

Jie (Jasmine) Feng

Associate Professor of Human Resource Management
School of Management and Labor Relations
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EDUCATION

- Ph.D. University of Wisconsin–Madison, School of Business
Primary Concentration: Management and Human Resources
Secondary Concentration: Organizational Behavior
Minor: Research Methods
- B.S. Xi'an Jiaotong University, School of Electrical Engineering

ACADEMIC APPOINTMENT

- 2022 – present Associate Professor (with tenure), Department of Human Resource Management, School of Management and Labor Relations, Rutgers University
- 2015 – 2022 Assistant Professor, Department of Human Resource Management, School of Management and Labor Relations, Rutgers University

TEACHING

Areas: Strategic Human Resource Management; Strategic Staffing; Compensation
Course Evaluation Scores: Fall 2015–present, Rutgers, Mean = 4.74/5.00, 16 sections.

PUBLICATIONS

† Denotes co-authors who were Ph.D. students at time of project initiation

- Feng, J., Li, J., †Chen, S., & Rubenstein, A. (2024) From a spark to a sweeping fire: An integrative conceptual review of group turnover and a theoretical exploration of its development. *Journal of Applied Psychology*, *109*(1), 13–38.
<https://doi.org/10.1037/apl0001118>
- Liu, S., †Watts, D., Feng, J., †Wu, Y., & †Yin, J. (2024) Unpacking the effects of socialization programs on newcomer retention: A meta-analytic review of field experiments. *Psychological Bulletin*, *150*(1), 1-26.
<https://doi.org/10.1037/bul0000422>

- Feng, J., Wang, D., Huang, L., & Zhang, R. (2024) Hidden treasures or red flags? A recruiter view of (not) hiring former entrepreneurs into paid jobs. *Personnel Psychology*, 77(1), 109-129. <https://doi.org/10.1111/peps.12607>
- Wei, W., †Chen, H., Feng, J., & Li, J. (2023). Helpful or hurtful? A study on the behavior choice of bystanders in the context of abusive supervision. *International Journal of Conflict Management*, 34(3), 623-643. <https://doi.org/10.1108/IJCMA-10-2022-0167>
- †Yao, J., Feng, J., & Liu, X. (2022). The curvilinear relationship between team member boundary-spanning differentiation and creativity. *Journal of Organizational Behavior*, 43(6), 1063-1077. <https://doi.org/10.1002/job.2618>
- Feng, J., Allen, D., & Seibert, S. (2022) Once an entrepreneur, always an entrepreneur? Entrepreneurial identity, job characteristics, and voluntary turnover of former entrepreneurs in paid employment. *Personnel Psychology*, 75(1), 179-213. <https://doi.org/10.1111/peps.12455>
- Peltokorpi, V., Feng, J., †Pustovit, S., Allen, D., & Rubenstein, A. L. (2022) The interactive effects of socialization tactics and work locus of control on newcomer work adjustment, job embeddedness, and voluntary turnover. *Human Relations*, 75(1), 177-202. <https://doi.org/10.1177/0018726720986843>
- Gerhart, B., & Feng, J. (2021) The resource-based view of the firm, human resources, and human capital: Progress and prospects. *Journal of Management*, 47(7), 1796-1820. <https://doi.org/10.1177/014920632097>
- He, W., Li, S., Feng, J., Zhang, G., & Sturman, M. C. (2021) When does pay for performance motivate employee helping behavior? The contextual influence of performance subjectivity. *Academy of Management Journal*, 64(1), 293-326. <https://doi.org/10.5465/amj.2018.1408>
- Li, W., Li, S., Feng, J., Wang, M., †Zhang, H., Frese, M., & Wu, C-H. (2021) Can becoming a leader change your personality? An investigation with two longitudinal studies from a role-based perspective. *Journal of Applied Psychology*, 106(6), 882-901. <https://doi.org/10.1037/apl0000808>
- Winner, *Joyce and Robert Hogan Award for Personality and Work Performance*, 2023
- †Chen, C., Feng, J., Liu, X., & †Yao, J. (2021) Leader humility, team job crafting, and team creativity: The moderating role of leader-leader exchange. *Human Resource Management Journal*, 31(1), 326-340. <https://doi.org/10.1111/1748-8583.12306>
- Feng, J., Zhang, Y., Liu, X., †Zhang, L., & †Han, X., (2018) Just the right amount of ethics inspires creativity: A cross-level investigation of ethical leadership,

intrinsic motivation, and employee creativity. *Journal of Business Ethics*, 153(3), 645-658. <https://doi.org/10.1007/s10551-016-3297-1>

