

STEPHEN E. HUMPHREY

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POSITION

Professor of Management

Alvin H. Clemens Professor of Management & Organization

Department Head of Management and Organization

EDUCATION

Ph.D. Organizational Behavior / Human Resource Management
Michigan State University

B.S. Psychology
James Madison University

PUBLICATIONS

Fletcher^{*}, K. A., Summers, J. K., Bedwell-Torres, W. L., Humphrey, S. E., Thomas^{*}, S. E., & Ramsay^{*}, P. S. in press. Initial development of perceptions of ability and intent factors of (un) trustworthiness in short-term teams. *Journal of Organizational Behavior*. <https://doi.org/10.1002/job.2795>

Carter, K. M., Hetrick, A. L., Chen^{*}, M., Humphrey, S. E., Morgeson, F. P., & Hoffman, B. J. 2024. How culture shapes the influence of work design characteristics: A narrative and meta-analytic review. *Journal of Management*, *50*(1): 122-157. <https://doi.org/10.1177/01492063231179>

Zavyalova, A., Bundy, J., & Humphrey, S. E. 2022. A relational theory of reputational stability and change. *Organization Science*, *33*(5): 1724-1740. <https://doi.org/10.1287/orsc.2021.1494>

Min^{*}, S., Humphrey, S. E., Aime, F., Quade^{*}, M. J., Petrenko^{*}, O., & Fu^{*}, S. 2022. Dealing with new members' reactions to newcomer's attractiveness and sex. *Journal of Applied Psychology*, *107*(7): 1115-1129. <https://doi.org/10.1037/apl0000872>

Yuan^{*}, Y., Humphrey, S. E., & van Knippenberg, D. 2022. From individual creativity to team creativity: A meta-analytic test of task moderators. *Journal of Occupational and Organizational Psychology*, *95*: 358-404. <https://doi.org/10.1111/joop.12380>

Humphrey, S. E., Macy, R., & Wang, C. S. 2022. Teaching entrepreneurial negotiation. *Negotiation Journal*, *38*(1): 93-110. <https://doi.org/10.1111/nejj.12377>

Chen^{*}, A., Treviño, L. K., & Humphrey, S. E. 2020. Ethical champions, emotions, framing, and team ethical decision making. *Journal of Applied Psychology*, *105*(3): 245-273. <https://doi.org/10.1037/apl0000437>

Humphrey, S. E. & LeBreton, J. M. (Eds.) 2019. *The Handbook of Multilevel Theory, Measurement, and Analysis*. Washington, DC: American Psychological Association. <https://doi.org/10.1037/0000115-000>

Knight, A. P. & Humphrey, S. E. 2019. Dyadic data analysis. In S. E. Humphrey & J. M. LeBreton (Eds.), *The Handbook of Multilevel Theory, Measurement, and Analysis*. (pp. 426-448). Washington, DC: American Psychological Association. <https://doi.org/10.1037/0000115-019>

