

## **Jie (Jasmine) Feng**

Associate Professor of Human Resource Management  
School of Management and Labor Relations  
Rutgers University | The State University of New Jersey  
94 Rockafeller Road, Piscataway, NJ 08854  
Email: [jie.feng@rutgers.edu](mailto:jie.feng@rutgers.edu)

### **EDUCATION**

Ph.D. University of Wisconsin – Madison, 2015 Madison, WI  
Business, School of Business  
*Primary concentration: Management & Human Resources*  
*Secondary concentration: Organizational Behavior*  
*Minor: Research Methods*

### **ACADEMIC APPOINTMENT**

2022 – present Associate Professor (with tenure)  
School of Management and Labor Relations, Rutgers University

2015 – 2022 Assistant Professor of Human Resource Management  
School of Management and Labor Relations, Rutgers University

### **RESEARCH INTERESTS**

Employee Turnover and Entrepreneurial Mobility  
Strategic Human Resource Management  
HR Practices (e.g., Compensation)

### **PUBLICATIONS**

\* Denotes a co-author who was a Ph.D. student at the initiation of the project

<sup>FT</sup> Denotes a journal that is included in the Financial Times 50 Business Journal List

- 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.
- **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.

- 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. <sup>FT</sup>
- 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. <sup>FT</sup>
- 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. <sup>FT</sup>
- 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. <sup>FT</sup>
- 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.
- **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. <sup>FT</sup>
- 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. <sup>FT</sup>
- Raffiee, J. \*, & **Feng, J.** (2014). Should I quit my day job? A hybrid path to entrepreneurship. *Academy of Management Journal*, 57(4), 936-963. <sup>FT</sup>
- 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.

### **MANUSCRIPTS UNDER REVIEW**

\* Denotes a co-author who was a Ph.D. student at the initiation of the project

<sup>FT</sup> Denotes a journal that is included in the Financial Times 50 Business Journal List

- **Feng, J.**, Li, J., & Chen, S. \* From a spark to a sweeping fire: An integrative conceptual review of group turnover and an exploration of its emergence. 3<sup>rd</sup> R&R at *Journal of Applied Psychology*. <sup>FT</sup>

- **Feng, J.**, Chen, Y. \*, Fulmer, I., & Liu, X. Incentive effects of explained pay dispersion in stable workgroups and the moderating roles of dispersion dynamics and shared pay knowledge. *R&R at Journal of Applied Psychology*. <sup>FT</sup>
- **Feng, J.**, Piyanontalee, R. \*, Jayasinghe, M., & Gerhart, B. (*First two authors contributed equally*) Mediation effect size: The role of the proportion mediated ( $P_M$  and *Absolute  $P_M$* ). *R&R at Journal of Applied Psychology*. <sup>FT</sup>
- **Feng, J.**, & Kim, J-H. \* Unpacking the decision-making process of employee mobility into and out of entrepreneurship: An integrative conceptual review. *R&R at Journal of Applied Psychology*. <sup>FT</sup>
- Liu, S., Watts, D. \*, **Feng, J.**, Wu, Y., & Yin, J. Unpacking the effects of socialization programs on newcomer retention: A meta-analytic review of field experiments. 2<sup>nd</sup> *R&R at Psychological Bulletin*.
- **Feng, J.**, Wang, D., Huang, L., & Zhang, R. Hiring entrepreneurs [Full title omitted for blind review process]. *R&R at Personnel Psychology*.
- Chen, S. \*, & **Feng, J.** Female directors and CEO compensation [Full title omitted for blind review process]. *Under review at Academy of Management Journal*. <sup>FT</sup>
- Wei, W., & **Feng, J.** Behavioral choice of bystanders in the context of abusive supervision [Full title omitted for blind review process]. *Under review at Human Relations*.
- Fu, R., Xie, M., Chen, Y., **Feng, J.** Entrepreneurial identity dwelling. [Full title omitted for blind review process]. *Under review at Organization Science*.

### **SELECTED WORKING PAPERS AT ADVANCED STAGE**

\* Denotes a co-author who was a Ph.D. student at the initiation of the project

- **Feng, J.**, & Gerhart, B. Organizational change and turnover. *Target: Organization Science*. *Stage: Ready to submit in Summer 2023*.
- **Feng, J.**, Li, M., & Shen, W. Managerial turnover during multiple acquisitions. *Target: Strategic Management Journal*. *Stage: Ready to submit in Summer 2023*.
- Li, W., **Feng, J.**, & Yu, K. \* Role transitions of entrepreneurs and personality change. *Target: Journal of Applied Psychology*. *Stage: Ready to submit in Summer 2023*.
- Paterson, T., Lei, H., & **Feng, J.** Dynamics in entrepreneurial aspiration. *Target: Journal of Management*. *Stage: Ready to submit in Fall 2022*.

## **CONFERENCE BEST PAPER PROCEEDINGS**

\*Denotes a co-author who was a Ph.D. student at the initiation of the project

- 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)*, 81<sup>th</sup> 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)*, 80<sup>th</sup> 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)*, 80<sup>th</sup> 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)*, 77<sup>th</sup> 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)*, 73<sup>th</sup> Annual Academy of Management, Orlando, Florida.

## **CONFERENCE PRESENTATIONS**

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.

