

Stefanie E. Naumann

Professor
University of the Pacific
Eberhardt School of Business
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EDUCATION Ph.D. (1998) Louisiana State University
Major: Business Administration with an emphasis in Organizational Behavior
B.S. (1993) Tulane University; Major: Psychology

**RESEARCH
AREAS** Employee Attitudes and Behaviors

**TEACHING
AREAS** Management and Organizational Behavior
Creating Effective Work Teams

REFEREED JOURNAL ARTICLES

1. Tang, C., Xu, J., Mao, S., & Naumann, S. E. (In press). The effects of creative personality on scientist creativity. Manuscript accepted for publication at *Thinking Skills and Creativity*, 1-14-24.
2. Tang, C., & Naumann, S. E. (In press). The mediating role of job crafting in the relationship between creativity and work exhaustion. Manuscript accepted for publication at *Asian Women*, 1-2-24.
3. Yi, T., Tang, C., Naumann, S. E., & Dong, J. (In press). The influence of subjective norms and science identity on academic career intentions. Manuscript accepted for publication at *Higher Education*, 8-17-23.
4. Miles, J. A., & Naumann, S. E. (2023). Gender differences in intentions to seek personal counseling: The mediating role of social self-concept. Manuscript accepted for publication at *British Journal of Guidance & Counselling*, 3-25-23.
5. Miles, J. A., & Naumann, S. E. (2023) Gender, civic engagement, and the importance of integrating spirituality. *Journal of Beliefs & Values*, 44(2), 203-214.
6. Miles, J. A., & Naumann, S. E. (2023). The mediating effects of social self-concept on gender, sexual orientation, and parenting intentions. *Journal of Family Issues*, 44(2), 515–537.
7. Tang, C., Lu, X., & Naumann, S. E. Intrinsic motivation and knowledge sharing in the mood–creativity relationship. Manuscript accepted for publication at *Journal of Management & Organization*. Still “in press” as of November 15, 2023.
8. Tang, C., Mao, S., Naumann, S. E., & Xing, Z. (2022). Improving student creativity through digital technology products: A literature review. *Thinking Skills and Creativity*, 44, 1-15.

9. Miles, J. A., & Naumann, S. E. (2022). The influences of gender, sexual orientation, and social self-concept on depression. *Journal of Organizational Psychology*, 22(3), 113-123.
10. Miles, J. A., & Naumann, S. E. (2021). The role of social self-concept in the relationship between gender, sexual orientation, and entrepreneurial intentions. *International Review of Entrepreneurship*, 19(3), 289-308.
11. Miles, J. A., & Naumann, S. E. (2021). Gender, sexual orientation, academic self-concept, and leadership. *Higher Education, Skills, and Work-Based Learning*, 11(5), 983-1001.
12. Miles, J. A., & Naumann, S. E. (2021). Science self-efficacy in the relationship between gender and science identity. *International Journal of Science Education*, 43(17), 2769-2790.
13. Tang, C., Ye, L., Naumann, S. E., & Lu, X. (2021). Outstanding and ordinary scientists' co-authorship networks in the early career phase. *Malaysian Journal of Library & Information Science*, 26(1), 39-61.
14. Li, S., Naumann, S. E. & Tang, C. (2020). When does developmental feedback improve employee creativity? The role of the creativity reward system. *International Journal of Employment Studies*, 28, 6-27.
15. Tang, C., Ma, H., Naumann, S. E., & Xing, Z. (2020). Perceived work uncertainty and creativity during the COVID-19 pandemic: The roles of Zhongyong and creative self-efficacy. *Frontiers in Psychology*, 11.
16. Miles, J. A., & Naumann, S. E. (2019). Academic self-concept as a mediator of the relationship between gender and self-reported leadership ability. *Research in Higher Education Journal*, 37, 1-10.
17. Tang, C., Zhang, G., & Naumann, S. E. (2017). When do structural holes in employees' networks improve their radical creativity? A moderated mediation model. *R&D Management*, 755-766.
18. Wang, Y., Tang, C., Naumann, S. E., & Wang, Y. (2017). Paternalistic leadership and employee creativity: A mediated moderation model. *Journal of Management & Organization*, 1-20.
19. Seal, C. R., Naumann, S. E., Miguel, K., Royce-Davis, J., Galal, S., Elissa Gardner, M., Dmitriyeva, T., Palmer, S., & Huijuan, Z. (2017). Personal interpersonal capacity: A moderated-mediation model for student success. *Journal of Organizational Psychology*, 17(4), 78-89.
20. Tang, C., Zhang, G., & Naumann, S. E. (2017). Do central country authors of international co-authored publication networks obtain a high research impact? *Malaysian Journal of Library & Information Science*, 22(3), 1-17.
21. Tang, C. & Naumann, S. E. (2016). Team diversity, mood, and team creativity. *Journal of Management & Organization*, 22, 420-434.
22. Tang, C., & Naumann, S. E. (2016). The impact of three kinds of identity on R&D employees' incremental and radical creativity. *Thinking Skills and Creativity*, 21, 123-131.

