

Alan Witt

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UH Teaching/Research Experience

Professor, Hobby School for Public Affairs (2020-Present); **Professor**, Department of Management and Leadership, Bauer College of Business (2006 to present); and **Professor**, Department of Psychology, College of Liberal Arts and Social Sciences (2006 to present), University of Houston, Houston, Texas.

- Director, Graduate Program (2016-2019) and Undergraduate program (2021-present), Hobby School for Public Affairs.
- Director, PhD Program in Industrial and Organizational Psychology, Department of Psychology (2006-2020).
- Directed research of graduate students (including chair of 22 dissertations) in both the both the Department of Management's Organizational Behavior PhD program and the Department of Psychology's PhD Industrial and Organizational Psychology Program. Four dissertation advisees won national awards: Ari Malka, Dustin Maneethai, Sara Perry, and Sonya Stokes.

Professional Status

Named **Fellow** (2005):

- *American Psychological Association*
- *Society for Industrial and Organizational Psychology*

Education

Ph. D., May, 1985, Tulane University, New Orleans, LA. Major area: Industrial-Organizational Psychology. Minor areas: Social Psychology, Statistics-Experimental Design, and Cognition.

M. S., December, 1982, Illinois Institute of Technology, Chicago, IL. Area: Industrial-Organizational Psychology.

B. S., May, 1981, Tulane University, New Orleans, LA. Major: Psychology. Cum laude.

B. A., May, 1981, Tulane University, New Orleans, LA. Majors: Public Policy and Sociology. Departmental honors in Public Policy. Cum laude.

Recent Publications

Perry, S. J., Johnson, L. U., Witt, L. A., McDonald, D. P. (In press). Equipping soldiers to benefit from goal-focused leadership: The moderating effects of non-discriminatory leader behaviors and workgroup cohesion. *Military Psychology*.

- Banks, C. G., & Witt, L. A. (2021). Leveraging healthy workplaces as a strategic benefit. *Journal of Total Rewards, 30*, 55-70.
- David, E. M., Shoss, M. K., Johnson, L. U., & Witt, L. A. (2020). Emotions running high: Examining the effects of supervisor and subordinate emotional stability on emotional exhaustion. *Journal of Research in Personality, 84*,
- David, E. M., Avery, D. R., Witt, L. A., Tonidandel, S., Brown, L., McKay, P., & Crepeau, L. (2019). Helping misfits to commit: How justice climate attenuates the effects of personality dissimilarity on organizational commitment. *Journal of Business & Psychology, 34*, 503-517.
- Rubino, C., Avery, D. R., McKay, P. F., Moore, B. L., Wilson, D. C., Driel, M. S., Witt, L. A., & McDonald, D. P. (2018). And justice for all: How organizational justice climate deters sexual harassment. *Personnel Psychology, 71*, 519-544
- Johnson, L. U., Bok, C. J., Bisbey, T., & Witt, L. A. (2017). Systemic awareness modeling: A synthesis of strategic HR decision-making practices *Research in Personnel and Human Resources Management, 35*, 287-325.
- Johnson, L.U., Rogers, A., Stewart, R. David E. M., and Witt, L. A. (2017). Effects of politics, emotional stability, and LMX on job dedication. *Journal of Leadership and Organizational Studies, 24*, 121-130.
- Atwater, L., Kim, Y., Witt, A., Collison, K., Latheef, Z., Longacre, T., & Zheng, D. Reactions to abusive supervision: Examining the roles of emotions and gender (2016). *International Journal of Human Resources Management, 27*, 1874-1899.
- Sweet, K., Witt, L. A., & Krischer, M. (2015). The interactive effects of leader-member exchange and perceived organizational support on employee adaptive performance. *Journal of Organizational Psychology, 15*, 49-62.
- David, E., Avery, D., Witt, L. A., & McKay, P.(2015). A time-lagged investigation of the impact of coworker behavior on the effects of demographic dissimilarity. *Journal of Organizational Behavior, 36*, 582-606.
- Krischer, M., Witt, L. A., & Callison, K. R. (2015). Effects of other-oriented perfectionism and conscientiousness on helping at work. *Applied Psychology: An International Review, 64*, 233-251.
- Wilson, R., Perry, S. J., Witt, L. A., & Griffeth, R. W. (2015). The exhausted short-timer: Leveraging autonomy to engage in production deviance. *Human Relations, 68*, 1693-1711.
- Zheng, D., Witt, L. A., Waite, E., David, E. M., van Driel, M., McDonald, D. P., Callison, K. R., & Crepeau, L. J. (2015). Effects of ethical leadership on emotional exhaustion in high moral intensity situations. *Leadership Quarterly, 26*, 732-748.

