

**NICHELLE C. CARPENTER, PH.D.**

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**Rutgers University – New Brunswick**  
School of Management and Labor Relations  
Department of Human Resource Management  
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Piscataway, NJ 08854

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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)
- Survey Design/Research Methods (MHR)
- Staffing/Talent Acquisition (MHR)
- Meta-Analysis (PhD)
- Topics in Employee Performance (PhD)

**PUBLICATIONS**

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

1. \*Bigelow, B., \*Kautz, J. D., **Carpenter, N. C.**, Harris, T. B. (in press). A person-centered approach to behaving badly at work: An examination of workplace deviance patterns. *Journal of Applied Psychology*.
2. **Carpenter, N. C.**, & \*Zhang, B. (2023). Item-level meta-analysis for re-examining (and initial) scale validation: What do the items tell us? In L. Ford and T. Scandura (Eds.), *The SAGE Handbook of Survey Development and Application*. SAGE Publications. Doi: 10.4135/9781529617757
3. **Carpenter, N. C.**, Newman, D. A., & Arthur, W. Jr. (2021). What are we measuring? Evaluations of items measuring task performance, organizational citizenship, counterproductive, and withdrawal behaviors. *Human Performance*, 34 (4), 316-349.
4. **Carpenter, N. C.**, Whitman, D. S., & \*Amrhein, R. (2021). Unit-level counterproductive work behavior (CWB): A conceptual review and quantitative summary. *Journal of Management*, 47(6), 1498-1527.
5. \*Tan, J., Kraus, M., **Carpenter, N. C.**, & Adler, N. (2020). The association between objective and subjective socioeconomic standing and subjective well-being: A meta-analytic review. *Psychological Bulletin*, 146(11), 970-1020.
6. \*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.
7. \*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.
8. 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
9. **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.
10. **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.
11. Coté, 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.

12. **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.
13. 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.
14. \*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
15. 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.
16. **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
17. **Carpenter, N. C.**, & Paetzold, R. L. (2013). Examination of factors influencing responses to requests for accommodations. *Rehabilitation Psychology, 58*, 18-27.
18. Chiaburu, D. S., & **Carpenter, N. C.** (2013). Social interaction motivations and employees' discretionary behaviors. *Journal of Personnel Psychology, 12*, 97-103.
19. **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.
20. 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.
21. 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.
22. 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

### **WORK IN PROGRESS**

Maltarich, M., Bliese, P. D., **Carpenter, N. C.** (revise and resubmit). Title omitted for blind review. *Personnel Psychology*.

\*Zhang, B. & **Carpenter, N. C.** (under review). Unit-level antecedents of counterproductive work behaviors (CWBs). Invited chapter in the *Handbook of Counterproductive Work Behavior*.

### **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 21<sup>st</sup> 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 35<sup>th</sup> 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 34<sup>th</sup> 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 32<sup>nd</sup> 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 32<sup>nd</sup> 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 31<sup>st</sup> 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 31<sup>st</sup> 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 31<sup>st</sup> 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 30<sup>th</sup> 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 30<sup>th</sup> 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 30<sup>th</sup> 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 29<sup>th</sup> 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. Hezkiaw-Ludwig & M. Rotundo (Co-Chairs), Contextual factors and job performance: Advancing theory and measurement. Paper presented at 29<sup>th</sup> 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 29<sup>th</sup> 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 29<sup>th</sup> 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 29<sup>th</sup> 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 25<sup>th</sup> 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 28<sup>th</sup> 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 28<sup>th</sup> 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 28<sup>th</sup> 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 27<sup>th</sup> 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 27<sup>th</sup> 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 27<sup>th</sup> 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 119<sup>th</sup> 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 23<sup>rd</sup> 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 26<sup>th</sup> 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 70<sup>th</sup> 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 70<sup>th</sup> 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 22<sup>nd</sup> 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 25<sup>th</sup> 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 24<sup>th</sup> 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 (2016 – present)  
Journal of Organizational Behavior (2012-2019)  
Psychological Bulletin (2014 – present)  
Academy of Management Journal (2020-2022)

### **Ad hoc reviewing**

Academy of Management Journal (2016 – present)  
Personnel Psychology (2015 – present)  
Human Performance (2013 – present)  
Journal of Personnel Psychology (2016 – present)

## **DEPARTMENT, SCHOOL, AND UNIVERSITY SERVICE**

### ***Department of Human Resource Management***

- Member: HR Faculty Search Committee (2021)
- Committee member for NTT faculty reappointment and promotion – Ryan Greenbaum (2021)



***School of Management and Labor Relations***

- Member: Diversity, Equity, and Inclusion Committee (2020-2021)
- Member: PhD Program Committee (January 2022 – present)
- University Senator (Fall 2022 –)
- Committee Member: Academic Standards, Regulations and Admissions Committee (Fall 2022 -)
- Member: SMLR Dean Search Committee (Fall 2023 - )

**MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS**

Member, Society for Industrial and Organizational Psychology (2007-present)

- Member, Committee on Ethnic and Minority Affairs (CEMA; 2015 – present)
- Member, Membership committee (2014-2016)
- Member, Conference Invited Sessions Committee (2015-2016)
- Member, Scientific Affairs Committee (2022 – present)

Member, Academy of Management (2007-present)

Member, American Psychological Association (2010-present)

Member, Southern Management Association (2013-present)

- Innovative Teaching Best Proposal Committee (2015)

**PROFESSIONAL (NON-ACADEMIC) EMPLOYMENT**

**Independent Consultant (2010-present):** Competency development, competency evaluation, and developing structured interview and personality inventory assessments

**Psychology Consultant, Harding Consulting, (2006-2007):** 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.