderating role of leader-member exchange differentiation.” **Leadership Quarterly**, 28, 438-450.

*Wayne, S. J., Lemmon, G., Hoobler, J. M., Cheung, G. W., & Wilson, M. S.* (2017). “The ripple effect: A spillover model of the detrimental impact of work–family conflict on job success.” **Journal of Organizational Behavior**. 38, 876-894.

*Bravo, J., Seibert, S. E., Kraimer, M. L., Wayne, S. J., & Liden, R. C.* (2017). “Measuring career orientations in the era of the boundaryless career.” **Journal of Career Assessment**, 25, 502-525.

*Liao, C., Wayne, S.J., & Rousseau, D.* (2016). “Idiosyncratic Deals in Contemporary Organizations: A Qualitative and Meta-Analytical Review.” **Journal of Organizational Behavior**, 37, S9-S29.

*Liden, R.C., Wu, J., Cao, A. X., & Wayne, S.J.* (2016). “Leader-Member Exchange Measurement.” In T. N. Bauer & B. Erdogan (Eds.), **The Oxford Handbook of Leader-Member Exchange**, pp. 29-54. Oxford, England: Oxford University Press.

*Lemmon, G., Glibkowski, B.C., Wayne, S.J., Chaudhry, A., & Marinova, S.* (2016). “Supervisor-Provided Resources: Development and Validation of a Measure of Employee Resources.” **Journal of Leadership and Organizational Studies**, 23, 288-308.

*Zhong, L., Wayne, S.J., & Liden, R.C.* (2016). “Job Engagement, Perceived Organizational Support, High Performance Human Resource Practices, and Cultural Value Orientations: A Cross-Level Investigation.” **Journal of Organizational Behavior**, 37, 823-844.

- Hu, J., Wayne, S.J., Liden, R.C., Bauer, T.N., & Erdogan, B. (2016). "Self and Senior Executive Perceptions of Fit and Performance: A Time-lagged Examination of Newly-Hired Executives." **Human Relations**, 69, 1259-1286.
- Lemmon, G., & Wayne, S.J. (2015). "Underlying Motives of Organizational Citizenship Behavior: Comparing Egoistic and Altruistic Motivations." **Journal of Leadership and Organizational Studies**, 22, 129-148.
- Liu, D., Wang, S., & Wayne, S.J. (2015). "Is Being a Good Learner Enough? An Examination of the Interplay between Learning, Goal Orientation and Impression Management Tactics on Creativity." **Personnel Psychology**, 68, 109-142.
- Liden, R.C., Wayne, S.J., Meuser, J.D., Hu, J., Wu, J., & Liao, C. (2015). "Servant Leadership: Validation of a Short Form of the SL-28." **Leadership Quarterly**, 26, 254-269.
- Panaccio, A., Henderson, D.J., Liden, R.C., Wayne, S.J., & Cao, X. (2015). "Toward an Understanding of When and Why Servant Leadership Accounts for Employee Extra-Role Behaviors." **Journal of Business and Psychology**, 30, 657-675.
- Hoobler, J.M., Lemmon, G., & Wayne, S.J. (2014). "Women's Managerial Aspirations: An Organizational Development Perspective." **Journal of Management**, 40, 703-730.
- Liden, R.C., Wayne, S.J., Liao, C., & Meuser, J.D. (2014). "Servant Leadership and Serving Culture: Influence on Individual and Unit Performance." **Academy of Management Journal**, 57, 1434-1452.
- Liden, R.C., Panaccio, A., Meuser, J.D., Hu, J., & Wayne, S.J. (2014). "Servant leadership: Antecedents, processes, and outcomes." In D.V. Day (Ed.), **The Oxford handbook of leadership and organizations**. Oxford, England: Oxford University Press.
- Wayne, S.J. (2013). "Leader-Member Exchange Theory." In E.H. Kessler (Ed.), **Encyclopedia of Management Theory**. Thousand Oaks, CA: Sage Publications, Inc., 429-432.
- Mawritz, M.B., Mayer, D.M., Hoobler, J.M., Wayne, S.J., & Marinova, S.V. (2012). "A Trickle-Down Model of Abusive Supervision." **Personnel Psychology**, 65, 325-357.
- Gavino, M.C., Wayne, S.J., & Erdogan, B. (2012). "Discretionary and Transactional Human Resource Practices and Employee Outcomes: The Role of Perceived Organizational Support." **Human Resource Management**, 51, 665-686.
- Kraimer, M.L., Seibert, S.E., Wayne, S.J., Liden, R.C., & Bravo, J. (2011). "Antecedents and Outcomes of Organizational Support for Development: The Critical Role of Career Opportunities." **Journal of Applied Psychology**, 96, 485-500.



- Hoobler, J.M., Lemmon, G., & Wayne, S.J. (2011). "Women's Underrepresentation in Upper Management: New Insights on a Persistent Problem." **Organizational Dynamics**, 40, 151-156.
- Chaudhry, A., Coyle-Shapiro, J.A.M., & Wayne, S.J. (2011). "A Longitudinal Study of the Impact of Organizational Change on Transactional, Relational, and Balanced Psychological Contracts." **Journal of Leadership and Organizational Studies**, 18, 247-259.
- Wayne, S.J., Coyle-Shapiro, J.A.M., Eisenberger, R., Liden, R.C., Rousseau, D.M., & Shore, L.M. (2009). "Chapter 9: Social Influences." In **Commitment in Organizations: Accumulated Wisdom and New Directions**. Editors: H.J. Klein, T.E., Becker, & J.P. Meyer. Routledge/Taylor and Francis, 253-284.
- Hoobler, J.M., Wayne, S.J., & Lemmon, G. (2009). "Bosses' Perceptions of Work-Family Conflict and Women's Upward Mobility: The Glass Ceiling Reexamined." **Academy of Management Journal**, 52, 939-957.  
*Finalist for Rosabeth Moss Kanter Award for best work-family research published in 2009-2010.*
- Chaudhry, A., Wayne, S.J., & Schalk, R. (2009). "A Sensemaking Model of Employee Evaluation of Psychological Contract Fulfillment: When and How do Employees Respond to Change?" **Journal of Applied Behavioral Science**, 45, 498-520.
- Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. (2008). "Servant leadership: Development of a Multidimensional Measure and Multilevel Assessment." **Leadership Quarterly**, 19, 161-177.
- Henderson, D., Wayne, S.J., Shore, L.M., Bommer, W.H., & Tetrick, L.E. (2008). "Leader-Member Exchange within the Work Group and Psychological Contract Fulfillment: A Multilevel Approach." **Journal of Applied Psychology**, 93, 1208-1219.
- Dulac, T., Coyle-Shapiro, J.A.M., Henderson, D.J., & Wayne, S.J. (2008). "Not all Responses to Breach are the Same: The Interconnection of Social Exchange and Psychological Contract Processes in Organizations." **Academy of Management Journal**, 51, 1079-1098.
- Zhao, H., Wayne, S.J., Glibkowski, B., & Bravo, J. (2007). "The Impact of Psychological Contract Breach on Work-related Outcomes: A Meta-analysis." **Personnel Psychology**, 60, 647-680.
- Bauer, T.N., Erdogan, B., Liden, R.C., & Wayne, S.J. (2006). "A Longitudinal Study of the Moderating Role of Extraversion: LMX, Performance, and Turnover during New Executive Development." **Journal of Applied Psychology**, 91, 298-310.