- Karam, E. P., Hu, J., Davison, R. B., Juravich, M., Nahrgang, J. D., Humphrey, S. E., & DeRue, D. S. 2019. Illuminating the "face" of justice: A meta-analytic examination of leadership and organizational justice. *Journal of Management Studies*, 56, 134-171. <https://doi.org/10.1111/joms.12402>
- Humphrey, S. E., Aime, F., Cushenbery*, L, Hill*, A. D., & Fairchild*, J. 2017. Team conflict dynamics: Implications of a dyadic view of conflict for team performance. *Organizational Behavior and Human Decision Processes*, 142: 58-70. <https://doi.org/10.1016/j.obhdp.2017.08.002>
- Hambrick, D. C., Humphrey, S. E., & Gupta*, A. 2015. When does executive group heterogeneity matter most (and least)? Identifying the structural origins of interdependence in top management teams. *Strategic Management Journal*, 36: 449-461. <https://doi.org/10.1002/smj.2230>
- Aime, F., Humphrey, S., DeRue, D. S., & Paul*, J. 2014. The riddle of heterarchy: Power transitions in cross-functional teams. *Academy of Management Journal*, 57: 327-352. <https://doi.org/10.5465/amj.2011.0756>
- Humphrey, S. E. & Aime, F. 2014. Team microdynamics: Towards an organizing approach to teamwork. *Academy of Management Annals*, 8: 443-503. <https://doi.org/10.5465/19416520.2014.904140>
- Summers*, J. K., Humphrey, S. E., & Ferris, G. R. 2012. Team member change, flux in coordination, and performance: Effects of strategic core roles, information transfer, and cognitive ability. *Academy of Management Journal*, 55: 314-338. <https://doi.org/10.5465/amj.2010.0175>
- Conlon, D. E., Tinsley, C. H., Humphrey, S. E., & Ellis, A. P. J. 2012. Is it sometimes better to receive than to give? Preferences for receiver roles over proposer roles in consumer behavior ultimatums. *Organizational Behavior and Human Decision Processes*, 119: 64-77. <https://doi.org/10.1016/j.obhdp.2012.05.003>
- Morgeson, F. P., Humphrey, S. E., & Reeder*, M. C. 2012. Team selection. In N. Schmitt (Ed.), *The Oxford Handbook of Personnel Assessment and Selection*. (pp. 832-848). New York: Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199732579.013.0036>
- Wagner, J. A. III, Humphrey, S. E., Meyer*, C. J., & Hollenbeck, J. R. 2012. Individualism-collectivism and team member performance: Another look. *Journal of Organizational Behavior*, 33: 946-963. <https://doi.org/10.1002/job.783>
- Zinko*, R. A., Ferris, G. R., Humphrey, S. E., Meyer, C. J., & Aime, F. 2012. Personal reputation in organizations: Two-study constructive replication and extension of antecedents and consequences. *Journal of Organizational and Occupational Psychology*, 85: 156-180. <https://doi.org/10.1111/j.2044-8325.2010.02017.x>
- DeRue, D. S., Nahrgang*, J. D., Wellman*, N. & Humphrey, S. E. 2011. Trait and behavioral theories of leadership: A meta-analytic test of their relative validity. *Personnel Psychology*, 64: 7-52. <https://doi.org/10.1111/j.1744-6570.2010.01201.x>
- Hollenbeck, J.R., Ellis, A.P.J., Humphrey, S.E., Garza*, A., & Ilgen, D.R. 2011. Asymmetry in structural adaptation: The differential impact of centralizing versus decentralizing team decision-making structures. *Organizational Behavior and Human Decision Processes*, 114: 64-74. <https://doi.org/10.1016/j.obhdp.2010.08.003>
- Humphrey, S. E. 2011. What does a great meta-analysis look like? *Organizational Psychology Review*, 1: 99-103. <https://doi.org/10.1177/2041386611401273>

- Humphrey, S. E., Hollenbeck, J. R., Meyer*, C. J., & Ilgen, D. R. 2011. Personality configurations in self-managed teams: A natural experiment on the effects of maximizing and minimizing variance in traits. *Journal of Applied Social Psychology*, 41: 1701-1732. <https://doi.org/10.1111/j.1559-1816.2011.00778.x>
- Jensen*, J. M., Conlon, D. E., Humphrey, S. E., & Moon, H. 2011. The consequences of completion: How level of completion influences information concealment by decision makers. *Journal of Applied Social Psychology*, 41: 401-428. <https://doi.org/10.1111/j.1559-1816.2010.00719.x>
- Harrison, D. A. & Humphrey, S. E. 2010. Designing for diversity or diversity for design? Tasks, interdependence, and within-unit differences at work. *Journal of Organizational Behavior*, 31: 328-337. <https://www.jstor.org/stable/41683910>
- Aime, F., Meyer, C. J., & Humphrey, S. E. 2010. Legitimacy of group rewards: Analyzing legitimacy as a condition for the effectiveness of group incentive designs. *Journal of Business Research*, 63: 60-66. <https://doi.org/10.1016/j.jbusres.2009.02.014>
- Humphrey, S. E., Morgeson, F. P., & Mannor*, M. J. 2009. Developing a theory of the strategic core of teams: A role composition model of team performance. *Journal of Applied Psychology*, 94: 48-61. <https://doi.org/10.1037/a0012997>
- Beersma*, B., Hollenbeck, J. R., Conlon, D. E., Humphrey, S. E., Moon*, H., & Ilgen, D. R. 2009. Role negotiation in self-managed teams: The effects of history and composition on coordination and performance. *Organizational Behavior and Human Decision Processes*, 108: 131-142. <https://doi.org/10.1016/j.obhdp.2008.07.002>
- Homan*, A. C., Hollenbeck, J. R., Humphrey, S. E., van Knippenberg, D., Ilgen, D. R., & Van Kleef, G. A. 2008. Facing differences with an open mind: Openness to experience, salience of intra-group differences, and performance of diverse work groups. *Academy of Management Journal*, 51: 1204-1222. <https://doi.org/10.5465/amj.2008.35732995>
- Morgeson, F. P., & Humphrey, S. E. 2008. Job and team design: Toward a more integrative conceptualization of work design. In J. J. Martocchio (Ed.), *Research in Personnel and Human Resource Management*. (Vol. 27, pp. 39-92). United Kingdom: Emerald Group Publishing Limited. [https://doi.org/10.1016/S0742-7301\(08\)27002-7](https://doi.org/10.1016/S0742-7301(08)27002-7)
- Moon, H., Marinova*, S. V., Hollenbeck, J. R. & Humphrey, S. E. 2008. Beneath the surface: Uncovering the relationship between extraversion and organizational citizenship behavior through a facet approach. *International Journal of Selection and Assessment*, 16: 143-154. <https://doi.org/10.1111/j.1468-2389.2008.00419.x>
- Humphrey, S. E., Nahrgang*, J. D., & Morgeson, F. P. 2007. Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92: 1332-1356. <https://doi.org/10.1037/0021-9010.92.5.1332>
- Humphrey, S. E., Hollenbeck, J. R., Meyer*, C. J., & Ilgen, D. R. 2007. Trait configurations in self-managed teams: A conceptual examination of the use of seeding to maximize and minimize trait variance in teams. *Journal of Applied Psychology*, 92: 885-892. <https://doi.org/10.1037/0021-9010.92.3.885>
- Morgeson, F. P. & Humphrey, S. E. 2006. The work design questionnaire (WDQ): Developing and validating

