

NICHELLE C. CARPENTER, PH.D.

Rutgers University – New Brunswick
School of Management and Labor Relations
Department of Human Resource Management
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EDUCATION

Ph.D. Texas A&M University, Industrial/Organizational Psychology

Graduate Certificate in Education & Social Sciences Advanced Research Methods

M.S. University of Baltimore (MD), Applied Psychology

B.S. Grand Valley State University (MI), Psychology

ACADEMIC EMPLOYMENT

August 2020 - present Associate Professor **Rutgers University – New Brunswick**
(with tenure) Department of Human Resource Management,
School of Management and Labor Relations

August 2016 - May 2020 Assistant Professor **University of South Carolina**
Department of Management
(promotion to Associate Professor with tenure
granted May 2020)

July 2012 - May 2016 Assistant Professor **University of Illinois at Urbana-Champaign**
School of Labor and Employment Relations &
Department of Psychology (joint appointment)

PRIMARY RESEARCH INTERESTS

- Counterproductive work behavior & work withdrawal
- Job performance, organizational citizenship behavior, and criterion models
- Measurement issues in job performance and leadership assessment (e.g., rating source, item content, redundancy)
- Individual- and organizational-level attitudes, motives, and justice perceptions

TEACHING - (Courses Taught)

Undergraduate

- HR Analytics /Statistics
- Staffing/Talent Acquisition
- Organizational Psychology
- Human Resource Management

Graduate

- Quantitative Methods (MHR)
- Research Methods (MHR)
- Staffing/Talent Acquisition (MHR)
- Topics in Employee Performance (PhD)

PUBLICATIONS

Note. Graduate students (at project initiation) are denoted with an asterisk (*)

1. **Carpenter, N. C.**, Newman, D. A., & Arthur, W. Jr. (in press). What are we measuring? Evaluations of items measuring task performance, organizational citizenship, counterproductive, and withdrawal behaviors. *Human Performance*.
2. **Carpenter, N. C.**, Whitman, D. S., & *Amrhein, R. (in press). Unit-level counterproductive work behavior (CWB): A conceptual review and quantitative summary. *Journal of Management*.
3. *Tan, J., Kraus, M., **Carpenter, N. C.**, & Adler, N. (in press). The association between objective and subjective socioeconomic standing and subjective well-being: A meta-analytic review. *Psychological Bulletin*.
4. *Cho, S., **Carpenter, N. C.**, & *Zhang, B. (2020). An item-level investigation of conceptual and empirical distinctiveness of proactivity constructs. *International Journal of Selection and Assessment*, 28, 337-350.
5. *Lee, A., & **Carpenter, N. C.** (2018). Seeing eye to eye: A meta-analysis of self-other agreement of leadership. *The Leadership Quarterly*, 29, 253-275.
6. Dalal, R. S., & **Carpenter, N. C.** (2018). The other side of the coin? Similarities and differences between organizational citizenship behavior and counterproductive work behavior. In P. M. Podsakoff, S. B. MacKenzie, & N. P. Podsakoff (Eds.), *The Oxford Handbook of Organizational Citizenship Behavior*. Oxford University Press. Doi: 10.1093/oxfordhb/9780190219000.013.4
7. **Carpenter, N. C.**, *Rangel, B., *Jeon, G., & *Cottrell, J. (2017). Are supervisors and coworkers likely to witness employee counterproductive work behavior? An investigation of observability and self-observer convergence. *Personnel Psychology*, 70, 843-889.
8. **Carpenter, N. C.**, & Berry, C. M. (2017). Are counterproductive work behavior and withdrawal empirically distinct? A meta-analytic investigation. *Journal of Management*, 43, 834-863.
9. Cote, S., Kraus, M. W., **Carpenter, N. C.**, Piff, P. K., Beermann, U., & Keltner, D. (2017). Social affiliation in same-class and cross-class interactions. *Journal of Experimental Psychology: General*, 146, 269-285.
10. **Carpenter, N. C.**, *Son, J., Harris, T. B., Alexander, A. L., & Horner, M. T. (2016). Don't forget the items: Item-level meta-analytic and substantive validity techniques for reexamining scale validation. *Organizational Research Methods*, 19, 616-650.
11. Newman, D. A., Harrison, D. A., **Carpenter, N. C.**, & Rariden, S. (2016). Construct mixology: Forming new management constructs by combining old ones. *Academy of Management Annals*, 10, 943-995.