- Liden, R.C., *Erdogan, B.*, Wayne, S.J., & *Sparrowe, R.T.* (2006). "Leader-Member Exchange, Differentiation, and Task Interdependence: Implications for Individual and Group Performance." **Journal of Organizational Behavior**, 27, 723-746.
- Kraimer, M.L.*, Wayne, S.J., Liden, R.C., & *Sparrowe, R.T.* (2005). "Understanding Full-time Employees' Reactions to the Use of Temporary Workers: The Role of Job Security." **Journal of Applied Psychology**, 90, 389-398.
- Liden, R.C., Wayne, S.J., *Jaworski, R.A.*, & Bennett, N. (2004). "Propensity to Withhold Effort: A field test of the Kidwell and Bennett Model." **Journal of Management**, 30, 285-304.
- Kraimer, M.L.* & Wayne, S.J. (2004). "The Role of Situational Stressors and Perceived Organizational Support in Predicting Expatriate Success." **Journal of Management**, 30, 209-237.
- Murphy, S.M.*, Wayne, S.J., Liden, R.C., & *Erdogan, B.* (2003). "Understanding Social Loafing: The Role of Justice Perceptions and Exchange Relationships." **Human Relations**, 56, 61-84.
- Liden, R.C., Wayne, S.J., *Kraimer, M.L.*, & *Sparrowe, R.T.* (2003). "Dual Commitments of Contingent Workers: An Examination of Contingents' Commitment to the Agency and the Organization." **Journal of Organizational Behavior**, 24, 609-625.
- Wayne, S.J., Shore, L.M., Bommer, W.H., & Tetrick, L.E. (2002). "The Role of Fair Treatment and Rewards in Perceptions of Organizational Support and Leader-Member Exchange." **Journal of Applied Psychology**, 87, 590-598.
- Liden, R.C., Wayne, S.J., & *Kraimer, M.L.* (2001). "Managing Individual Performance in Work Groups." **Human Resource Management**, 40, 63-72.  
*Recipient of the Ulrich & Lake Award for Excellence in HRM Scholarship for the best article in 2001 published in Human Resource Management.*
- Sparrowe, R.T.*, Liden, R.C., Wayne, S.J., & *Kraimer, M.L.* (2001). "Social Networks and the Performance of Individuals and Groups." **Academy of Management Journal**, 44, 316-325.
- Kraimer, M.L.*, Wayne, S.J., & *Jaworski, R.A.* (2001). "Sources of Support and Expatriate Performance: The Mediating Role of Expatriate Adjustment." **Personnel Psychology**, 54, 71-99.
- Liden, R.C., Wayne, S.J., & *Sparrowe, R.T.* (2000). "An Examination of the Mediating Role of Psychological Empowerment on the Relations Between the Job, Interpersonal Relationships, and Work Outcomes." **Journal of Applied Psychology**, 85, 407-416.
- Wayne, S.J., Liden, R.C., *Kraimer, M.L.*, & *Graf, I.K.* (1999). "The Role of Human Capital, Motivation, and Supervisor Sponsorship in Predicting Career Success." **Journal of**

**Organizational Behavior**, 20, 577-595.

Liden, R.C., Wayne, S.J., Judge, T.A., Sparrowe, R.T., Kraimer, M.L., & Franz, T.M. (1999). "Management of Poor Performance: A Comparison of Manager, Group Member, and Group Disciplinary Decisions." **Journal of Applied Psychology**, 84, 835-850.

Liden, R.C., Wayne, S.J., & Bradway, L.K. (1997). "Task Interdependence as a Moderator of the Relation Between Group Control and Performance." **Human Relations**, 50, 169- 181. *Recipient of the 1995 Yoder-Heneman Human Resource Management Research Award.*

Wayne, S.J., Shore, L.M., & Liden, R.C. (1997). "Perceived Organizational Support and Leader- Member Exchange: A Social Exchange Perspective." **Academy of Management Journal**, 40, 82-111.

Liden, R.C., Sparrowe, R.T., & Wayne, S.J. (1997). "Leader-Member Exchange Theory: The Past and Potential for the Future." **Research in Personnel and Human Resources Management**, 15, 47-119.

Wayne, S.J., Liden, R.C., Graf, I.K., & Ferris, G.R. (1997). "The Role of Upward Influence Tactics in Human Resources Decisions." **Personnel Psychology**, 50, 979-1006.

Kacmar, K.M., Wayne, S.J., & Wright, P.M. (1996). "Subordinate Reactions to the Use of Impression Management Tactics and Feedback by the Supervisor." **Journal of Managerial Issues**, 8, 35-53.

Wayne, S.J., & Liden, R.C. (1995). "A Longitudinal Study of the Effects of Impression Management on Performance Ratings." **Academy of Management Journal**, 38, 1, 232-260.

Thacker, R.A., & Wayne, S.J. (1995). "An Examination of the Relationship Between Upward Influence Tactics and Assessments of Promotability." **Journal of Management**, 21, 739-756.

Wayne, S.J., Kacmar, K.M., & Ferris, G.R. (1995). "Coworker Responses to Others' Ingratiation Attempts." **Journal of Managerial Issues**, 7, 277-289.

Ferris, G.R., Galang, M.C., Thornton, M.L., & Wayne, S.J. (1995). "A Power and Politics Perspective on Human Resources Management." In G.R. Ferris, S.D. Rosen, & D.T. Barnum (Eds.), **Handbook of Human Resources Management** (pp. 100-114). Cambridge, MA: Blackwell Publishers Inc.

Wayne, S.J., Liden, R.C., & Sparrowe, R.T. (1994). "The Influence of Gender and Ingratiation on the Development of Leader-Member Exchanges." **American Behavioral Scientist**, 37, 697-714.

Kacmar, K.M., Wayne, S.J., & Ratcliff, S.H. (1994). "An Examination of Automatic Versus

Controlled Information Processing in the Employment Interview: The Case of Minority Applicants." **Sex Roles**, 30, 809-828.