†Davis, P., Trevor, C., & Feng, J. (2015). Creating a more quit-friendly national workforce? Individual layoff history and voluntary turnover. *Journal of Applied Psychology*, 100(5), 1434-1455. <https://doi.org/10.1037/apl0000012>

†Raffiee, J., & Feng, J. (2014). Should I quit my day job? A hybrid path to entrepreneurship. *Academy of Management Journal*, 57(4), 936-963. <https://doi.org/10.5465/amj.2012.0522>

†Wang, H., Feng, J., Liu, X., & Zhang, R. (2011). What is the benefit of TMT's governmental experience to private-owned enterprises? Evidence from China. *Asia Pacific Journal of Management*, 28(3), 555-572. <https://doi.org/10.1007/s10490-009-9167-y>

MANUSCRIPTS UNDER REVIEW

† Denotes co-authors who were Ph.D. students at time of project initiation

Feng, J., †Chen, Y., Fulmer, I., & Liu, X. Pay dispersion in stable workgroups. *Revise & Resubmit at Journal of Applied Psychology*.

†Chen, S., Feng, J., & Triana, M. Female directors and CEO compensation. *Revise & Resubmit at Academy Management Journal*.

Xie, M., Rong, F., Chen, Y., Feng, J., & Shi, Q. (First four authors contributed equally) Former entrepreneurs in paid employment. *Under review at Journal of Applied Psychology*.

Paterson, T., Feng, J., Huang, L., Lorhrke, F., Carnevale, J., & Hamrick, A. A longitudinal identity-based perspective of entrepreneurship. *Under review at Personnel Psychology*.

WORKING MANUSCRIPTS AT ADVANCED STAGE

† Denotes co-authors who were Ph.D. students at time of project initiation

Feng, J., & Gerhart, B. Organizational change and employee turnover.

Feng, J., †Piyantalee, R., Jayasinghe, M., & Gerhart, B. (First two authors contributed equally) Mediation effect sizes.

Feng, J., & †Kim, J-H. Employee mobility and entrepreneurship. (Two authors contributed equally)

Feng, J., Li, M., & Shen, W. Turnover during multiple acquisitions.

Li, W., Feng, J., & †Yu, K. Role transitions of entrepreneurs and personality change.

†Zhang, B., Liu, X., Kraimer, M., & Feng, J. Trust and pay in ride-sharing platforms.

CONFERENCE BEST PAPER PROCEEDINGS

† Denotes co-authors who were Ph.D. students at time of project initiation

Li, W., Feng, J., & †Yu, K. (2021) Can becoming an entrepreneur shape your personality traits? A three-wave longitudinal investigation. *Best Paper Proceedings (appx. top 10% of conference submissions)*, 81th Annual Academy of Management

†Chen, C., Feng, J., Liu, X., & †Yao, J. (2020) How perceived overqualification and leader humility interact to influence turnover intention. *Best Paper Proceedings (appx. top 10% of conference submissions)*, 80th Annual Academy of Management

†Yao, J., Feng, J., & Liu, X. (2020) The curvilinear relationship between team member boundary spanning differentiation and creativity. *Best Paper Proceedings (appx. top 10% of conference submissions)*, 80th Annual Academy of Management

Feng, J., †Chen, Y., & Liu, X. (2017) Team dynamics in pay dispersion and team performance: A longitudinal field study. *Best Paper Proceedings (appx. top 10% of conference submissions)*, 77th Annual Academy of Management, Atlanta, Georgia

†Davis, P., Trevor, C., & Feng, J. (2013). Free to quit or obligated to stay? The effects of prior layoffs on voluntary turnover. *Best Paper Proceedings (appx. top 10% of conference submissions)*, 73th Annual Academy of Management, Orlando, Florida