23. Tang, C., & Naumann, S. E. (2015). Paternalistic leadership, subordinate perceived leader-member exchange and organizational citizenship behavior. *Journal of Management & Organization*, 21, 291-306.
24. Seal, C. R., Miguel, K., Alzamil, A., Naumann, S. E., Royce-Davis, J., & Drost, D. (2015). Personal interpersonal competence assessment: A self-report instrument for student development. *Research in Higher Education Journal*, 27, 1-10.
25. Tang, C., Shang, J., Naumann, S. E., & von Zedtwitz, M. (2014). How team identification and expertise identification affect R&D employees' creativity. *Creativity and Innovation Management*, 23, 276-289.
26. Tang, C., Seal, C. R., & Naumann, S. E. (2013). Emotional labor strategies, customer cooperation and buying decisions. *Management & Marketing Research*, 13, 1-15.
27. Vaida, S., Seal, C. R., & Naumann, S. E. (2013). Translation and adaptation of the Social Emotional Competence Development Scale. *International Journal of Management & Business Studies*, 3, 142-146.
28. Tang, C., Seal, C. R., Naumann, S. E., & Miguel, K. (2013). Emotional labor: The role of employee acting strategies on customer emotional experience and subsequent buying decisions. *International Review of Management and Marketing*, 3(2), 50-57.
29. Seal, C. R., Beauchamp, K. L., Miguel, K., Scott, A. N., Naumann, S. E., Dong, Q., & Galal, S. (2011). Validation of a self-report instrument to assess social and emotional development. 14, *Research in Higher Education Journal*. 1-20.
30. Naumann, S. E., & Ehrhart, M. G. (2011). Moderators of the relationship between helping norms and individual helping. *Small Group Research*. 42, 225-248.
31. Miles, J. A., & Naumann, S. E. (2011). Research trends in the *Academy of Management* publications. *Journal of Management and Marketing Research*. 6, 142-172.
32. Seal, C. Naumann, S. E., Smith, A., & Royce-Davis, J. (2011). Social and emotional development: A new model of student learning in higher education. *Research in Higher Education Journal*. 1-13.
33. Naumann, S. E. (2009). The effects of norms and self-monitoring on helping behavior. *Journal of Behavioral Studies in Business* 2, 1-10.
34. Miles, J. A., & Naumann, S. E. (2007). The effects of religiosity, gender, and at-risk behaviors on students' perceived leadership ability. *Journal of Education and Human Development* 1(2) 1-12.
35. Chen, X., Lam, S. S. K., Naumann, S. E., & Schaubroeck, J. (2005). Group organizational citizenship behavior: Conceptualization and preliminary tests of its antecedents and consequences. *Management and Organization Review*, 1(2): 273-300.
36. Ehrhart, M. G., & Naumann, S. E. (2004). Organizational citizenship behavior in work groups: A group norms approach. *Journal of Applied Psychology*, 89, 960-974