- Liden, R.C., Wayne, S.J., & Stilwell, D. (1993). "A Longitudinal Study on the Early Development of Leader Member Exchanges." **Journal of Applied Psychology**, 78, 662-674.
- Shore, L.M., & Wayne, S.J. (1993). "Commitment and Employee Behavior: A Comparison of Affective Commitment and Continuance Commitment with Perceived Organizational Support." **Journal of Applied Psychology**, 78, 774-780.
- Wayne, S.J., & Green, S.A. (1993). "The Effects of Leader-Member Exchange on Employee Citizenship and Impression Management Behavior." **Human Relations**, 46, 1431-1440.
- Wayne, S.J., & Rubinstein, D. (1992). "Extending Game Theoretic Propositions about Slack and Scarcity in Managerial Decision Making." **Human Relations**, 45, 525-536.
- Wayne, S.J., & Kacmar, K.M. (1991). "The Effects of Impression Management on the Performance Appraisal Process." **Organizational Behavior and Human Decision Processes**, 48, 70-88.
- Wayne, S.J., & Ferris, G.R. (1990). "Influence Tactics, Affect, and Exchange Quality in Supervisor-Subordinate Interactions: A Laboratory Experiment and Field Study." **Journal of Applied Psychology**, 75, 487-499.
- Ferris, G.R., Bergin, T.G., & Wayne, S.J. (1988). "Personal Characteristics, Job Performance, and Absenteeism of Public School Teachers." **Journal of Applied Social Psychology**, 18, 552-563.
- Griffin, R.W., Bateman, T.S., Wayne, S.J., & Head, T.C. (1987). "Objective and Social Factors as Determinants of Task perceptions and Responses: An Integrative Framework and Empirical Investigation." **Academy of Management Journal**, 30, 501-503.
- Wagner, J.A., Ferris, G.R., Fandt, P.M., & Wayne, S.J. (1987). "The Organizational Tenure--Job Involvement Relationship: A Job-Career Experience Explanation." **Journal of Occupational Behavior**, 8, 63-71.
- Woodman, R.W., & Wayne, S.J. (1985). "An Investigation of Positive-Findings Bias in Organization Development Evaluation." **Academy of Management Journal**, 1985, 26, 889-913.
- Wayne, S.J. (2015). "Attracting and Retaining Talent Through Differential Treatment." The Rise of HR: Wisdom from 73 Thought Leaders. Editors: Dave Ulrich, William Schiemann, and Libby Sartain. Publisher: HR Certification Institute.
- Liden, R.C., Wayne, S.J., Wu, J., & Liao, C. (2014). "Servant Leadership in Singapore:

Current Practice, Follower Desire for Servant Leadership, and Follower Attitudes and Behaviors.” **Today’s Manager**, 4, 20-22.

Liden, R.C., Wayne, S.J., & Bradway, L.K. (1996). "Does Group Empowerment Lead to Increased Performance?" **HR Magazine**, 41, 73-79.

Wayne, S.J., Griffin, R.W., & Bateman, T.S. (1986). “Improving the Effectiveness of Quality Circles.” **Personnel Administrator**, 31, 79-88.

### **RESEARCH GRANTS**

\$25,000 BMO Harris

Title: Examination of Predictors of Upward Mobility

\$9,500 Corporate Learning Institute

Title: Examination of Technology on Nurses’ Engagement and Satisfaction

\$100,000 Society for Human Resource Management (SHRM) Foundation

Title: My Family Enriches Your Work? Exploring the Mechanisms of Supervisor-Subordinate Positive Crossover

\$100,000 HKD City University of Hong Kong Strategic Research Grants (SRG) 2015-2017.

Wang, L.C. & Wayne, S. J.: Leader-member Exchange Relationships in Teams and Group Effectiveness: A Power Hierarchy Approach

\$100,000 HKD City University of Hong Kong Strategic Research Grants (SRG) 2016-2018.

Wang, L.C. & Wayne, S. J.: Consequences of Different Forms of LMX Configurations in Teams

\$2,667 UIC Department of Managerial Studies, Research and Development Fund

Title: The Paradox of Servant Leadership and the Work-Family Interface

\$8,500 Center for Human Resource Management, University of Illinois

Title: My Family Enriches Your Work? Exploring the Mechanisms of Supervisor-Subordinate Positive Crossover

\$2,850 UIC Department of Managerial Studies, Research and Development Fund

Title: My Family Enriches Your Work? Exploring the Mechanisms of Supervisor-Subordinate Positive Crossover

\$1,000 UIC Faculty Scholarship Support Program

\$2,725 UIC Department of Managerial Studies, Research and Development Fund Title: Social Exchange, Social Comparison, and Employee Prosocial Behaviors

\$8,000 Center for Human Resource Management, University of Illinois

Title: Opportunities and Challenges of Treating Employees Differently: The Role of Servant

## Leadership

\$44,073 Society for Human Resource Management (SHRM) Foundation  
Title: Achieving Fairness When Treating Employees Differently: The Case of Idiosyncratic Deals (I-Deals)

\$56,828 Management Education Research Institute  
Title: The Role of the MBA Degree and Other Human Capital Factors in Mitigating the Effects of Managerial Stereotyping on Career Outcomes

\$8,920 Center for Human Resource Management, University of Illinois  
Title: Developing Employee Engagement

\$20,000 Center for Human Resource Management, University of Illinois  
Title: Managing the Employment Relationship in Different Cultures

\$7,500 Center for Human Resource Management, University of Illinois  
Title: How Employees Understand and Respond to Outsourcing: A Sensemaking Perspective

\$7,000 Center for Human Resource Management, University of Illinois  
Title: The Successful Employment Relationship: How is it Achieved?

\$2,500 Society for Industrial and Organizational Psychology Foundation  
Title: The Role of HR Practices in Influencing Employee Perceptions of Organizational Support, Commitment, and Performance

\$16,500 Center for Human Resource Management, University of Illinois  
Title: Understanding Employee Retention from a Careers Perspective

\$14,380 Society for Human Resource Management Foundation  
Title: Human Resource Practices and the Assimilation of Newcomers into the Organization

\$9,500 Society for Human Resource Management Foundation  
Title: Changing Nature of the Employment Relationship

\$15,000 Center for Human Resource Management, University of Illinois  
Title: Changing Nature of the Employment Relationship

\$10,000 College of Business, University of Illinois at Chicago, Research Award

\$20,300 Center for Human Resource Management, University of Illinois  
Title: Expatriates' Work and Cultural Adjustment

\$29,800 Center for Human Resource Management, University of Illinois  
Title: Effectiveness of Contingent Work Forces

\$6,161 Society for Human Resource Management Foundation  
Title: Performance Management in Empowered Work Teams

\$15,200 Center for Human Resource Management, University of Illinois  
Title: Performance Management in Empowered Work Teams

\$3,000 University of Illinois at Chicago, College of Business Research Award Program  
Title: Performance Management in Empowered Work Teams

\$5,209 University of Illinois at Chicago, Campus Research Board  
Title: Rewards and Team Effectiveness

\$15,000 Center for Human Resource Management, University of Illinois  
Title: Empowered Work Teams: Composition, Process, Rewards and Effectiveness

\$5,000 Foundation for Excellence in Consulting and Management  
Title: Rewards and Team Effectiveness

\$8,000 Center for Human Resource Management, University of Illinois  
Title: Determinants of Employee Career Success: Who's Getting Ahead and Why?

### **PRESENTATIONS AND PROCEEDINGS PUBLICATIONS**

*Zhong, M., Wayne, S. J., & Michel, E.J.* "When the Past and Present Collide: The Contrast Effect of Dual Psychological Contract Breaches on Employee Outcomes." Paper presented at the 2019 Meeting of the Southern Management Association, Norfolk, VA. **Recipient of the Southern Management Meeting Best Overall Student Conference Paper Award.**

*Michel, E.J., Wayne, S.J., & Zhong, M.* "Past, Present, or Future: The Role of Temporal Focus on Reciprocity in Social Exchange Relationships." Paper presented at the 2019 Meeting of the Southern Management Association, Norfolk, VA.

*Michel, E.J., & Wayne, S.J.* "My Family Enriches Your Work? Exploring the Mechanisms of Supervisor-Subordinate Positive Crossover." Paper presented at the 2018 Academy of Management meeting, Human Resources Division, Chicago, IL

*Sun, J., Wayne, S.J., & Liu Y.* "Perceived leader affect and employee work engagement: the moderating role of affect spin." Paper presented at the 2017 Academy of Management meeting, Organizational Behavior Division, Atlanta, GA.