12. *Rangel, B., *Chung, W., Harris, T. B., **Carpenter, N. C.**, Chiaburu, D. S., & *Moore, J. L. (2015). Rules of engagement: The joint influence of trainer expressiveness and trainee experiential learning style on engagement and training transfer. *International Journal of Training and Development*. doi: 10.1111/ijtd.12045
13. Jones, K. S., & **Carpenter, N. C.** (2014). Towards a sociocultural psychological approach to examining stereotype threat in the workplace. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 7, 429-433.
14. **Carpenter, N. C.**, Berry, C. M., & *Houston, L. (2014). A meta-analytic comparison of self- and other-reported organizational citizenship behavior. *Journal of Organizational Behavior*, 35, 547-574 doi: 10.1002/job.1909
15. **Carpenter, N. C.**, & Paetzold, R. L. (2013). Examination of factors influencing responses to requests for accommodations. *Rehabilitation Psychology*, 58, 18-27.
16. Chiaburu, D. S., & **Carpenter, N. C.** (2013). Social interaction motivations and employees' discretionary behaviors. *Journal of Personnel Psychology*, 12, 97-103.
17. **Carpenter, N. C.**, & Arthur, W. Jr. (2013). The conceptual versus empirical distinctiveness of work performance constructs: The impact of work performance items. In D. Svyantek & K. Mahoney (Eds.), *Received Wisdom, Kernels of Truth, and Boundary Conditions in Organizational Studies*. Information Age Publishing: Charlotte, NC.
18. Whitman, D. S., Caleo, S., **Carpenter, N. C.**, Horner, M. T., & Bernerth, J. B. (2012). Fairness at the collective level: A meta-analytic examination of organizational justice climate. *Journal of Applied Psychology*, 97, 776-791.
19. Berry, C. M., **Carpenter, N. C.**, & Barratt, C. L. (2012). Do other-reports of counterproductive work behavior provide an incremental contribution over self-reports? A meta-analytic comparison. *Journal of Applied Psychology*, 97, 613-636.
20. Newman, D. A., Joseph, D. L., Sparkman, T., & **Carpenter, N. C.** (2011). Invited reaction: The Work Cognition Inventory: Initial evidence of construct validity. *Human Resource Development Quarterly*, 22, 37-47. doi: 10.1002/hrdq.20065

CONFERENCE PAPERS AND PRESENTATIONS

- *Kautz, J. D., *Bigelow, B., & Carpenter, N. C. (2020, August). *The profiles of workplace deviance: A latent class analysis approach*. In M. Rotundo and R. Hezkiiau-Ludwig (co-chairs) "Discretionary performance in the 21st century workplace: Expanding Theory, Research, and Practice"
- *Kautz, J. D., *Bigelow, B., & Carpenter, N. C. (2020, April). *Counterproductive behavior profiles: An item-level meta-analytic approach to understanding the relationship among deviant behaviors*. In Kautz, Bigelow, & Carpenter (co-chairs) "Research Incubator: Measuring and conceptualizing workplace deviance". Session scheduled for the 35th annual meeting of the Society for Industrial and Organizational Psychology, online.