37. Miles, J. A., & Naumann, S. E. (2004). The English patient: A model of patient perceptions of triage in an urgent care department in England. *Management*, 7, 1-11.
38. Miles, J. A., & Naumann, S. E. (2003). The effects of group affiliation on third parties' justice perceptions. *Current Research in Social Psychology*, 8(12): 149-175.
39. Naumann, S. E., Minsky, B. D., & Sturman, M. (2002). The use of the concept 'entitlement' in management literature: A historical review, synthesis, and discussion of compensation policy implications. *Human Resource Management Review*, 12, 145-166.
40. Adkins, C. L., & Naumann, S. E. (2002). The value of achievement and responses to the work environment. *Journal of Behavioral and Applied Management*, 3, 140-153.
41. Naumann, S. E., Minsky, B. D., & Sturman, M. C. (2002). A historical examination of the construct of employee entitlement. *Management Decision*, 40, 89-94.
42. Naumann, S. E., & Bennett, N. (2002). The effects of procedural justice climate on work group performance. *Small Group Research*, 33, 361-377.
43. Naumann, S. E., & Miles, J. A. (2001). Managing waiting patients' perceptions: The role of process control. *Journal of Management in Medicine*, 5, 376-386.
44. Adkins, C. L., & Naumann, S. E. (2001). Situational constraints of the achievement - performance relationship: A service sector field study. *Journal of Organizational Behavior*, 22, 453-465.
45. Naumann, S. E., & Bennett, N. (2000). A case for procedural justice climate: Development and test of a multilevel model. *Academy of Management Journal*, 43, 881-889.
46. Miles, J. A., & Naumann, S. E. (2000). The cumulative effects of justice perceptions. *Journal of Behavioral and Applied Management*, 2(1) 12-24.
47. Naumann, S. E., Bennett, N., Bies, R. J., & Martin, C. L. (1998). Laid off, but still loyal: The influence of perceived justice and organizational support. *International Journal of Conflict Management*, 9, 357-370.
48. Ketchen, D.J., Combs, J. G., Russell, C. J., Shook, C., Dean, M. A., Runge, J., Lohrke, F. T., Naumann, S. E., Haptonstahl, D. E., Baker, R., Beckstein, B. A., Handler, C., Honig, H., & Lamoureux, S. (1997). Organizational configurations and performance: A meta-analysis. *Academy of Management Journal*, 40, 223-240.

BOOK CHAPTERS

Tang, C., Ma, H., Naumann, S. E., & Xing, Z. Perceived work uncertainty and creativity during the COVID-19 pandemic: The roles of Zhongyong and creative self-efficacy. (2022). In R. Reiter-Palmon, M. Tang, & Z. Ivcevic (Eds.), *Creativity and Innovation in Times of Crisis (COVID-19)*. Lausanne: Frontiers Media SA.

Naumann, S. E., & Ehrhart, M. G. (2005). A unit-level perspective on organizational citizenship behavior. In D. L. Turnipseed (Ed.), *A Handbook on Organizational Citizenship Behavior: A Review of 'Good Soldier' Activity in Organizations*. Hauppauge, NY: Nova Science Publishing.

Bennett, N., & Naumann, S. E. (2005). Withholding effort at work: Understanding and preventing shirking, job neglect, social loafing, and free riding. In R. E. Kidwell & C. L. Martin (Eds.) *Managing Organizational Deviance: Perspectives and Cases*. Thousand Oaks, CA: Sage.

BOOK

Haska, T. L., & Naumann, S. E. (2019). *How languages saved me: A Polish story of survival*. Lone Cypress Books.

CONFERENCE PRESENTATIONS

Miles, J. A., & Naumann, S. E. Spirituality and the health of college students: A partial replication and extension. Manuscript presented at 2023 *Academy of Management* annual meeting.

Miles, J. A., Naumann, S. E., & Sylliwicz, D. Harnessing the connective power of experiential learning to improve student engagement, retention, and sharing in management courses. Professional development workshop presented at 2023 *Academy of Management* annual meeting.

Miles, J. A., & Naumann, S. E. The mediating effects of gender, sexual orientation, and social self-concept on depression. Manuscript presented at 2023 *Association for Psychological Science* annual meeting.

Miles, J. A., & Naumann, S. E. Gender, civic engagement, and the importance of integrating spirituality. Manuscript presented at 2022 *Academy of Management* annual meeting.

Miles, J. A., & Naumann, S. E. Harnessing the power of social media to improve student engagement in management courses. Professional development workshop and manuscript presented at 2022 *Academy of Management* annual meeting.