*Cao, X., Wayne, S.J., & Wang, Y.* Individual and Social Explanations of Idiosyncratic Deals: When Do Managers Make Special Deals? Paper presented at the 2017 Academy of Management meeting, Organizational Behavior Division, Atlanta, GA.

*Michel, E.J., & Wayne, S.J.* "A Spillover-Crossover Model of Servant Leader Family Support and Subordinate Family-Work Outcomes." Paper presented at the 2016 Academy of

Management meeting, Organizational Behavior Division, Los Angeles, CA.

Wu, J., Wayne, S.J., Song, L.J., Liden, R.C., & Li, J.: "Receiving more yet feeling worse: The detrimental effects of idiosyncratic employment arrangements." Paper presented at the 2016 Academy of Management Symposium titled "Extending Theory and Empirical Research on Idiosyncratic Deals: The Upside and Downside of Idiosyncratic Deals," Los Angeles, CA.

Cao, X. & Wayne, S.J. "Granting of I-Deals: The Interplay of Equity Rules, Past Performance, and Performance Expectations." Paper presented at the 2016 Academy of Management Symposium titled "Extending Theory and Empirical Research on Idiosyncratic Deals: The Upside and Downside of Idiosyncratic Deals," Los Angeles, CA.

Astrove, S.L., Yang, J., Kraimer, M.L., & Wayne, S.J. "*Psychological Contract Breach and Counterproductive Work Behavior: A Moderated Mediation Model of Attributions for Psychological Contract Breach and Moral Disengagement.*" Paper presented at the 2015 Workshop on Research Advances in Organizational Behavior and Human Resource Management, Paris, France. Astrove, S.L., Yang, J., Kraimer, M.L., & Wayne, S.J. "*Psychological Contract Breach and Counterproductive Work Behavior: A Moderated Mediation Model.*" Paper presented at the 2015 Academy of Management, Organizational Behavior Division, Vancouver, Canada.

Wu, J., Liden, R.C., Song, L.J., & Wayne, S.J. "Serve Me, Serve My Coworkers: Servant Leadership, Identification with the Leader and Employee Helping Behaviors. Part of a joint symposium titled "Understanding the Sources and Functions of Leadership in Teams." Paper presented at the 2015 Academy of Management, Organizational Behavior, Human Resource Management, and Careers Divisions, Vancouver, Canada.

Michel, E.J., Wayne, S.J., & Liao, C. "Examining the Role of Work Engagement on Employee Voice and Success." Paper presented at the 2015 Academy of Management, Organizational Behavior Division, Vancouver, Canada.

Lemmon, G., Michel, E.J., Wayne, S.J., & Hoobler, J.M. "Promoting my OCB so the boss thinks I am promotable: A mediated moderation model of OCB, impression management, and career and organizational outcomes." Paper presented at the Southern Management Association annual meeting, Savannah, GA, November 2014. ***Recipient of the Southern Management Meeting Best Overall Conference Paper Award and Best Ethics/Social Issues/Diversity Issues/Careers Track Paper Award, 2014.***

Wu, B., Lemmon, G. & Wayne, S.J. "The influence of psychological collectivism on self-comparison and psychological contract breach." Paper presented at the Southern Management Association annual meeting, Savannah, GA, November 2014.

Liden, R.C., Wu, J., Liao, C., & Wayne, S.J. "Overcoming follow self-interest through servant



- leadership.” Symposium titled “On followers and leaders: Advancing a more “balanced” view of leadership.” Presented at the Academy of Management Meeting, Philadelphia, PA, 2014.
- Wayne, S.J., *Lemmon, G., & Wilson, M.* “Employee Work-to-Family Conflict and Career Outcomes: Differential Effects of Manager Supportive Behaviors.” Best Paper Proceedings of the Academy of Management Meeting, Orlando, Florida, 2013. ***Reed Center Best Careers Applied Paper Award Finalist, 2013.***
- Liao, C., Wayne, S.J., Liden, R.C., & Meuser, J.* “A Multi-level Analysis of Leader-Member Exchange Differentiation, Idiosyncratic Deals, and Justice within Teams,” Southern Management Association, New Orleans, LA, 2013. ***Recipient of the Southern Management Meeting Best Overall Doctoral Student Conference Paper Award and Best OB Track Doctoral Student Paper Award, 2013.***
- Chaudhry, A., Vidyarthi, P.R., Liden, R.C., Wayne, S.J., Glibkowski, B.C.* “It Takes Two to Tango: Examining the Effects of Convergence in Leader and Member Perceptions of LMX,” presented at the Academy of Management Meeting, Boston, MA, 2012.
- Hu, J., Wayne, S.J., Bauer, T.N., & Erdogan, B.* “Understanding the Role of Superior and Self Perceptions of Fit on New Executive Adjustment,” presented at the Academy of Management Meeting, Boston, MA, 2012.
- Panaccio, A., Henderson, D., Liden, R.C., & Wayne, S.J.* “Servant Leadership as an Act of Service: A Longitudinal Study on Employee Dispositions and Behaviors,” presented at the Academy of Management Meeting, Boston, MA, 2012.
- Wilson, M.S., Wayne, S.J., & Chaudhry, A.* “Empowered yet leaving: It is all about power distance,” presented at the Society of Industrial and Organizational Psychology Conference, Chicago, IL, 2011.
- Meuser, J., Liden, R.C., Wayne, S.J., Henderson, D.* “Is servant leadership always a good thing? The moderating influence of servant leadership prototype,” presented at the Academy of Management, San Antonio, TX, 2011.
- Hoobler, J.M., Lemmon, G., & Wayne, S.J.* “Women’s managerial aspirations from a career development perspective,” presented at the Society for Industrial and Organizational Psychology Conference - South Africa, Pretoria, South Africa, 2011.
- Bardes, M., Mayer, D., Hoobler, J.M., Wayne, S.J., & Marinova, S.* “An Examination of the Trickle-Down Effects of Abusive Supervision,” presented at the Society for Industrial and Organizational Psychology Conference, New Orleans, LA, 2009.
- Chaudhry, A., Wayne, S.J., & Coyle-Shapiro, J. A.-M.* “A “New” Deal: Myth or Reality? Rethinking Psychological Contracts in the Context of Change,” presented at the Academy

of Management Meeting, Chicago, IL, 2009.

Hoobler, J.M., *Lemmon, G.*, & Wayne, S.J. "The Maternal Wall: A Human Capital Perspective," presented at the Academy of Management Meeting, Chicago, IL, 2009.

*Glibkowski, B.C.*, Wayne, S.J., & *Lemmon, G.* "Negotiating Social Exchanges," presented at the Academy of Management Meeting, Chicago, IL, 2009.

Liu, D., Wang, S., & Wayne, S.J. "Good Learners and Good Performers: The Interactive Effect of Learning Goal Orientation and Impression Management Tactics on Creativity through Mentoring Provision," presented at the Southern Academy of Management Meeting, Asheville, NC, 2009.

***Recipient of the Southern Academy of Management Meeting Best Student Paper Award, 2009.***

*Chaudhry, A.* & Wayne, S.J. "Expectations Versus Promises as the Basis of Employee Psychological Contract Fulfillment," presented at the Academy of Management Meeting, Anaheim, CA, 2008.