Selected Older Publications

Personality at Work

Witt, L. A., & Spector, P. (2012). Personality and organizational politics. In D. Treadway and G. R. Ferris, *Politics in organisations* (pp. 557-590). New York: Routledge.

Witt, L. A. (2002). The interactive effects of extroversion and conscientiousness on job performance. *Journal of Management*, *28*, 835-851.

Witt, L. A. Burke, L. A., Barrick, M. R., & Mount, M. K. (2002). The interactive effects of conscientiousness and agreeableness on job performance. *Journal of Applied Psychology*, *87*, 161-169.

Organizational Politics

Witt, L. A. (2003). Influences of supervisor behaviors on the levels and effects of workplace politics. In L. W. Porter, H. L. Angle, & R. R. Allen (Eds.), *Organizational influence processes. Second edition* (pp. 209-228). M. E. Sharpe: Armonk, NY.

Witt, L. A., Kacmar, K. M., Carlson, D. S., & Zivnuska, S. (2002). Interactive effects of personality and organizational politics on contextual performance. *Journal of Organizational Behavior*, *23*, 911-926.

Witt, L. A. (1998). Enhancing organizational goal congruence: A solution to organizational politics. *Journal of Applied Psychology*, *83*, 666-674.

Leadership

Hunter, E. M., Neubert, M., Perry, S. J., Witt, L. A., Penney, L. M., & Weinberger, E. (2013). Servant leaders inspire servant followers: Antecedents and outcomes for employees and the organisation. *Leadership Quarterly*, *24*, 316-321.

Perry, S. J., Witt, L. A., Penney, L. M., & Atwater, L. (2010). The downside of goal-focused leadership: The role of personality in subordinate exhaustion. *Journal of Applied Psychology*, *95*, 1145-1153.

Colbert, A. E., & Witt, L. A. (2009). The role of goal-focused leadership in enabling the expression of conscientiousness. *Journal of Applied Psychology*, *94*, 790-796.

Justice/Fairness

Rubino, C., Avery, D. R., McKay, P. F., Moore, B. L., Wilson, D. C., Driel, M. S., Witt, L. A., & McDonald, D. P. (2018). And justice for all: How organizational justice climate deters sexual harassment. *Personnel Psychology*, *71*, 519-544

Witt, L. A., & Myers, J. G. (1992). Perceived environmental uncertainty and participation in decision-making in the prediction of fairness of personnel decisions. *Review of Public Personnel Administration*, *12*, 47-56.

Witt, L. A. (1991). Equal opportunity perceptions and job attitudes. *Journal of Social Psychology*, *131*, 431-433.

Social Skill/Emotional Intelligence

Hochwarter, W. A., Witt, L. A., Treadway, D. C., & Ferris, G. A. (2006). Interaction of organizational support and social skill on job performance. *Journal of Applied Psychology, 91*, 482-489.

Witt, L. A., & Ferris, G. R. (2003). Social skill as moderator of the conscientiousness-performance relationship: Convergent results across four studies. *Journal of Applied Psychology, 88*, 809-820.

Ferris, G. F., Witt, L. A., & Hochwarter, W. A. (2001). Interaction of social skill and general mental ability on job performance and salary. *Journal of Applied Psychology, 86*, 1075-1082.