Miles, J. A., & Naumann, S. E. The mediating effects of civic engagement on the influence of gender on integrating spirituality. Manuscript presented at 2022 *Association for Psychological Science* annual meeting.

Miles, J. A., & Naumann, S. E. The mediating effects of social self-concept on gender, sexual orientation, and parenting intentions. Manuscript presented at 2021 *Association for Psychological Science* conference.

Miles, J. A., & Naumann, S. E. The influence of sexual orientation on academic self-concept as a mediator of gender and leadership. Manuscript presented at 2020 *Academy of Management* conference.

Miles, J. A., & Naumann, S. E. Harnessing the power of Youtube to improve engagement, retention, and sharing in management courses. Professional development workshop and manuscript presented at 2019 *Academy of Management* annual conference.

Miles, J. A., & Naumann, S. E. The influence of sexual orientation on academic self-concept as a mediator of the influence of gender on self-reported leadership ability. Manuscript presented at 2019 *American Psychological Science* annual conference.

Seal, C. R., Naumann, S. E., Miguel, K., Royce-Davis, J., Galal, S., Dmitriyeva, T., Palmer, S., Gardner, M. E., & Huijuan. Z. Personal Interpersonal Capacity. Manuscript presented at 2017 Western Academy of Management conference.

Miles, J. A., & Naumann, S. E. How to write one of the most successful Academy of Management articles of all time. Manuscript presented at 2016 Academy of Management conference.

Naumann, S. E., & Miles, J. A. Academic self-concept as a mediator of the influence of gender on self-reported leadership ability. Manuscript presented at 2015 *American Psychological Science* conference.

Miles, J. A., & Naumann, S. E. The mediating effect of partying behavior on the influence of gender and self-reported leadership ability. Manuscript presented at 2015 *American Psychological Science* conference.

Seal, C. R., Miguel, K., Alzamil, A., Naumann, S. E., Royce-Davis, J., & Drost, D. Personal interpersonal competence assessment: A self-report instrument for student development. Manuscript presented at 2014 *Western Academy of Management* conference.

Tang, C., & Naumann, S. E. Paternalistic leadership, subordinate perceived leader-member exchange and organizational citizenship behaviors. Manuscript presented at 2014 *International Association for Chinese Management Research* conference.

Sablynski, C. J., Naumann, S. E., & Seal, C. R. Incorporating a Team Activity into University-Wide Learning Goals via the Pacific Production Game. Professional development workshop presented at the 2011 *Academy of Management* annual meeting.

Sablynski, C. J., Naumann, S. E., & Miles, J. A. Business school centers: Best practices and lessons learned in their start-up, development, maintenance, and reinvigoration. Professional development workshop presented at the 2010 *Academy of Management* annual meeting.

Naumann, S. E., & Ehrhart, M. G. Moderators of the relationship between helping norms and individual helping. Manuscript presented at 2009 *Society for Industrial / Organizational Psychologists* annual meeting.

Miles, J. A., Naumann, S. E., & Szyliowicz, D. A review of best practices in sustainable management. Manuscript presented at 2009 *Academy of Management* annual meeting.

Miles, J. A., & Naumann, S. E. Improving management performance by asking better questions: Best practices from law enforcement, health care management, organizational development, and leadership development. Symposium and paper presented at 2008 *Academy of Management* annual meeting.

Naumann, S. E., Ehrhart, M. G., & Miles, J. A. Helping norms in work groups: A field study. Presented at 2007 conference of the *Institute of Behavioral and Applied Management*.

Miles, J. A., & Naumann, S. E. The effects of religiosity, gender, and at-risk behaviors on students' perceived leadership ability. Presented at 2006 *American Psychological Society* conference.

Miles, J. A., & Naumann, S. E. The English patient: A model of patient perceptions of triage in an urgent care department in England. Presented at 2003 *Western Academy of Management* annual meeting.

Chen, X. P., Lam, S. S. K., Schaubroeck, J., & Naumann, S. E. Group organizational citizenship behavior: Conceptualization and preliminary tests of its antecedents and consequences. Presented at 2002 *Academy of Management* annual meeting.

Naumann, S. E. The effects of procedural justice climate on work group performance. Presented at 2001 *Society for Industrial / Organizational Psychologists* annual meeting.