- a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91: 1321-1339. <https://doi.org/10.1037/0021-9010.91.6.1321>
- Johnson*, M. D., Hollenbeck, J. R., Humphrey, S. E., Ilgen, D. R., Jundt*, D. K., & Meyer*, C. J. 2006. Cutthroat cooperation: Asymmetrical adaptation of team reward structures. *Academy of Management Journal*, 49: 103-119. <https://doi.org/10.5465/amj.2006.20785533>
- Ellis*, A. J. P., Humphrey, S. E., Conlon, D. E., & Tinsley, C. H. 2006. Improving customer reactions to brokered ultimatums: The benefits of prior experience and explanations. *Journal of Applied Social Psychology*, 36: 2293-2324. <https://doi.org/10.1111/j.0021-9029.2006.00104.x>
- Humphrey, S. E., Ellis*, A. J. P., Conlon, D. E., & Tinsley, C. H. 2004. Understanding customer reactions to brokered ultimatums: Applying negotiation and justice theory. *Journal of Applied Psychology*, 89: 466-482. <https://doi.org/10.1037/0021-9010.89.3.466>
- Humphrey, S. E., Moon*, H., Conlon, D. E., & Hoffman, D. A. 2004. Decision making and behavioral fluidity: How focus on completion and emphasis on safety changes over the course of projects. *Organizational Behavior and Human Decision Processes*, 93: 14-27. <https://doi.org/10.1016/j.obhdp.2003.08.003>
- Moon*, H., Hollenbeck, J. R., Humphrey, S. E., Ilgen, D. R., West*, B. J., Ellis*, A. P. J., & Porter*, C. O. L. H. 2004. Asymmetric adaptability: Dynamic team structures as one-way streets. *Academy of Management Journal*, 47: 681-695. <https://doi.org/10.5465/20159611>
- Humphrey, S. E., Hollenbeck, J. R., Ilgen, D. R., & Moon*, H. 2004. The changing shape of large scale programs of research: MSU-DDD as an illustrative example. In S. G. Schiflett, L. R. Elliott, E. Salas, & M. D. Coovet (Eds.), *Scaled Worlds: Development, Validation and Applications*. (pp. 200-219). England: Ashgate Publishing Limited. <https://doi.org/10.4324/9781315243771>
- Beersma*, B., Hollenbeck, J. R., Humphrey, S. E., Moon*, H., Conlon, D. E., & Ilgen, D. R. 2003. Cooperation, Competition, and Team Performance: Towards a Contingency Approach. *Academy of Management Journal*, 46: 572-590. <https://doi.org/10.5465/30040650>
- Moon*, H., Conlon, D. E., Humphrey, S. E., Quigley*, N., Devers, C. E., & Nowakowski*, J. M. 2003. Group structure and incrementalism in organizational decision-making. *Organizational Behavior and Human Decision Processes*, 92: 67-79. [https://doi.org/10.1016/S0749-5978\(03\)00079-7](https://doi.org/10.1016/S0749-5978(03)00079-7)
- Moon*, H., Hollenbeck, J. R., Humphrey, S. E., & Maue*, B. 2003. The tripartite model of neuroticism and the suppression of depression and anxiety within an escalation of commitment dilemma. *Journal of Personality*, 71: 347-368. <https://doi.org/10.1111/1467-6494.7103004>
- Humphrey, S. E., Hollenbeck, J. R., Meyer*, C. J., & Ilgen, D. R. 2002. Hierarchical team decision making. In G. R. Ferris, & Martocchio, J. J. (Eds.), *Research in Personnel and Human Resource Management*. (Vol. 21, pp. 175-214). Oxford: Elsevier Science Ltd. [https://doi.org/10.1016/S0742-7301\(02\)21004-X](https://doi.org/10.1016/S0742-7301(02)21004-X)
- Humphrey, S. E., & Kahn, A. S. 2000. Fraternities, athletic teams, and rape: Importance of identification with a risky group. *Journal of Interpersonal Violence*, 15: 1313-1322. <https://doi.org/10.1177/088626000015012005>