SELECTED CONFERENCE PRESENTATIONS

When do female directors influence CEO pay? The moderating effects of male director membership instability, power, and governance strength. Paper presented at the *Academy of Management Meeting*, Boston, 2023

Entrepreneurship and changes in personality traits. Paper presented at the *Academy of Management Meeting*, Virtual Conference, 2021

How perceived overqualification and leader humility interact to influence turnover intention. Paper presented at the *Academy of Management Meeting*, Virtual Conference, 2020

The curvilinear relationship between team member boundary spanning differentiation and creativity. Paper presented at the *Academy of Management Meeting*, Virtual Conference, 2020

Can becoming a leader change your personality? An investigation with two longitudinal studies from a role-based perspective. Paper presented at the *Academy of Management Meeting*, Virtual Conference, 2020

The interactive effects of socialization tactics and work locus of control on newcomer work adjustment, job embeddedness, and voluntary turnover. Paper presented at the *Academy of Management Meeting*, Chicago, 2018

Team dynamics in pay dispersion and team performance: A longitudinal field study. Paper presented at the *Academy of Management Meeting*, Chicago, 2018

Former entrepreneurs' subsequent turnover. Paper presented at the *Academy of Management Meeting*, Atlanta, 2017

The challenges of managerial retention during multiple acquisitions. Paper presented at the *Strategic Management Society Milan Conference: Strategic Human Capital, Management Practices & Performance*, Milan, 2017

Entrepreneurial orientation, HRM practices and firm performance. *Global Transformation of Work Conference*, Rutgers University, Piscataway, 2016

The right amount of ethics inspires: A cross level investigation of ethical leadership and employee creativity. Paper presented at the *Academy of Management Meeting*, Philadelphia, 2014

High performance work systems, performance, and ownership type in China. Paper presented at the *First HR Division International Conference*, Beijing, 2014

Free to quit or obligated to stay? The effects of prior layoffs on voluntary turnover. Paper presented at the *Academy of Management Meeting*, Orlando, 2013

SELECTED INVITED PRESENTATIONS

Career mobility of entrepreneurs. *Fox School of Business, Temple University*, 2023

Mobility of the once and future entrepreneurship. *Shanghai Jiaotong University*, Virtual Presentation, China, 2021

Former entrepreneurs in paid employment. *PhD Pro-Seminar, Rutgers SMLR*, 2021, 2023

Female directors and CEO compensation, *Brown Bag & Idea Forum, Rutgers SMLR*, 2015 – 2024

Post-entrepreneurship employment. *Xi'an Jiaotong University*, Xi'an, China, 2017 & *Lan Zhou University*, Lan Zhou, China, 2018

The aftermath of entrepreneurship. *Southwestern University of Finance and Economics*, Chengdu, China, 2016

Dynamics of collective employee satisfaction and employee turnover in changing organizations. *University of Illinois at Urbana-Champaign*, Champaign, 2014

SELECTED MEDIA COVERAGE

Harvard Business Review | The Daily Stat (*Why going all-in on your start-up might not be the best idea*, August 2014)

Business News Daily (*Slow and steady wins the startup race*, September 2014)

NBC News, Yahoo, & Entrepreneur.com (*It's better to start a business while you're still employed elsewhere*, September 2014)

WIRED Magazine (*Entrepreneurs, don't give up your day jobs (yet)*, March 2016)

Psychology Today (*Should you quit your job when you start a new business?* September 2016)

WORKSPAN Magazine-WorldatWork (October 2017 Issue)

Inc. Magazine and Inc. com (*Actually, don't quit your day job before starting your business*, October 2014; *A 15-year study of 5,000 entrepreneurs finally answers the question: is it better to quit your day job or keep it?* July 2018)

CO by U.S. Chamber of Commerce (*How to handle covid-19 layoffs and furloughs*, March 2020)

SHRM (*Weathering coronavirus: furloughs, layoffs or pay cuts?* March 2020)

Heavy (*What does it mean to be furloughed?* April 2020)

New York Magazine | The Cut (*Furlough vs. layoff: What's the difference?* April 2020)

HuffPost (*What's the difference between being laid off and being furloughed?* April 2020)

HuffPost (*TikTokers Are Secretly Filming Their Layoffs. There's A Major Risk With That.* Jan 2024)