- *Kautz, J. D., *Bigelow, B., & Carpenter, N. C. (2019, April). *Enjoying the trees: An item-level meta-analysis of Bennett and Robinson's CWB Scale*. Poster presented at the 34th annual meeting of the Society for Industrial and Organizational Psychology, Washington, DC.
- *Clark, S., Thatcher, S. M. B., & **Carpenter, N. C.** (2018, August). *Cultural faultlines and counterproductive work behavior*. Paper presented at the 2018 Academy of Management Annual Meeting, Chicago, IL.
- *Lee, A., & **Carpenter, N. C.** (2017, April). *Do cultural dimension moderate OCB rater agreement? A meta-analysis*. Poster presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- *Rasul, I., & **Carpenter, N. C.** (2017, April). *An evaluation of withdrawal, burnout, boredom, and CWB item overlap*. Poster presented at the 32nd annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- *Lee, A., & **Carpenter, N. C.** (2016, August). *A meta-analysis of the convergence between leader and observer perceptions of leadership*. Paper presented at the 2016 Academy of Management Annual Meeting, Anaheim, CA.
- *Rangel, B., *Yearick, K., & **Carpenter, N. C.** (2016, April). *Meta-analysis of self-ratings and objective measures of performance*. Paper to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- *Amrhein, R., *Lee, A., & **Carpenter, N. C.** (2016, April). *Measuring social exchange: Meta-analytic estimates of dominant predictors and structure*. Paper to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- *Lee, A., *Cao, M., & **Carpenter, N. C.** (2016, April). *Do raters always disagree? A meta-analysis that considers time*. Paper to be presented at the 31st annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Carpenter, N. C.**, & *Amrhein, R. (2015, August). *CWB at the unit level: A meta-analytic examination of construct validity and impact on effectiveness*. Paper presented at the 2015 Academy of Management Annual Meeting, Vancouver, BC.
- Lee, A., Rangel, B., & **Carpenter, N. C.** (2015, April). *CWB: a multilevel examination of rater source and item characteristics*. Poster presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- *Cao, M., **Carpenter, N. C.**, Wadlington, P., & *Rangel, B. (2015, April). *Factors influencing measurement equivalence and interrater discrepancies of 360-degree ratings*. Poster presented at the 30th annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Bhupatkar, A., Benzer, J., **Carpenter, N. C.**, Henning, J., Kyte, T., & Rodriguez, J. (2015, April). *One program, five paths: Challenges and opportunities in I/O careers*. Panel discussion to be held at the 30th annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

- *Cho, S., & **Carpenter, N. C.** (2014, May). *Blame the items? A substantive validity investigation of proactivity constructs*. Poster presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- *Rangel, B., *Jeon, G., *Cottrell, J., & **Carpenter, N. C.** (2014, May). *Title omitted*. In R. Hezkiou-Ludwig & M. Rotundo (Co-Chairs), Contextual factors and job performance: Advancing theory and measurement. Paper presented at 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- *Son, J., **Carpenter, N. C.**, Harris, T. B., Alexander, A. L., & Horner, M. T. (2014, May). *Title omitted*. Poster presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- *Amrhein, R., *Lee, A., **Carpenter, N. C.**, & Grijalva, E. (2014, May). *Does OCB dimensionality generalize across rating sources? A meta-analytic evaluation*. Poster presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- *Rangel, B., Chung, W., Moore, J., Carpenter, N. C., Harris, T. B., Chiaburu, D. S. (2014, May). *Trainer expressiveness and trainee learning style interactions on training transfer*. Poster presented at the 29th annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Carpenter, N. C.**, *Rangel, B., & Berry, C. M. (2013, May). *Employees' perceptions of counterproductive work behavior sanctions influence self-reported enactment*. Paper presented at the 25th Annual Convention of the Association for Psychological Science, Washington, DC.
- *Jeon, G., & **Carpenter, N. C.** (2013, April). *Self-reported organizational deviance behaviors: Do others see them coming?* Poster presented at the 28th Annual Meeting of the Society for Industrial and Organizational Psychology, Houston, TX.
- *Jeon, G., Hudson, N., **Carpenter, N. C.**, & Newman, D. A. (2013, April). *Interactive effects of agreeableness and openness on organizational deviance*. Poster presented at the 28th Annual Meeting of the Society for Industrial and Organizational Psychology, Houston, TX.
- Carpenter, N. C.**, & *Cao, M. (2013, April). *Application of Item Response Theory to counterproductive work behavior (CWB)*. Poster presented at the 28th Annual Meeting of the Society for Industrial and Organizational Psychology, Houston, TX.
- Carpenter, N. C.**, & Berry, C. M. (2012, April). *Commitment and work behavior: The moderating role of promotion focus*. Poster presented at the 27th Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Carpenter, N. C.**, *Houston, L., & Berry, C. M. (2012, April). *A meta-analytic comparison of self- and other-reported organizational citizenship behavior*. Poster presented at the 27th Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.