Wayne, S.J., Hoobler, J.M., Marinova, S.V., & *Johnson, M.M.* "Abusive Behavior: Trickle-Down Effects Beyond the Dyad." Best Paper Proceedings of the Academy of Management Meeting, Anaheim, CA, 2008.

Hoobler, J.M., Wayne, S.J., & *Lemmon, G.* "Bosses' Perceptions of Work-Family Conflict and Women's Upward Mobility: Glass Ceiling Reexamined," presented at the Academy of Management Meeting, Anaheim, CA, 2008.

*Chaudhry, A.* & Wayne, S.J. "Expectations Versus Promises as Bases of Employee Psychological Contract," presented at the Eastern Academy of Management Meeting, Amsterdam, The Netherlands, 2007.

*Glibkowski, B.*, *Chaudhry, A.*, & Wayne, S.J. "Antecedents of Leader-Member Exchange (LMX) Reciprocity," presented at the Academy of Management meeting, Philadelphia, PA, 2007.

*Henderson, D.*, Wayne, S.J., & Bommer, W.H. "Leader-Member Exchange, Differentiation, and Psychological Contract Breach: A Multilevel Approach," presented at the Academy of Management Meeting, Philadelphia, PA, 2007.

Dulac, T., Coyle-Shapiro, J.A.M., *Henderson, D.J.*, & Wayne, S.J. "The Development of Psychological Contract Breach and Violation: A Social Exchange Approach," presented at the Academy of Management Meeting, Atlanta, GA, 2006.

*Kraimer, M.*, Seibert, S., Wayne, S.J., Liden, R.C., & *Bravo, J.* "Career Management: Increasing Human Capital without Losing the Investment," presented at the Academy

of Management Meeting, Atlanta, GA, 2006.

***Recipient of the Careers Division Best Applied Paper Award, 2006.***

Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. "Development of a Multidimensional Measure of Servant Leadership," presented at the Southern Academy of Management Meeting, Charleston, SC, 2005.

Graf, I., Wayne, S.J., & Yuan, L. "The Differential Effects of Social Support and Social Embeddedness on Employee Outcomes," presented at the Academy of Management Meeting, Honolulu, HI, 2005.

Zhao, H., Wayne, S.J., Glibkowski, B., & Bravo, J. "The Impact of Psychological Contract Breach on Work-related Outcomes: A Meta-analysis," presented at the Academy of Management Meeting, Honolulu, HI, 2005.

Gavino, M.C. & Wayne, S.J. "A Longitudinal Study of the Role of Human Resource Practices in Influencing Employee Perceptions of Organizational Support (POS), Commitment, Customer Orientation and Extra-Role Performance," presented at the Academy of Management Meeting, New Orleans, LA, 2004.

Liden, R.C., Bauer, T.N., Erdogan, B., & Wayne, S.J. "An Examination of the Role of Personality in Socialization," presented at the Society for Industrial and Organizational Psychology Conference, April 2004. Bauer, T.N., Liden, R.C., Erdogan, B., & Wayne, S.J. "Understanding the LMX to Performance and Turnover Relationships: The Moderating Role of Extraversion," presented at the Academy of Management Meeting, New Orleans, LA, 2004.

Zhao, H., Liden, R.C., & Wayne, S.J. "Understanding Employees' Resistance Toward Sexual Harassment Prevention Programs," presented at the Southern Academy of Management Meeting, 2004. **Recipient of the Best Paper Award, Southern Academy of Management Meeting, 2004.**

Murphy, P.J., Liden, R.C., & Wayne, S.J. "Interactional Justice, Group Cohesion, and LMX: Combined Impacts on Outcomes," presented at the Society for Industrial and Organizational Psychology Conference, Orlando, FL, 2003.

Liden, R.C., Erdogan, B., Bauer, T.N., & Wayne, S.J. "Integration of Executives into the Organization," presented at the Society for Industrial and Organizational Psychology Conference, Orlando, FL, 2003.

Kraimer, M.L., Seibert, S.E., Wayne, S.J., & Liden, R.C. "Examining Employee Performance and Turnover Intentions from A Careers Perspective," presented at the Academy of Management Meeting, Seattle, WA, 2003.

Kraimer, M.L., Wayne, S.J., Liden, R.C., & Sparrowe, R.T. "Understanding Full-time Employees' Reactions to the Use of Temporary Workers: The Role of Job

Security,” presented at the Academy of Management Meeting, Washington, DC, 2001.

Shore, L.M., Bommer, W.H., Tetrick, L.E., & Wayne, S.J. “Social and Economic Exchanges as Group-level Phenomena,” presented at the Academy of Management Meeting, Washington, DC, 2001.

*Kraimer, M.L.* & Wayne, S.J. “Determinants of Expatriate Performance: A Stress Management Perspective,” presented at the Academy of Management Meeting, Washington, DC, 2001.

*Kraimer, M.L.*, Wayne, S.J., & *Jaworski, R.A.* “Social Support and Expatriate Performance: The Mediating Role of Expatriate Adjustment,” presented at the Academy of Management Meeting, Toronto, 2000.

Liden, R.C., *Erdogan, B.*, Wayne, S.J., & *Sparrowe, R.T.* “Leader-member Exchange Differentiation: Implications for Group Effectiveness,” presented at the Academy of Management Meeting, Toronto, 2000.

*Kraimer, M.L.*, Wayne, S.J., & *Jaworski, R.A.* “Expatriate Adjustment: The Role of Information-Seeking, POS, and Social Support,” Proceedings of the Southern Academy of Management Meeting, Atlanta, 1999.

*Sparrowe, R.T.*, Liden, R.C., Wayne, S.J., & *Kraimer, M.L.* “An Examination of Social Exchange Patterns Through Network Analysis,” symposium presented at the Southern Academy of Management Meeting, Atlanta, 1997.

Wayne, S.J., Liden, R.C., *Graf, I.K.*, & *Kraimer, M.L.* “The Importance of Supervisor Support to Career Success,” presented at the Academy of Management Meeting, Careers Division, Cincinnati, 1996.

Kacmar, K.M., Wayne, S.J., & Bozeman, D.P. “The Many Faces of Ingratiation,” presented at the Society for Industrial and Organizational Psychology Conference, Orlando, 1995.

Wayne, S.J., *Graf, I.K.*, & Ferris, G.R. “The Role of Upward Influence Tactics in Human Resources Decisions,” Best Papers Proceedings of the Academy of Management Meeting, 1995.

Wayne, S.J., Shore, L.M., & Liden, R.C. “An Examination of the Effects of HR Practices on Leader-Member Exchange and Perceived Organizational Support,” presented at the Academy of Management Meeting, Human Resource Management Division, Dallas, 1994.

Liden, R.C., Wayne, S.J., *Bradway, L.*, & *Murphy, S.* “A Field Investigation of Individual Empowerment, Group Empowerment, and Task Interdependence,” presented at the Academy of Management Meeting, Organizational Behavior Division, Dallas, 1994.

