

# Robert E Ployhart

## List of Publications by Year in descending order

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106  
papers

11,525  
citations

34076

52  
h-index

46771

89  
g-index

110  
all docs

110  
docs citations

110  
times ranked

7153  
citing authors

#	ARTICLE	IF	CITATIONS
1	Human Capital Resources: Reviewing the First Decade and Establishing a Foundation for Future Research. <i>Journal of Management</i> , 2023, 49, 280-324.	6.3	11
2	A review and theoretical framework for understanding external team contexts.. <i>Journal of Applied Psychology</i> , 2022, 107, 1052-1069.	4.2	7
3	The COVID-19 pandemic and new hire engagement: Relationships with unemployment rates, state restrictions, and organizational tenure.. <i>Journal of Applied Psychology</i> , 2021, 106, 518-529.	4.2	19
4	Resources for What? Understanding Performance in the Resource-Based View and Strategic Human Capital Resource Literatures. <i>Journal of Management</i> , 2021, 47, 1771-1786.	6.3	39
5	When New Talent Scores: The Impact of Human Capital and the Team Context on Newcomer Performance. <i>Proceedings - Academy of Management</i> , 2021, 2021, 11324.	0.0	1
6	Impact of the COVID-19 Pandemic on New Hire Engagement. <i>Proceedings - Academy of Management</i> , 2021, 2021, 12433.	0.0	0
7	The Relationship Between Faultlines and Collective Voluntary Turnover. <i>Proceedings - Academy of Management</i> , 2021, 2021, 11929.	0.0	0
8	Bridging Methodological Divides Between Macro- and Microresearch: Endogeneity and Methods for Panel Data. <i>Journal of Management</i> , 2020, 46, 70-99.	6.3	71
9	The neglected role of collective customer perceptions in shaping collective employee satisfaction, service climate, voluntary turnover, and involuntary turnover: A cautionary note.. <i>Journal of Applied Psychology</i> , 2020, 105, 1327-1337.	4.2	16
10	Impact of the COVID-19 pandemic on job search behavior: An event transition perspective.. <i>Journal of Applied Psychology</i> , 2020, 105, 1207-1217.	4.2	68
11	Effects of Applicant Reactions on Strategic Business Unit Performance. <i>Proceedings - Academy of Management</i> , 2020, 2020, 14856.	0.0	0
12	Editorsâ€™ Comments: There Is Nothing So Theoretical As Good Practiceâ€™”A Call for Phenomenal Theory. <i>Academy of Management Review</i> , 2019, 44, 493-497.	7.4	73
13	Human capital resources: a convergence of questions but divergence of answers. , 2019, , .		7
14	A process model linking occupational strength to attitudes and behaviors: The explanatory role of occupational personality heterogeneity.. <i>Journal of Applied Psychology</i> , 2019, 104, 247-269.	4.2	8
15	Complementarities Between Human Capital Resource Flows and Psychological Resources. <i>Proceedings - Academy of Management</i> , 2019, 2019, 15050.	0.0	0
16	A Disentanglement of the Effects that Diversity and Inclusion have on Applicant Reactions. <i>Proceedings - Academy of Management</i> , 2019, 2019, 15361.	0.0	0
17	The Strategic Value of Selection Practices: Antecedents and Consequences of Firm-level Selection Practice Usage. <i>Academy of Management Journal</i> , 2018, 61, 46-66.	4.3	36
18	Editorsâ€™ Comments: Is Organizational Behavior Overtheorized?. <i>Academy of Management Review</i> , 2018, 43, 541-545.	7.4	21