- Naber, A., **Carpenter, N. C.**, Edwards, B. D., Franco-Watkins, A., Arthur, W. Jr., (2012, April). *Examining and monitoring retesting effects on cognitive ability items*. Poster presented at the 27th Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Carpenter, N. C.**, & Berry, C. M. (2011, August). *The redundancy and distinctiveness between CWB and withdrawal: A meta-analysis*. Paper presented at the 71st annual meeting of the Academy of Management, San Antonio, TX.
- Whitman, D. S., Caleo, S., **Carpenter, N. C.**, & Horner, M. T. (2011, August). *Fairness at the collective level: A meta-analytic examination of organizational justice climate*. Paper presented at the 71st annual meeting of the Academy of Management, San Antonio, TX.
- Carpenter, N. C.**, Barratt, C. L., & Berry, C. M. (2011, August). Self-reports and other-reports of counterproductive work behavior: A meta-analysis. In S. M. Stewart & M. L. Gruys (Co-Chairs), *New Discoveries of Antecedents and Correlates of Counterproductive Work Behavior*. Paper presented at the 119th annual meeting of the American Psychological Association, Washington, DC.
- †**Carpenter, N. C.**, †Rodriguez, J. M., & Miner-Rubino, K. (2011, May) *Negative effects of election discussion in the workplace*. Poster presented at the 23rd APS Annual Convention, Washington, DC. († Authors contributed equally)
- Carpenter, N. C.**, Newman, D. A., & Arthur, W. Jr. (2011, April). *What do work performance items measure? A substantive validity examination*. Poster presented at the 26th Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Carpenter, N. C.**, & Paetzold, R. L. (2010, August). *Mistreatment affecting the workplace: The use of multiple lenses to promote understanding*. Symposium presented at the 70th annual meeting of the Academy of Management, Montreal, CA.
- Paetzold, R. L., Miner-Rubino, K., & **Carpenter, N. C.** (2010, August). Perceptions of bystander sexual harassment and attachment style. In N. C. Carpenter & R. L. Paetzold (Co-Chairs), *Mistreatment affecting the workplace: The use of multiple lenses to promote understanding*. Paper presented at the 70th annual meeting of the Academy of Management, Montreal, CA.
- Berry, C. M., **Carpenter, N. C.**, & Barratt, C. (2010, May). *Self-reports versus other-reports of employees' counterproductive work behavior: A meta-analysis*. Poster presented at the 22nd APS Annual Convention, Boston, MA.
- Carpenter, N. C.**, Diaz, I., Bergman, M. E., & Chinn, J. N. (2010, April). *Workplace experiences of bilingual employees: A replication and extension*. Poster presented at the 25th Annual Meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Chiaburu, D. S., & **Carpenter, N. C.** (2010, April). *Social interaction motivations and employees' discretionary behaviors*. Poster presented at the 25th annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Bergman, M. E., **Carpenter, N. C.**, & Diaz, I. (2009, November). The experiences of Spanish-English bilinguals in the US workplace. In M. Bergman and K. Miner-Rubino (Co-chairs), *Workplace mistreatment and identity: An exploration across different types of diversity*. Symposium conducted at the meeting on Work, Stress, and Health, San Juan, Puerto Rico.