Note: * = graduate student at project initiation

TEACHING CASES

Leve, B, Macy, R., & Humphrey, S. 2019. **Ocean Business Services**. Kellogg Dispute Resolution Research Center Case and Teaching Notes.

Leve, B, Macy, R., & Humphrey, S. 2019. **Rubbermind**. Kellogg Dispute Resolution Research Center Case and Teaching Notes.

Leve, B, Macy, R., & Humphrey, S. 2019. **Strengthen-U Mud Run (STRUMR)**. Kellogg Dispute Resolution Research Center Case and Teaching Notes.

Humphrey, S. and Wang, C. S. 2018. **Lovely Braids**. Kellogg Dispute Resolution Research Center Case and Teaching Notes.

GRANTS

Task Interdependence in Multiteam Systems: Synergy, Process Loss and the Moderating Impact of Communication and Team Member Diversity. *Army Research Institute and the Office of Naval Research, 2021-2025*. \$2,166,570

Multilevel Theory and Research (two-day conference). *National Science Foundation, 2014*. \$49,656.

Smeal Competitive Research Grant, Pennsylvania State University, April, 2009.

First Year Assistant Professor Grant, Florida State University, May, 2005.

AWARDS

Outstanding Reviewer Award, *Academy of Management Journal*, 2009-2010; 2014-2015.

Richard J. Lewis Quality of Excellence Award, Eli Broad College of Business, Michigan State University, 2004.

Academy of Management Journal Best Paper Award, for: "Cooperation, competition and team performance: Towards a contingency approach", *Finalist*, August 2004.

Graduate School Dissertation Completion Fellowship, Michigan State University, November, 2003.

Outstanding Student Conference Paper, International Association of Conflict Management, June, 2003.

PROFESSIONAL ACTIVITIES & AFFILIATIONS

Associate Editor:

- Organizational Psychology Review (2009-2017)

Editorial Board:

- Academy of Management Journal (2008-present)
- Administrative Science Quarterly (2020-present)
- Journal of Applied Psychology (2008-present)
- Personnel Psychology (2010-2013)

Associations:

- Academy of Management
- INGRoup

TEACHING

Pennsylvania State University:

- Negotiation Theory and Skills (MBA) | 2012 – Present
- Negotiation Theory and Skills (EMBA) | 2010 – 2023
- Complex Negotiations (MBA) | 2012 – 2019
- Organizational Research Design (PhD) | 2019 – Present
- Organizational Behavior (PhD) | 2011 – 2012

- Negotiation and Conflict Management (Undergrad) | 2009 –2011 | 2018 | 2020 | 2022-2023
- Organizational Behavior (Undergrad) | 2008 –2009
- Student Colloquium (PhD) | 2010 –2011

Florida State University:

- Negotiation and Conflict Management (Undergrad) | 2006 –2008
- Organizational Behavior (Undergrad) | 2004 – 2006

DISSERTATION COMMITTEES

James Summers (Co-Chair)

Sung Won Min (Chair)

Paul Harvey

Robert Zinko

Ravi Gajendran

Lily Cushenberry (I/O Psychology)

Joshua Fairchild (I/O Psychology)

Daniel Kuyumcu (I/O Psychology)

Meng Chen

Shereen Fatimah

Anjier Chen

Soojin Oh

Min Young Yoon

Tin Nguyen (I/O Psychology)

Elnaz Asadian (Architectural Engineering)