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19	Build or buy? The individual and unit-level performance of internally versus externally selected managers over time.. Journal of Applied Psychology, 2018, 103, 916-928.	4.2	28
20	Understanding How Group Faultlines Affect Individual, Group, and Organizational Outcomes.. Proceedings - Academy of Management, 2018, 2018, 18088.	0.0	0
21	Organizational Change, Contingent Workers, and Firm Performance. Proceedings - Academy of Management, 2018, 2018, 13645.	0.0	0
22	Multilevel Influences on Voluntary Workplace Green Behavior: Individual Differences, Leader Behavior, and Coworker Advocacy. Journal of Management, 2017, 43, 1335-1358.	6.3	326
23	Solving the Supreme Problem: 100 years of selection and recruitment at the Journal of Applied Psychology.. Journal of Applied Psychology, 2017, 102, 291-304.	4.2	86
24	Using recruitment source timing and diagnosticity to enhance applicantsâ€™ occupation-specific human capital.. Journal of Applied Psychology, 2017, 102, 764-781.	4.2	9
25	From Occupations to Individual Outcomes: Mediating Role of Occupational Personality Heterogeneity. Proceedings - Academy of Management, 2017, 2017, 14135.	0.0	0
26	Star Teams: Types, Antecedents, and Consequences. Proceedings - Academy of Management, 2017, 2017, 10903.	0.0	0
27	Employee Emotional Influences on the Service-Profit Chain. Proceedings - Academy of Management, 2017, 2017, 16684.	0.0	0
28	When do high-context communicators speak up? Exploring contextual communication orientation and employee voice.. Journal of Applied Psychology, 2016, 101, 1498-1511.	4.2	43
29	A Two-Phase Longitudinal Model of a Turnover Event: Disruption, Recovery Rates, and Moderators of Collective Performance. Academy of Management Journal, 2016, 59, 906-929.	4.3	67
30	Social media: A contextual framework to guide research and practice.. Journal of Applied Psychology, 2015, 100, 1653-1677.	4.2	247
31	The Microfoundations Movement in Strategy and Organization Theory. Academy of Management Annals, 2015, 9, 575-632.	5.8	570
32	The Dynamic Nature of Collective Turnover and Unit Performance: The Impact of Time, Quality, and Replacements. Academy of Management Journal, 2015, 58, 1208-1232.	4.3	71
33	The Microfoundations Movement in Strategy and Organization Theory. Academy of Management Annals, 2015, 9, 575-632.	5.8	309
34	Low-Fidelity Simulations. Annual Review of Organizational Psychology and Organizational Behavior, 2015, 2, 295-322.	5.6	36
35	Strategic Organizational Behavior (STROBE): The Missing Voice in the Strategic Human Capital Conversation. Academy of Management Perspectives, 2015, 29, 342-356.	4.3	42
36	The information processing foundations of human capital resources: Leveraging insights from information processing approaches to intelligence. Human Resource Management Review, 2015, 25, 4-11.	3.3	12

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37	In or Out: Differences between Internal and External Hires on Individual- and Unit-Level Outcomes. Proceedings - Academy of Management, 2015, 2015, 16973.	0.0	0
38	The State of Research on Situational Judgment Tests: A Content Analysis and Directions for Future Research. Human Performance, 2014, 27, 283-310.	1.4	68
39	The effects of staffing and training on firm productivity and profit growth before, during, and after the Great Recession.. Journal of Applied Psychology, 2014, 99, 361-389.	4.2	188
40	A critical evaluation of alternative methods and paradigms for conducting mediation analysis in operations management research. Journal of Operations Management, 2014, 32, 127-137.	3.3	96
41	“Our Most Important Asset” Journal of Management, 2014, 40, 161-192.	6.3	106
42	A Century of Selection. Annual Review of Psychology, 2014, 65, 693-717.	9.9	142
43	The Fascinating Psychological Microfoundations of Strategy and Competitive Advantage. Annual Review of Organizational Psychology and Organizational Behavior, 2014, 1, 145-172.	5.6	83
44	Human Capital Is Dead; Long Live Human Capital Resources!. Journal of Management, 2014, 40, 371-398.	6.3	347
45	Context-Emergent Turnover (CET) Theory: A Theory of Collective Turnover. Academy of Management Review, 2013, 38, 109-131.	7.4	170
46	A Two-Staged Longitudinal Model of Collective Turnover on Unit-Level Performance. Proceedings - Academy of Management, 2013, 2013, 16431.	0.0	0
47	"Collective Turnover: Who Leaves, When Did They Leave, and Who Did They Leave Behind?". Proceedings - Academy of Management, 2013, 2013, 16994.	0.0	0
48	The Analysis of Mean Differences Using Mean and Covariance Structure Analysis. Organizational Research Methods, 2012, 15, 75-102.	5.6	11
49	Personnel Selection: Ensuring Sustainable Organizational Effectiveness Through the Acquisition of Human Capital. , 2012, , .		10
50	Generalizing Newcomers' Relational and Organizational Identifications: Processes and Prototypicality. Academy of Management Journal, 2012, 55, 949-975.	4.3	167
51	The Content Validity of Cognitively Oriented Tests: Commentary on <scp>S</scp>chmidt (). International Journal of Selection and Assessment, 2012, 20, 19-23.	1.7	4
52	The Psychology of Competitive Advantage: An Adjacent Possibility. Industrial and Organizational Psychology, 2012, 5, 62-81.	0.5	52
53	From Possible to Probable: The Psychology of Competitive Advantage. Industrial and Organizational Psychology, 2012, 5, 120-126.	0.5	7
54	The Buffering Effects of Human Capital Resources on Firm Recession Performance. Proceedings - Academy of Management, 2012, 2012, 15409.	0.0	0