Carpenter, N. C., Bergman, M. E., & Perez, M. (2009, April). *An examination of individual-difference correlates of sexual harassment perpetration*. Poster presented at the 24th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

GRANTS AND AWARDS

- *Why do employees avoid versus harm at work?* Riegel and Emory Center Research Grant (U of SC, 2017, \$4,300)
- Selected as Illinois Leadership Center Faculty Fellow (UIUC, 2015-2016, \$5,000)
- Named to list of Teacher's Ranked Excellent for Fall 2015, Spring 2016 (UIUC)
- *Examination of how employee demographic characteristics and unobserved behaviors contaminate supervisor and coworkers' performance ratings (2016)*. UIUC Campus Research Board. March 2016-August 2017. (\$14,799)
- *Distinguishing counterproductivity and withdrawal: What factors influence employees' harmful versus avoidant work behavior?* (2015). UIUC Campus Research Board. January 2015—August 2016. (\$27,000)
- *The observability of work behavior: Does it always make sense for others to rate employee behavior?* (2013). UIUC Campus Research Board. May 2013—Dec 2014. (\$22,620)

INVITED PRESENTATIONS

Invited conference presentations

Good soldiers and good Samaritans: Organizational citizenship behavior and its relevance to helping/prosocial behavior. Invited symposium at the 2013 Association for Psychological Science (APS), Washington, DC.

Invited lectures

Carpenter, N. C. *A meta-analytic evaluation of unit-level counterproductive work behavior*. Invited colloquia talks given at George Mason University (Management and Psychology departments), Rice University (Psychology department), Texas A&M University (I/O Psychology division).

Carpenter, N. C. (2019). *Measurement considerations for leadership evaluation in a public sector context*. Invited on behalf of Agency of Modernisation, Danish Ministry of finance, and Crown Prince Frederik Center for Public Leadership (Aarhus University).

Carpenter, N. C. (2016). *Item-level meta-analytic and substantive validity techniques for reexamining scale validation*. Invited web talk for Psychological Assessment London.

Carpenter, N. C. (2016). *Are supervisors and coworkers likely to observe employee counterproductivity?* Invited presentation at the University of Connecticut, I/O Psychology division.

Carpenter, N. C. (2015). *CWB at the unit level: A meta-analytic examination of construct validity and impact on effectiveness.* Invited presentations at Bowling Green State University, I/O Psychology division (April 2015) and at University of Illinois at Urbana-Champaign, Social-Personality-Organizational division (February 2015).

Carpenter, N. C. (2014). *Understanding employee counterproductivity and work performance behavior: Is it measurement clean-up time?* Invited presentation at the University of Illinois at Urbana-Champaign, Clinical/Community division.

Carpenter, N. C. (2013). *Understanding employee counterproductivity and work performance behavior: Is it measurement clean-up time?* Invited presentation at the University of Illinois at Urbana-Champaign, Developmental division.

PROFESSIONAL SERVICE

Editorial Boards

Journal of Applied Psychology
Journal of Organizational Behavior (2012-2019)
Psychological Bulletin
Academy of Management Journal

Ad hoc reviewing

Personnel Psychology
Human Performance
Journal of Personnel Psychology

PROFESSIONAL (NON-ACADEMIC) EMPLOYMENT

Independent Consultant (2010-present)

Experience and skills include the following:

Competency development, competency evaluation, and developing structured interview and personality inventory assessments

Psychology Consultant, Harding Consulting, (2006-2007)

Served as Assistant Program Director for a program intended to improve academic success in African-American students. Responsible for marketing and advocacy efforts to obtain additional program sites and financial support.

MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS

Member, Society for Industrial and Organizational Psychology (2007-present)
Member, Academy of Management (2007-present)
Member, American Psychological Association (2010-present)
Member, Southern Management Association (2013-present)