Miles, J. A., & Naumann, S. E. The cumulative effects of justice perceptions. Presented at 2000 *Western Academy of Management* annual meeting.

Nielson, T., Eisenbach, R., Pillai, R., & Naumann, S. E. Formal mentoring program effectiveness: Where's the justice? Presented at 2000 *Western Academy of Management* annual meeting.

Naumann, S. E., Minsky, B. D., & Sturman, M. A historical, cross-disciplinary examination of the employee entitlement construct. Presented at 1999 *Academy of Management* annual meeting.

Naumann, S. E., & Bennett, N. Contextual factors associated with the development of procedural justice climate. Presented at 1998 *Academy of Management* annual meeting.

Naumann, S. E., Bies, R. J., & Martin, C. L. The roles of organizational support and justice during a layoff. Received Best Paper Award, Conflict Management division. Presented at 1995 *Academy of Management* annual meeting.

Adkins, C. L., & Naumann, S. E. Situational moderators and the values-performance relationship: A field study. Presented at 1995 *Society for Industrial / Organizational Psychologists* annual meeting.

Ketchen, D.J., Combs, J. G., Russell, C. J., Shook, C. Runge, J., Lohrke, F. T., Naumann, S. E., Dean, M. A., Haptonstahl, D. E., Baker, R., Beckstein, B. A., Handler, C., Honig, H., & Lamoureux, S. Organizational configurations and performance: A meta-analysis. Presented at 1995 *Academy of Management* annual meeting.

Naumann, S. E. & Bennett, N. Perceived organizational support as a mediator of the relationship between perceptions of procedural justice and organizational commitment. Presented at 1995 *Southern Management Association* annual meeting.

INVITED PRESENTATIONS

Viking Cruises' Viking Homelands Cruise, June 20 – July 4, 2023.

GRANTS

2010 Project Grant (\$3,500) awarded by Pacific Committee on Academic Planning and Development (CAPD).

2006 ESB Faculty Development Grant (\$6,000) for proposal entitled, "The Role of Managers in Prescribing Helping Behavior Norms."

2005 ESB Faculty Development Grant (\$6,000) for proposal entitled, "The Effects of Religiosity and Gender on Perceived Leadership Ability."

2004 ESB Faculty Development Grant (\$6,000) for proposal entitled, "An Empirical Test of a Group Norms Approach to Work Group Citizenship Behavior."

2003 ESB Faculty Development Grant (\$6,000) for proposal entitled, "Group Organizational Citizenship Behavior: Conceptualization and Empirical Tests of its Antecedents and Consequences."

1999 Scholarly / Artistic Activity Grant (\$705.36) awarded by Pacific Faculty Research Committee for proposal entitled, "The Fairness of Punishing Plagiarism from the Web."

1999 Project Grant (\$1973.00) awarded by Pacific Committee on Academic Planning and Development (CAPD).

EBERHARDT SCHOOL OF BUSINESS SERVICE

Chair, ESB Research Committee (2022-2023; Fall 2021; 2016 - 2017; 2014 - 2015; 2004 – 2005)

Workload task force (2021-2023)

Chair, ESB Evaluation Committee (2015 – 2021)

Chair, ESB Teamwork Skills Assessment Committee (2014 – present)

ESB Research Committee (2022 – 2025; 2019 – 2022; 2014 – 2017; 2011 – 2014; 2008 - 11; 2002 – 2005; 1999 – 2002)

Chair, Faculty Intellectual Contributions Committee for AACSB Self-Study Report (2017 - 2018)

ESB Dean Search Committee (2017 - 2018; 2005 - 2006)

Panelist, Research Committee's Symposium on Research Advice 9-28-17

ESB Research Committee (2021-2024; 2016 - 2017; 2014 - 2015; 2004 – 2005)

Chair, ESB Ad Hoc Evaluation Committee for 2 tenure candidates (2011 – 2012)

Chair, ESB Ad Hoc Evaluation Committee, Third Year Review (2008; 2015; 2016)

ESB Evaluation Committee (2015 – 2021; 2011 – 2012; 2006 - 2008)

ESB Student Standards Committee (2010 - 2013)

ESB Management Search Committee (2008 - 2009)