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55	The Myth of "the" Micro-Macro Divide: Bridging System-Level and Disciplinary Divides. <i>Journal of Management</i> , 2011, 37, 581-609.	6.3	122
56	Acquiring and Developing Human Capital in Service Contexts: The Interconnectedness of Human Capital Resources. <i>Academy of Management Journal</i> , 2011, 54, 353-368.	4.3	165
57	The Power of Momentum: A New Model of Dynamic Relationships between Job Satisfaction Change and Turnover Intentions. <i>Academy of Management Journal</i> , 2011, 54, 159-181.	4.3	329
58	Emergence of the Human Capital Resource: A Multilevel Model. <i>Academy of Management Review</i> , 2011, 36, 127-150.	7.4	752
59	The "Quick Start Guide" for Conducting and Publishing Longitudinal Research. <i>Journal of Business and Psychology</i> , 2011, 26, 413-422.	2.5	104
60	Making Intangibles "Tangible" in Tests of Resource-Based Theory. <i>Journal of Management</i> , 2011, 37, 1496-1518.	6.3	119
61	Longitudinal Research: The Theory, Design, and Analysis of Change. <i>Journal of Management</i> , 2010, 36, 94-120.	6.3	901
62	Explaining Change: Theorizing and Testing Dynamic Mediated Longitudinal Relationships. <i>Journal of Management</i> , 2010, 36, 405-429.	6.3	138
63	Contextual Effects on SJT Responses: An Examination of Construct Validity and Mean Differences Across Applicant and Incumbent Contexts. <i>Human Performance</i> , 2009, 23, 1-21.	1.4	11
64	The Consequences of Human Resource Stocks and Flows: A Longitudinal Examination of Unit Service Orientation and Unit Effectiveness. <i>Academy of Management Journal</i> , 2009, 52, 996-1015.	4.3	166
65	What do applicants want? Examining changes in attribute judgments over time. <i>Journal of Occupational and Organizational Psychology</i> , 2008, 81, 191-218.	2.6	52
66	THE DIVERSITY"VALIDITY DILEMMA: OVERVIEW AND LEGAL CONTEXT. <i>Personnel Psychology</i> , 2008, 61, 143-151.	2.2	74
67	THE DIVERSITY"VALIDITY DILEMMA: STRATEGIES FOR REDUCING RACIOETHNIC AND SEX SUBGROUP DIFFERENCES AND ADVERSE IMPACT IN SELECTION. <i>Personnel Psychology</i> , 2008, 61, 153-172.	2.2	201
68	DEVELOPMENTS IN THE CRITERION"RELATED VALIDATION OF SELECTION PROCEDURES: A CRITICAL REVIEW AND RECOMMENDATIONS FOR PRACTICE. <i>Personnel Psychology</i> , 2008, 61, 871-925.	2.2	80
69	Multilevel Methods. <i>Organizational Research Methods</i> , 2007, 10, 551-563.	5.6	142
70	A MULTIDIMENSIONAL APPROACH FOR EVALUATING VARIABLES IN ORGANIZATIONAL RESEARCH AND PRACTICE. <i>Personnel Psychology</i> , 2007, 60, 475-498.	2.2	157
71	Staffing in the 21st Century: New Challenges and Strategic Opportunities. <i>Journal of Management</i> , 2006, 32, 868-897.	6.3	363
72	The Structure and Function of Human Capital Emergence: a Multilevel Examination of the Attraction-Selection-Attrition Model. <i>Academy of Management Journal</i> , 2006, 49, 661-677.	4.3	164