- Kacmar, K.M., & Wayne, S.J. "Publishing Trends in Human Resources: Multiple Perspectives," symposium presented at the Southern Academy of Management Meeting, New Orleans, 1994.
- Kacmar, K.M., Bozeman, D.P., Wayne, S.J., & Anthony, W.P. "A Partial Test of the Perceptions of Organizational Politics (POPS) Model," presented at the Southern Academy of Management Meeting, New Orleans, 1994.  
***Recipient of the Best Paper Award, Southern Academy of Management Meeting, 1994.***
- Liden, R.C., Wayne, S.J., Bradway, L., & Sparrowe, R. "Leading Empowered Work Groups," presented at the Society for Industrial and Organizational Psychology Conference, Nashville, 1994.
- Liden, R.C., Wayne, S.J., & Stilwell, D. "A Longitudinal Study on the Early Development of Leader-Member Exchanges," Proceedings of the Southern Academy of Management Meeting, New Orleans, 1992.
- Shore, L.M., & Wayne, S.J. "Commitment and Employee Behavior: A Comparison of Affective Commitment and Continuance Commitment with Perceived Organizational Support." Proceedings of the Southern Academy of Management Meeting, New Orleans, 1992.
- Kacmar, K.M., Wayne, S.J., & Wright, P. "Supervisor Use of Impression Management," presented at the Society for Industrial and Organizational Psychology Conference, St. Louis, 1991.
- Wayne, S.J., & Liden, R.C. "The Influence of Impression Management on Supervisor Responses," presented at the Council for Employee Responsibilities and Rights Annual Conference, Orlando, 1990.
- Kacmar, K.M., Wayne, S.J., & Ratcliff, S.L. "Evening the Odds: The Influence of Information on Hiring Minorities," Proceedings of the Southern Academy of Management Meeting, Orlando, 1990.
- Liden, R.C., & Wayne, S.J. "Feedback in the Development of Leader-Member Exchanges," presented at the Academy of Management Meeting, joint symposium for the Organizational Behavior and Human Resource Management Divisions, San Francisco, 1990.
- Liden, R.C., & Wayne, S.J. "Job Longevity and Impression Management in Leader-Member Exchanges," presented at the Society for Industrial and Organizational Psychology Conference, Miami, 1990.
- Cooke, R.A., Kernaghan, J.A., & Wayne, S.J. "Group-based Management Development Programs: The Effects of Group and Individual Factors on Participant Outcomes,"

Proceedings of the OB/HRM Conference, Boston, 1989.

- Wayne, S.J., & Rubinstein, D. "Extending Game Theoretic Propositions about Slack and Scarcity in Managerial Decision Making," presented at the Academy of Management Meeting, Organizational Behavior Division, Washington, 1989.
- Wayne, S.J., Kacmar, K.M., & Ferris, G.R. "Subordinate Upward Influence Effects on Coworker Responses," presented at the Society for Industrial and Organizational Psychology Conference, Boston, 1989.
- Wayne, S.J., & Rubinstein, D. "The Influence of Subordinate Impression Management Behaviors on Supervisor Performance Appraisal and Exchange Quality," presented at the Academy of Management meeting, Personnel and Human Resources Division, New Orleans, 1987.
- Bateman, T.S., Fandt, P.M., Strasser, S., & Wayne, S.J. "Advice-Giving and Advice-Taking: Tacit knowledge about Careers in Organizations," presented at the Academy of Management Meeting, Management Education and Development Division, New Orleans, 1987.
- Woodman, R.W., Wayne, S.J., & Rubinstein, D. "Personality Correlates for a Propensity to Engage in Political Behavior in Organizations," Proceedings of the Southwest Academy of Management Meeting, New Orleans, 1985.
- Fandt, P.M., Wayne, S.J., Ferris, G.R., & Wagner, J.A. "A Job-Career Perspective on the Organizational Tenure--Job Involvement Relationship," Proceedings of the Southern Academy of Management Meeting, Orlando, 1985.
- Fandt, P.M., & Wayne, S.J. "Trends in Organizational Theory Research," Proceedings of the Southwest Academy of Management Meeting, New Orleans, 1985.
- Wayne, S.J., Head, T.C., Griffin, R.W., & Bateman, T.S. "Task Attributes and Social Information Processing: Toward an Integrated Perspective," presented at the Academy of Management Meeting, Organizational Behavior Division, San Diego, 1985.
- Wayne, S.J., & Griffin, R.W. "Participative Versus Assigned Goal Setting: An Extension of the Vroom-Yetton Model," Proceedings of the Southern Academy of Management Meeting, New Orleans, 1984.
- Rubinstein, D., Wayne, S.J., Van Fleet, D.D., & Zey-Ferrell, M. "Do Corporate Leaders Defy Death? Macro-Historical Analyses of Intra-Annual Death Patterns of Corporate Leaders," Proceedings of the Southern Academy of Management Meeting, New Orleans, 1984.
- Wayne, S.J., Rubinstein, D., & Woodman, R.W. "The Influence of Political Influence on Compromise and Choice in Strategic Decision Making," presented at the Academy of Management Meeting, Organizational Behavior Division, Boston,

1984.

Griffin, R.W., & Wayne, S.J. "A Field Study of Effective and Less-Effective Quality Circles," Best Paper Proceedings of the Academy of Management Meeting, Organizational Behavior Division, Boston, 1984.

Griffin, R.W., Youngblood, S., Bateman, T., & Wayne, S.J. "Objective and Social Environmental Forces as Determinants of Employee Work Environment Perceptions and Reactions," presented at a symposium at the Academy of Management Meeting, Organizational Behavior Division, Boston, 1984.

### **INVITED PRESENTATIONS**

Wayne, S.J. (2020, February). "Leader Differential Treatment of Employees: The Good, the Bad, and the Ugly." Purdue University, West Lafayette, IN.

Wayne, S.J. (2015, November). "The Ripple Effect of Work-Family Conflict on Career Outcomes." University of Wisconsin, Milwaukee.

Wayne, S.J., *Lemmon, G.*, Hoobler, J.M., Chueng, G., & *Wilson, M.* (2015, July) "The Ripple Effect of Work-Family Conflict: A Conservation of Resources Perspective on the Detrimental Impact of Work-Family Conflict on Career Outcomes." Chinese University of Hong Kong.

Liden, R.C., Wu, J, & Liao, C., & Wayne, S.J. (2014, November). "Can Servant Leaders Influence Highly Self-Interested Followers to Serve Others?" Presented at the annual meeting of the Society for Organizational Behavior, Orlando, Florida.

Wayne, S.J. & Liden, R.C. (2014, July) "Scientific Research on Servant Leadership: Initial Results and Implications for Practice." Hong Kong Polytechnic University, Hong Kong, China

Liden, R.C., Wayne, S.J., Liao, C., Wu, J., & Meuser, J.D. (2014, June). "Processes Through Which Servant Leadership Relates to Organizational and Employee Outcomes," Erasmus Universiteit, Rotterdam, The Netherlands.

Liden, R.C., Wayne, S.J., *Liao, C.*, & *Meuser, J.D.* (2014, April). "Servant Leadership's Positive Influence on Employee and Organizational Outcomes," Katholieke Universiteit Leuven (KU Leuven), Leuven, Belgium.

### **TEACHING EXPERIENCE**

University of Illinois at Chicago Undergraduate and graduate courses (M.B.A. and Ph.D. level) in Human Resource Management and Organizational Behavior. All ratings above 4.0 on a 5.0 scale.