TEACHING EXPERIENCE

Human Resource Management I (*face to face and online*), Graduate Program, Rutgers University, 2015 – present

Compensation (*online*), Graduate Program, Rutgers University, 2022 – present

Strategic Staffing, International MBA program, Rutgers University and East China University of Science and Technology, 2017 – 2022

Strategic Human Resource Management, Undergraduate Program, Renmin University
Summer Camp at Rutgers University, 2019, 2023

Compensation (Guest lecture), Ph.D. Seminar of Micro Foundations in HR, Ph.D.
Program, Rutgers University, 2018

Strategic Human Resource Management, Undergraduate Program, School of Business,
University of Wisconsin–Madison, 2013 – 2014

Curriculum Development:

Participated in course development of Strategic Human Resource Management I/II,
Rutgers University, 2018

Developed Human Resource Management I Online, Rutgers University, 2016

AWARDS

Winner, Joyce and Robert Hogan Award for Personality and Work Performance, 2023

Distinguished Teaching Award, School of Business, University of Wisconsin–Madison,
2014

THESIS COMMITTEES AT RUTGERS UNIVERSITY

Chair, Qizhong Yang's Doctoral and master's Thesis Committee, 2023 – present

Chair, Yixiao Shen's Doctoral and master's Thesis Committee, 2023 – present

Chair, Su Chen's Doctoral and master's Thesis Committee, 2018 – 2023

Member, Xueqing Fan's Doctoral Thesis Committee, 2022 – 2023

Member, Bulin Zhang's Doctoral Thesis Committee, 2021– 2023

Member, Yan Chen's Doctoral Thesis Committee, 2018

Member, Hailong Jia's master's Thesis Committee, 2017

SERVICES AT RUTGERS UNIVERSITY

Member, HRM Department Merit Pay Raise Committee, 2023 – 2024

Member, SMLR Diversity, Equity, and Inclusion (DEI) Committee, 2021 – present

Faculty DEI Advocate (Representing HRM department at SMLR), 2022 – present

Reader, Reader's report for Professor Peter Rokkos (2022)'s, Ryan Greenbaum's (2022), and Lindsay Dhanani's (2023) tenure application

Host and Moderator, Panel on Post-Pandemic Work and Management: Great Resignation, Quiet Quitting, and Great Resilience, 2022 (<https://smlr.rutgers.edu/faculty-research-engagement/center-global-work-and-employment/events/post-pandemic-work-and>)

Member and Grader, Ph.D. Qualifying Exam Committee, 2019 – present

Member, HRM Department Hiring Committee, 2019

Organizer, SMLR Junior Faculty Luncheon, 2018

PROFESSIONAL SERVICES

Journal Associate Editor:

Applied Psychology: An International Review, 2023 – present

Journal Editorial Board Member:

Journal of Management, 2017 – present

Human Resource Management, 2022 – present

Management and Organization Review, 2022 – present

Ad-hoc Journal Reviewer:

Academy of Management Journal

Applied Psychology: An International Review

Business Ethics: A European Review

Cornell Hospitality Quarterly

Human Resource Management

Human Resource Management Journal

Human Resource Management Review

Industrial and Corporate Change

Journal of Business Ethics

Journal of Business Venturing

Journal of Organizational Behavior

Management and Organization Review

Organization Science

Personnel Psychology

Strategic Entrepreneurship Journal

Work and Occupations

Conference Paper and Fund Application Reviewer:

National Science Foundation, 2023

The German Israeli Foundation for Scientific Research and Development, 2020

Human Resources, Organizational Behavior, and Entrepreneurship Divisions,
The Annual Meeting of Academy of Management, 2011–2020

Committee Services:

Chair, The Best Convention Paper for HR–Entrepreneurship Research Award
Committee, 2023

Committee Member (U.S. representative), International Association for Chinese
Management OB Research Committee, 2023 – present

Conference Service as Session Chair and/or PDW Facilitator:

The Annual Meeting of Academy of Management, 2015, 2017, 2018, 2023

PROFESSIONAL AFFILIATIONS

Academy of Management, 2009 – present

International Association for Chinese Management Research, 2015 – present

Society for Industrial and Organizational Psychology, 2019