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73	Assessing the Convergent and Discriminant Validity of Goldberg's International Personality Item Pool. <i>Organizational Research Methods</i> , 2006, 9, 29-54.	5.6	116
74	Using Attributions to Understand the Effects of Explanations on Applicant Reactions: Are Reactions Consistent With the Covariation Principle? <i>Journal of Applied Social Psychology</i> , 2005, 35, 259-296.	1.3	16
75	AN EVALUATION OF GENERIC TEAMWORK SKILLS TRAINING WITH ACTION TEAMS: EFFECTS ON COGNITIVE AND SKILL-BASED OUTCOMES. <i>Personnel Psychology</i> , 2005, 58, 641-672.	2.2	149
76	Testing the Rules of Justice: The Effects of Frame-of-Reference and Pre-Test Validity Information on Personality Test Responses and Test Perceptions. <i>International Journal of Selection and Assessment</i> , 2005, 13, 75-86.	1.7	51
77	Situational Judgment: Antecedents and Relationships with Performance. <i>Human Performance</i> , 2005, 18, 81-104.	1.4	41
78	Personality and Situational Judgment Tests Across Applicant and Incumbent Settings: An Examination of Validity, Measurement, and Subgroup Differences. <i>Human Performance</i> , 2004, 17, 433-461.	1.4	35
79	A Monte Carlo Comparison of Relative Importance Methodologies. <i>Organizational Research Methods</i> , 2004, 7, 258-282.	5.6	139
80	Transformational Leadership: Relations to the Five-Factor Model and Team Performance in Typical and Maximum Contexts. <i>Journal of Applied Psychology</i> , 2004, 89, 610-621.	4.2	307
81	WEB-BASED AND PAPER-AND-PENCIL TESTING OF APPLICANTS IN A PROCTORED SETTING: ARE PERSONALITY, BIODATA, AND SITUATIONAL JUDGMENT TESTS COMPARABLE? <i>Personnel Psychology</i> , 2003, 56, 733-752.	2.2	128
82	Be Careful What You Ask For: Effects of Response Instructions on the Construct Validity and Reliability of Situational Judgment Tests. <i>International Journal of Selection and Assessment</i> , 2003, 11, 1-16.	1.7	80
83	The Cross-Cultural Equivalence of Job Performance Ratings. <i>Human Performance</i> , 2003, 16, 49-79.	1.4	44
84	Understanding Racial Differences on Cognitive Ability Tests in Selection Contexts: An Integration of Stereotype Threat and Applicant Reactions Research. <i>Human Performance</i> , 2003, 16, 231-259.	1.4	61
85	Learning by Doing Something Else: Variation, Relatedness, and the Learning Curve. <i>Management Science</i> , 2003, 49, 39-56.	2.4	363
86	Growth Modeling Using Random Coefficient Models: Model Building, Testing, and Illustrations. <i>Organizational Research Methods</i> , 2002, 5, 362-387.	5.6	594
87	Longitudinal data analysis. <i>Leadership Quarterly</i> , 2002, 13, 455-486.	3.6	104
88	Examining Applicants' Attributions for Withdrawal From a Selection Procedure. <i>Journal of Applied Social Psychology</i> , 2002, 32, 2228-2252.	1.3	20
89	Modeling the Practical Effects of Applicant Reactions: Subgroup Differences in Test-Taking Motivation, Test Performance, and Selection Rates. <i>International Journal of Selection and Assessment</i> , 2002, 10, 258-270.	1.7	11
90	EXPLORING RELATIONS BETWEEN TYPICAL AND MAXIMUM PERFORMANCE RATINGS AND THE FIVE FACTOR MODEL OF PERSONALITY. <i>Personnel Psychology</i> , 2001, 54, 809-843.	2.2	139