ESB Learning Assessment Director (2007 - 2010)

Chair, Learning Assessment Task Force (2009 - 2010)

ESB AACSB Re-accreditation Co-chair (2007 - 2010)

ESB MBA Intensive Phase Task Force (2007 - 2008)

Chair, ESB Entrepreneurship Search Committee (2005 - 2006)

ESB McGowan MBA Scholarship Committee (2006 - 2008)

ESB Curriculum Committee (2005 – 2008)

ESB Teaching Committee (2001 – 2004)

ESB Strategic Management Search Committees (2000 - 2001; 2004 - 2005; 2005 - 2006)

UNIVERSITY SERVICE

Academic Affairs Committee on Undergraduate Studies (2023)

Academic Council (2019 – 2022)

Commencement Speakers Committee (2018 - 2020)

Chair, Professional Relations Committee (2016; serving on committee 2015 – 2018)

Benerd School of Education Evaluation Committee Outside Member (2016 - 2017)

Co-Chair, University Promotion & Tenure Committee (2013 - 2014; on committee from 2012 – 2015)

Academic Planning & Alignment, Lead Writer for the Management Concentration (2013 – 2014)

University Commencement Faculty Marshall (2013)

University Awards Committee (2010 - 2013)

University Social/Emotional Competencies Task Force (2007 - 2011)

WASC Capacity and Preparatory Inquiry Team One: Institutional Distinctiveness (2009 - 2010)

University Faculty Grievance Panel 2008

University Dean of the Library Search Committee (2007 - 2008)

University Admissions and Financial Aid (2007 - 2010)

University Assessment Committee (2010)

University Graduate Studies (2007 - 2010)

Chair, University Library Committee (2006 - 2007)
University Faculty Research Committee (2004 - 2007)
University FRC subcommittee to revise FRC evaluation guidelines (2006 - 2007)
University Human Resources Vice President Search Committee (2006 - 2007)
University Faculty Grievance Committee (2005 - 2007)
University Pacific Seminar III Revision Task Force (2005 – 2006)
University Faculty Lecturer Award Subcommittee (2005 - 2006)
University Academic Affairs Committee (2003 - 2004)
University Program Review Committee, Education (2003 - 2004)
University Childcare Development Center Committee (2001 - 2004)
University Committee on Academic Planning and Development (CAPD; 2000 – 2001)

Masters Comprehensive Exam Committee, Department of Communication

Jennifer Chan

Supervised Senior Honors Theses

Loni Mrochinski
Jennie Ngo

ADVISOR

Club Advisor, Eberhardt School of Business Student Association (2005 - 2010)

AWARDS

- 2020 Eberhardt School of Business Faculty Outstanding Scholar Award
- 2020 Global ebook Award—First place in History Non-Fiction and Autobiography/Memoirs Non-Fiction
- 2020 Indie Reader Discovery Awards--Winner in the History category
- 2020 Maxy Book Awards—First place in Nonfiction
- 2019 Royal Dragonfly Book Award—First Place in Historical Nonfiction and First Place in Biography
- 2006 ESB Service Recognition Award
- 2005 ESB Faculty Outstanding Scholar Award
- 1995 Academy of Management *Best Paper award*, Conflict Management Division
- 1996, 1997 James W. Reddoch Teaching Award at LSU

PROFESSIONAL ACTIVITIES

- Textbook Reviewer (2022) for McShane's *Organizational Behavior*
- Textbook Reviewer (2022) for Baldwin's *M: Organizational Behavior*
- Session Chair (2013), *Management Theory Conference*
- Textbook Reviewer (2012 - 2013) Kuzuhara and Aldag's *Creating High Performance Teams*
- Editorial Board, *Cornell Hotel and Restaurant Quarterly* (2004 - 2005)
- Textbook Reviewer (1999), Kreitner & Kinicki's *Organizational Behavior*
- Ad-hoc Reviewer, *Academy of Management Journal*
- Ad-hoc Reviewer, *Administrative Science Quarterly*
- Reviewer, Academy of Management
- Reviewer, Western Academy of Management
- Reviewer, Management Theory Conference

PROFESSIONAL AFFILIATIONS

- Academy of Management
- Western Academy of Management