Undergraduate: Human Resource Management. An introductory course covering the topics of selection, performance evaluation, training and

- development, compensation, discipline, and employment laws.
- Organizational Behavior. An introductory course covering the topics of motivation, leadership, groups, culture, organizational structure, and work-related attitudes and behaviors.
- Introduction to Management. An introductory course covering topics in the areas of strategy, organizational behavior, organizational theory, and human resource management.
- MBA: Human Resource Management. An elective course for M.B.A. students covering employment law, recruitment and selection, training and development, compensation, careers, performance evaluation, and discipline.
- MBA: Organizational Behavior. A required course for all students in the M.B.A. program. An overview course covering personality, work-related attitudes and behaviors, organizational structure, culture, decision making, and group dynamics.
- Doctoral: Seminar in Human Resource Management. A readings and discussion course of the current empirical and theoretical articles in the field of human resource management.
- Special Topics Course on Exchange Relationships. Readings and discussion of exchange theory, psychological contracts, perceived organizational support, and leader-member exchange.
- Seminar in Organizational Behavior. A readings and discussion course of the current empirical and theoretical articles in the field of organizational behavior.
- Chinese University of Hong Kong: Visiting Professor, teaching an undergraduate human resource management course in the International Summer School program. This is a 5-week program with participating students from universities across the world.
- University of Georgia: Human Resource Management. An introductory course covering the topics of selection, performance evaluation, training and development, compensation, discipline, and employment laws. Rating of 4.4/5.0
- Organizational Behavior. An introductory course covering the topics of motivation, leadership, groups, culture, organizational structure, and work-related attitudes and behaviors.
- Seminar in Human Resource Management. A readings and discussion



course of the current empirical and theoretical articles in the field of HR

### **DOCTORAL DISSERTATIONS**

Dissertation Chairperson for: Haoying Howie Xu, Adaora Ubaka, Eric Michel, Aarn Cao, Chenwei Liao, Grace Lemmon, Anjali Chaudhry, Brian Glibkowski, Selena Yuan, Jesus Bravo, Monica Gavino, Maria Kraimer, Lisa Bradway, Susan Murphy, Isabel Graf, Janet Szumal

Dissertation Committee Member for: Jiaqing Kathy Sun, XinXin Lu, Chandra Pathki, Jeremy Meuser, Ray Sparrowe, Jia Hu, Hao Zhao, Prajya Vidyarthi, Smriti Anand, Phyllis Barnum, Marjolijn Van der Velde, Ken Weidner, David Henderson, Dayo Aklonado, Morgan Wilson, Haisu Zhang (Marketing)

### **PROFESSIONAL ACTIVITIES**

#### **Memberships in Professional Organizations**

- Academy of Management
- American Psychological Association
- Society for Industrial and Organizational Psychology (Division 14, APA), Fellow
- Southern Academy of Management

#### **Journal Boards and Journal Reviewing**

- Editorial Board, Academy of Management Journal, 1994 – 1999
- Editorial Board, Academy of Management Review, Special Issue on Managerial Caring and Compassion, 2010
- Editorial Board, Human Resource Management Review, 1997 – 2010; 2016 - 2018
- Editorial Board, Human Resource Management, 1999 – 2004; 2008 - 2018
- Editorial Board, Journal of Applied Psychology, 2001 – 2017

#### **Journal Boards and Journal Reviewing**

- Editorial Board, Journal of International Business Studies, 2016 – 2018
- Editorial Board, Journal of Management, 1994 – present
- Editorial Board, Journal of Organizational Behavior, 2002 – present
- Editorial Board, Leadership Quarterly, 2013 – present
- Editorial Board, Personnel Psychology, 2007 – present
- Ad-Hoc Reviewer for Academy of Management Journal, Academy of Management Review, Organizational Behavior and Human Decision Processes, Human Relations, Organizational Research Methods, Organization Science, and Journal of Business Venturing

#### **Research Proposal Reviewing**

- External reviewer of research proposals submitted to the City University of Hong Kong Research Committee, 2009

#### **Professional Activities: Academy of Management**

- Board of Governors: Elected Representative-at-Large, 2011-2014

- Board of Governors: Chair, Journals Committee, 2012-2013
- Board of Governors: Chair, Editor Selection Committee (AMJ, AMD, Annals, Proceedings), 2012-2013
- Board of Governors: Member, Editor Selection Committee (AMR, AMP), 2013-2014
- Board of Governors: Journals Committee Member, 2011-2012; 2013-2014
- Academy of Management Career Achievement Awards Committee (5-person committee), 2010
- Invited speaker for the Doctoral & Junior Faculty Consortium, Academy of Management Meetings, Careers and Women in Management Divisions, 1995
- Discussant, Organizational Behavior Division, Academy of Management Meetings, 1990

**Professional Activities: Human Resource Management Division, Academy of Management**

- Early Career Award Selection Committee, 2017
- Past Chair, HR Division, 2009-2010
- Chair, HR Division, 2008-2009
- Chair-Elect, HR Division, 2007-2008
- Program Chair, HR Division, Annual Academy of Management, 2006-2007
- Professional Development Workshop (PDW) Chair, 2005-2006
- HR Division Executive Committee, 1997-2000; 2005-2009

**Professional Activities: Human Resource Management Division, Academy of Management**

- Chair, Nominating and Election Committee, HR Division, 2009-2010
- Co-Chair, HR Division Five-Year Review, 2009-2010
- Co-Chair, Doctoral Student Professional Development Workshop, 2009-2010
- Member of the Ralph Alexander Dissertation Committee, 2003-2004
- Chair of the Ralph Alexander Dissertation Award Committee, 2002-2003
- Chair of the Scholarly Achievement Award Committee, 2001-2002
- Chair of the Conference Awards Committee, 1999
- Chair of the HR Doctoral Consortium, 1998, 1999
- Member of the Awards Committee, 1998, 2001
- Member of the Nominations Committee, 1998
- Chair of the Junior Faculty Doctoral Consortium, 1996
- Member of the Scholarly Achievement Award Committee, 1996
- Chair of the Member Involvement Committee, 1996
- Member of the Member Involvement Committee, 1993-1995
- Member of the Best Paper Committee, 1995
- Invited speaker for the Doctoral & Junior Faculty Consortium, Career Issues Session, 1990

**Academy of Management Network of Leadership Scholars**

- 2016 Academy of Management Discussant in the Caucus titled "Leader-Member Exchange (LMX) Research Incubator Caucus."

**Professional Activities: Regional Divisions of the Academy of Management**

- Board of Governors for the Southern Management Association, 2002-2005
- Track Chair, Human Resources/Careers Area, Southern Academy of Management Meetings, 1995
- Discussant for the Organizational Behavior Division, Southern Academy of Management Meetings, 1991, 1994

**Professional Activities: Society for Industrial and Organizational Psychology**

- Chair of the SIOP Graduate Student Scholarship Award Program, 2005, 2006
- Member of the Distinguished Scientific Contributions Award Committee, 2001
- Member of the Awards Committee for the Society for Industrial and Organizational Psychology (Division 14 of the American Psychological Association), 1995, 1996, 1997, 2000
- Member of the SIOP Program Committee, 1996, 1997

**EXTERNAL PROGRAM REVIEWS**

- Served as a Program Reviewer for the Masters in HRM at Florida International University, 2006.

