

NICHELLE C. CARPENTER, PH.D.

University of South Carolina
Darla Moore School of Business
Department of Management
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EDUCATION

Ph.D. Texas A&M University, Industrial/Organizational Psychology (2012)

Graduate Certificate in Education & Social Sciences Advanced Research Methods

Dissertation Committee: Winfred Arthur, Jr. (Chair), Christopher M. Berry, Dan S. Chiaburu,
Ramona L. Paetzold, & Stephanie C. Payne

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

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

ACADEMIC EMPLOYMENT

August 2016 - present Assistant Professor **University of South Carolina**
Department of Management

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

- Elementary Statistics
- Organizational Psychology
- Human Resource Management

Graduate

- Quantitative Methods (MHR)
- Human Resources Planning and Staffing (MHR)
- Topics in Employee Performance (PhD)

GRANTS AND AWARDS

- 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)

PUBLICATIONS

Note. University of Illinois graduate students (at project initiation) are denoted with an asterisk (*); other graduate students are underlined.

1. **Carpenter, N. C.**, *Rangel, B., *Jeon, G., & *Cottrell, J. (in press). Are supervisors and coworkers likely to witness employee counterproductive work behavior? An investigation of observability and self-observer convergence. *Personnel Psychology*.
2. Cote, S., Kraus, M. W., **Carpenter, N. C.**, Piff, P. K., Beermann, U., & Keltner, D. (in press). Social affiliation in same-class and cross-class interactions. *Journal of Experimental Psychology: General*.
3. Dalal, R. S., & **Carpenter, N. C.** (in press). 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
4. **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.
5. 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.
6. *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
7. **Carpenter, N. C.**, & Berry, C. M. (2014). Are counterproductive work behavior and withdrawal empirically distinct? A meta-analytic investigation. *Journal of Management*. doi: 10.1177/0149206314544743
8. 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.
9. **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

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

MANUSCRIPTS UNDER REVIEW

(Manuscript titles are omitted to protect the blinded peer-review process)

Carpenter, N. C., & *Amrhein, R. (revise and resubmit). *Personnel Psychology*.

Carpenter, N. C., Berry, C. M., Atoba, O. A., Dovalina, C., *Cho, S., *Frye, C. L. (revise and resubmit). *Journal of Organizational Behavior*.

*Cho, S., & **Carpenter, N. C.** (revise and resubmit). *Journal of Business Psychology*.

*Rangel, B., **Carpenter, N. C.**, & *Yearick, K. (revise and resubmit). *Journal of Applied Psychology*.

*Lee, A., & **Carpenter, N. C.** (revise and resubmit). *Leadership Quarterly*.

Carpenter, N. C., *Amrhein, R., *Lee, A., & Grijalva, E. (under review). *Organizational Behavior and Human Decision Processes*.

CONFERENCE PAPERS AND PRESENTATIONS

*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. Hezkiau-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.

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. (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

Psychological Bulletin

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

Supported Employment Program Manager, Omni House, Inc., (2005-2007)

Managed and facilitated an evidence-based program with the objective to obtain employment opportunities for individuals with psychiatric disabilities. Developed and executed innovative marketing efforts to increase business relationships and increase referrals into program.

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)