### **INVITED PRESENTATIONS**

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

HR brown bag series, *Rutgers University*, 2016, 2017, 2018, 2021.

Post-entrepreneurship employment. *Xi'an Jiaotong University*, Xi'an, China, 2017

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)

## **TEACHING EXPERIENCE**

Human Resource Management I (*face to face*), Graduate Program, Rutgers University

2019 Fall	(Rating: <b>5.00</b> /5.00)
2017 Spring	(Rating: <b>5.00</b> /5.00)
2016 Fall	(Rating: <b>4.88</b> /5.00)
2016 Spring	(Rating: <b>4.27</b> /5.00)
2015 Fall	(Rating: <b>4.53</b> /5.00)

Human Resource Management (*online*), Graduate Program, Rutgers University

2021 Fall	(Rating: <b>4.89</b> /5.00)
2021 Fall	(Rating: <b>4.67</b> /5.00)
2021 Spring	(Rating: <b>4.75</b> /5.00)
2020 Fall	(Rating: <b>5.00</b> /5.00, section 1)
2020 Fall	(Rating: <b>4.71</b> /5.00, section 2)
2019 Fall	(Rating: <b>4.86</b> /5.00)
2019 Summer	(Rating: <b>5.00</b> /5.00)
2019 Spring	(Rating: <b>4.43</b> /5.00)
2018 Spring	(Rating: <b>4.40</b> /5.00)
2017 Spring	(Rating: <b>4.60</b> /5.00)

Strategic Staffing, International MBA program, Rutgers University and East China University of Science and Technology, 2017 – 2021 (Rating not available)

Interfaces between HRM and Entrepreneurship (Guest lecture), Ph.D. Pro Seminar, Ph.D. Program, Rutgers University, 2020 (Rating not available)

Strategic Human Resource Management, Undergraduate Program, Rutgers University—Renmin University Summer Camp, 2019 (Rating not available)

Compensation (Guest lecture), Ph.D. Seminar of Micro Foundations in HR, Ph.D. Program, Rutgers University, 2018 (Rating not available)

Strategic Human Resource Management, Undergraduate Program, School of Business, University of Wisconsin – Madison, 2013-2014 (Rating: 4.7/5.0)  
**Distinguished Teaching Award, 2014**

***Teaching Assistantships:***

Strategic Management, University of Wisconsin – Madison, 2014

Sustainable Enterprise Management, University of Wisconsin – Madison, 2014

Venture Creation, University of Wisconsin – Madison, 2010, 2012, 2014

Introduction to Entrepreneurship, University of Wisconsin – Madison, 2013

The Management of Teams, University of Wisconsin – Madison, 2011

Managing across Cultures, University of Wisconsin – Madison, 2010

***Curriculum Development:***

Participated in course development of Strategic Human Resource Management I/II, Rutgers University, 2018 – 2019

Developed Human Resource Management I Online, Rutgers University, 2016 – 2017

**DISSERTATION, THESIS and QUALIFYING EXAM COMMITTEES**

Chair, Su Chen's Doctoral Dissertation Committee, Rutgers University, 2019 – present

Chair, Su Chen's Qualifying Exam Committee, Rutgers University, 2021

Chair, Su Chen's Master's Thesis Committee, Rutgers University, 2019

Member, Bulin Zhang's Doctoral Dissertation Committee, Rutgers University, 2021–present

Member, Bulin Zhang's Qualifying Exam Committee, Rutgers University, 2019

Member, Yan Chen's Doctoral Dissertation Committee, Rutgers University, 2018

Member, Hailong Jia's Master's Thesis Committee, Rutgers University, 2017

### **SCHOOL SERVICES**

Member, SMLR Diversity, Equity, and Inclusion (DEI) Committee, Rutgers University,  
Fall 2021 –

Facilitator, Joint Online Master Program, SMLR and China Association of Labor  
Economics (CALE), Rutgers University, 2020 – present

Member and Grader, Ph.D. Qualifying Exam Committee, 2019 – 2021

Member, HRM Department Hiring Committee, Rutgers University, 2019

Organizer, SMLR Junior Faculty Luncheon, Rutgers University, 2018

### **PROFESSIONAL SERVICES**

Journal Editorial Board Member:

Journal of Management, 2017 – present

Human Resource Management, 2022 – present

Management and Organization Review, 2022 – present

*Ad-hoc* Journal Reviewer:

Personnel Psychology

Organization Science

Journal of Business Venturing

Strategic Entrepreneurship Journal

Journal of Business Ethics

Human Resource Management Journal

Human Resource Management Review

Management and Organization Review

Industrial and Corporate Change

Work and Occupations

Business Ethics: A European Review

Conference Session Chair:

*Human Resource Management Systems and Employee Innovation*, The Annual  
Meeting of Academy of Management, Chicago, 2018



*Dynamic Processes in HRM*, the Annual Meeting of Academy of Management, Atlanta, 2017

*More Creativity Wanted? Mobilize the Leader First*, the Annual Meeting of Academy of Management, Philadelphia, 2015.

Conference Paper Reviewer:

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

Grant Application Reviewer:

National Science Foundation, 2022  
The German Israeli Foundation for Scientific Research and Development, 2020

### **PROFESSIONAL AFFILIATIONS**

Academy of Management

International Association for Chinese Management Research

Society for Industrial and Organizational Psychology