**SERVICE: UNIVERSITY OF ILLINOIS CHICAGO**

**Institute for Leadership Excellence and Development: iLEAD (formerly University of Illinois' Center for Human Resource Management)**

- Institute Director, 1996 to Present

**University Committees**

- Provost Search Committee, 2021
- Selection Committee for University Scholars, 2021
- Discovery Partners Institute, 2018 to present
- Committee reporting to the Provost to provide feedback on university policy changes for the faculty promotion and tenure process, 2017
- Attended and provided feedback on three candidates for the Vice Provost for Faculty Affairs position, 2017
- Committee established by the Provost to provide academic and quality assurance for a new initiative to recruit and enculturate international students at UIC, 2016
- Search Committee established by the Provost to fill a newly created position, Vice Provost for International Affairs, 2016
- Taskforce established by the Provost to Evaluate the Organizational Structure of the Economics Department, 2006
- Promotion and Tenure Committee, 2012-2013

**College of Business Committees**

- Member of the Dean's Academic Committee, 2014-present
- Co-Chair, 5<sup>th</sup> Year Review of the CBA Dean, 2009-2010
- Member of the Executive Committee, 2007 - 2010
- Chair, College Seminar Series, 2006 – 2007
- Member of the Dean's Search Committee, 1998

- Member of the Doctoral Policy Committee, 1989-1990
- Member of the College of Business Search Committee, 1995
- Member of the College of Business Priorities Committee, 1995-1996
- Member of the Department Head Recruitment Committee, 1991-1992

### **Departmental Committees**

- Chair, Organizational Behavior Search Committee, 2015-2016
- Chair, Strategy Search Committee, 2013-2014
- Faculty Search Committee, 2012-2013
- Chair, Departmental Awards Committee, 2011- 2012
- Member of the Department Advisory Committee, 1989-1990; 1991-1993, 2007 – 2013
- Member of the Preliminary Examination Committee, 1991 - Present
- Member of the Doctoral Program Admissions Committee, 2007 – Present
- Advisor to the student chapter of the Society for Human Resource Management (SHRM), 1996-1997
- Ph.D. Coordinator, 1994-1995
- Chairperson, Course Planning and Scheduling Committee, 1995-1999
- Chairperson, Undergraduate Curriculum Committee, 1993-1994
- Member of the Curriculum Committee, 1988-1989

### **Departmental Committees**

- Member of the Research Committee, 1987-1988
- Member of the Faculty Recruitment Committee, 1993-1994

### **CONSULTING EXPERIENCE**

- Advanced Technology Services, Peoria, IL
- Allstate Insurance, Chicago, IL
- BMC Software, Austin, TX
- BMO Harris, Chicago, IL
- Bristol-Myers Squibb, Princeton, NJ
- BusBank, Chicago, IL
- Caterpillar, Peoria, IL
- ConAgra, Chicago, IL
- FMC, Chicago, IL
- First Bank and Trust, Bryan, TX
- James Hardie, Chicago, IL
- Jason's Deli, Beaumont, TX
- Mercy Hospital, Chicago, IL
- Merisant, Chicago, IL
- Motorola, Chicago, IL
- OSRAM Sylvania, Danvers, MA
- Sara Lee, Downers Grove, IL
- Texas Instruments, Austin, TX
- Texas Instruments, Dallas, TX

- Trilogy, Austin, TX
- United Bank and Trust, Waco, TX
- United States Gypsum, Chicago, IL
- UPS, Chicago, IL
- W.W. Grainger, Chicago, IL
- Western Building Products, Milwaukee, WI

### **TECHNICAL REPORTS**

Wayne, S.J., & Michel, E.J. “Work-Life Balance and Servant Leadership at ATS,” submitted to ATS, June 2016.

Wayne, S.J., & Michel, E.J. “Servant Leadership and Work-Family Balance at Jason’s Deli,” submitted to Jason’s Deli, April 2015.

Wayne, S.J., Liao, C., & Michel, E.J. “2013 USG Engagement Survey Results,” submitted to USG Corporation, December 2013.

Wayne, S.J., Liden, R.C., Liao, C., & Meuser, J. “Servant Leadership at Jason’s Deli,” submitted to Jason’s Deli, February 2012.

Wayne, S.J., Hoobler, J., Lemmon, G. Wilson, M. “Drivers and Outcomes of Engagement,” submitted to USG, Inc., Advanced Group Consulting, Mercy Hospital, University of Illinois at Chicago, March 2010.

Wayne, S.J., & Glibkowski, B. “The Successful Employment Relationship: How is it Achieved?,” submitted to the Center for Human Resource Management, March 2006.

Kraimer, M.L., Seibert, S.E., Wayne, S.J., Liden, R.C., & Bravo, J. “Understanding Retention From a Careers Perspective,” submitted to the Center for Human Resource Management, January 2003.

Liden, R.C., Bauer, T.N., Wayne, S.J., & Erdogan, B. “Assimilation of Newcomers into the Organization,” submitted to the Center for Human Resource Management, March 2002.

Shore, L.M., Tetrick, L.E., & Wayne, S.J. “Changing Nature of the Employment Relationship,” submitted to the Center for Human Resource Management, March 2000.

Wayne, S.J., Kraimer, M.L., & Jaworski, R.A. "Expatriates' Work and Cultural Adjustment: Feedback Report," submitted to Allstate Insurance, Inc., Caterpillar, Inc., and FMC, Inc., January 1999.

Wayne, S.J., Liden, R.C., Kraimer, M.L., & Sparrowe, R.T. “Effectiveness of Contingent Work Forces,” submitted to Caterpillar, Inc., March 1997.

- Liden, R.C., Wayne, S.J., Kraimer, M., Franz, T., & Sparrowe, R. "Performance Management in Empowered Work Teams: Feedback Report," submitted to W.W. Grainger, Sanford, Inc., Western Building Products, and the University of Illinois at Chicago, September 1996.
- Wayne, S.J., Liden, R.C., Bradway, L., Murphy, S., & Graf, I. "Reward Systems, Empowerment and Effectiveness Study: Feedback Report," submitted to Motorola, Inc. and Caterpillar, Inc., September 1994.
- Liden, R.C., Wayne, S.J., Bradway, L.K., & Sparrowe, R.T. "Empowerment and Effectiveness Study: Feedback Report," submitted to Allstate Insurance, Inc., and Caterpillar, Inc., October 1993.
- Wayne, S.J., Liden, R.C., & Graf, I. "Career Success & Career Satisfaction: Feedback Report to FMC," submitted to FMC, Inc., October 1993.
- Wayne, S.J. "Feedback to Participants: The Role of Leaders in the Adjustment of New Employees," submitted to the University of Illinois at Chicago, June 1992.
- Fandt, P., Sormunen, J., & Wayne, S. "A Study of the Determinants of Employee Job Satisfaction," submitted to Texas Instruments, January 1985.
- Griffin, R.W., Bateman, T.S., Wayne, S.J., & Head, T.C. "Objective and Social Factors as Determinants of Task Perceptions and Responses: An Integrative Framework and Empirical Investigation," TR-ONR-DG-09, November 1984.
- Bateman, T., Griffin, R., Youngblood, S., Fandt, P., & Wayne, S. "TIPS Pilot Program Evaluation Study," submitted to Texas Instruments, December 1984.
- Youngblood, S.A., Bateman, T.S., Griffin, R.W., & Wayne, S.J. "Pilot Study of Objective and Social Work Environment Issues at Texas Instruments," December 1983.