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91	HYPOTHESIZING DIFFERENTIAL ITEM FUNCTIONING IN GLOBAL EMPLOYEE OPINION SURVEYS. <i>Personnel Psychology</i> , 2000, 53, 531-562.	2.2	31
92	Applicants'™ Perceptions of Selection Procedures and Decisions: A Critical Review and Agenda for the Future. <i>Journal of Management</i> , 2000, 26, 565-606.	6.3	357
93	EMPLOYEE ATTITUDE SURVEYS IN A MULTINATIONAL ORGANIZATION: CONSIDERING LANGUAGE AND CULTURE IN ASSESSING MEASUREMENT EQUIVALENCE. <i>Personnel Psychology</i> , 1999, 52, 37-58.	2.2	120
94	Using Policy Capturing to Examine Tipping Decisions <sup>1</sup> . <i>Journal of Applied Social Psychology</i> , 1999, 29, 2567-2590.	1.3	22
95	Estimates of cross-validity for stepwise regression and with predictor selection.. <i>Journal of Applied Psychology</i> , 1999, 84, 50-57.	4.2	30
96	Explanations for selection decisions: Applicants' reactions to informational and sensitivity features of explanations.. <i>Journal of Applied Psychology</i> , 1999, 84, 87-106.	4.2	104
97	Trying, Intentions, and the Processes by Which Goals Influence Performance: An Empirical Test of the Theory of Goal Pursuit <sup>1</sup> . <i>Journal of Applied Social Psychology</i> , 1998, 28, 1051-1066.	1.3	14
98	TEST PREPARATION PROGRAMS IN SELECTION CONTEXTS: SELF-SELECTION AND PROGRAM EFFECTIVENESS. <i>Personnel Psychology</i> , 1998, 51, 599-621.	2.2	52
99	THE SUBSTANTIVE NATURE OF PERFORMANCE VARIABILITY: PREDICTING INTERINDIVIDUAL DIFFERENCES IN INTRAINDIVIDUAL PERFORMANCE. <i>Personnel Psychology</i> , 1998, 51, 859-901.	2.2	115
100	The Estimation of Reliability in Longitudinal Models. <i>International Journal of Behavioral Development</i> , 1998, 22, 493-515.	1.3	32
101	Using personality testing to reduce adverse impact: A cautionary note.. <i>Journal of Applied Psychology</i> , 1998, 83, 298-307.	4.2	45
102	Applicants' reactions to the fairness of selection procedures: The effects of positive rule violations and time of measurement.. <i>Journal of Applied Psychology</i> , 1998, 83, 3-16.	4.2	165
103	A Multilevel Perspective on Personnel Selection.. <i>Proceedings - Academy of Management</i> , 1998, 1998, B1-B7.	0.0	2
104	Toward an Explanation of Applicant Reactions: An Examination of Organizational Justice and Attribution Frameworks. <i>Organizational Behavior and Human Decision Processes</i> , 1997, 72, 308-335.	1.4	136
105	Perceived Job Relatedness of Physical Ability Testing for Firefighters: Exploring Variations in Reactions. <i>Human Performance</i> , 1996, 9, 219-240.	1.4	38
106	The Physical Environment of the Office: Contemporary and Emerging Issues. , 0 , 193-237.		4