Customer Service

Perry, S. J., Witt, L. A., Callison, K. R., & Malka, A. (2013). Developing dedicated service employees: Psychological climate for service and internal service as service-oriented resources. *Journal of Psychological Issues in Organizational Culture, 4*, 35-52.

Ehrhart, K. H., Witt, L. A., Schneider, B., & Perry, S. J. (2011). Service employees give as they get: Internal service as a moderator of the service climate-service outcomes link. *Journal of Applied Psychology, 96*, 423-431.

Witt, L. A., Henry, P., & Emberger, M. (2003). Customer service programs. In J. E. Edwards, J. S. Scott., and N. S. Raju (Eds.), *The human resources program-evaluation handbook* (pp. 407-425). Thousand Oaks, CA: Sage.

Diversity

Witt, L. A., & Nye, L. G. (1992). Gender and the relationship between perceived fairness of pay/promotion and job satisfaction. *Journal of Applied Psychology, 77*, 910-917.

Witt, L. A. (1989). Authoritarianism, knowledge of AIDS, and affect toward persons with AIDS: Implications for health education. *Journal of Applied Social Psychology, 19*, 599-607.

Witt, L. A. (1988). Breadwinner vs. non-breadwinner differences in married women's job satisfaction and perceptions of organizational climate. *Human Relations, 41*, 483-491.

Job Attitudes

Witt, L. A., Kacmar, K. M., & Andrews, M. C. (2001). The interactive effects of procedural justice and exchange ideology on manager-rated organizational commitment. *Journal of Organizational Behavior, 22*, 505-515.

Witt, L. A. (1993). Reactions to work assignment as predictors of organizational commitment: The moderating effect of occupational identification. *Journal of Business Research, 26*, 17-30.

Witt, L. A. (1991). Negative affect as a moderator of role stressor-job attitude relationships. *Military Psychology, 3*, 151-162.

Job Performance

Krischer, M., Witt, L. A., & Vera, D. (2011). When does adaptive performance lead to higher task performance? *Journal of Organizational Behavior*, *33*, 910-924.

Perry, S. J., Hunter, E. M., Witt, L. A., & Harris, K. (2010). P = f (Ability x Conscientiousness): Examining the facets of conscientiousness. *Human Performance*, *23*, 343-360.

Mount, M. K., Witt, L. A., & Barrick, M. R. (2000). Incremental validity of empirically keyed biodata scales over GMA and the five factor personality constructs. *Personnel Psychology*, *53*, 299-323.

Methods

Kacmar, K. M., Farmer, W., Zivnuska, S., & Witt, L. (2006). Applying multidimensional IRT analysis to the measurement of meta-perspective. *Electronic Journal of Business Research Methods*.

Nye, L. G., & Witt, L. A. (1995). Interpreting moderator effects: A substitute for the signed coefficient rule. *Educational and Psychological Measurement*, *55*, 27-31.

Nye, L. G., & Witt, L. A. (1993). Dimensionality and construct validity of the perceptions of organizational politics scale (POPS). *Educational and Psychological Measurement*, *53*, 821-829.

Occupational Health and Well-Being

Carlson, D. S., Witt, L. A., Zivnuska, S., Kacmar, K. M., & Grzywacz, J. G. (2008). Supervisor appraisal as the link between family-work balance and contextual performance. *Journal of Business and Psychology*, *23*, 37-49.

Witt, L. A., & Carlson, D. (2006). The work-family interface and job performance: Moderating effects of conscientiousness and perceived organizational support. *Journal of Occupational Health Psychology*, *11*, 343-357.

Schroeder, D. J., Rosa, R. R., & Witt, L. A. (1998). Some effects of 8- vs. 10-hour work schedules on the test performance/alertness of air traffic control specialists. *Journal of Industrial Ergonomics*, *21*, 307-321.

<h3>Spotlight: Conference Papers on Diversity</h3>
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Johnson, L. U., Maneethai, D., Lopez, T., & Witt, L. A. (2021, April). *Antecedents of workplace code-switching*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans.

Maneethai, D., Johnson, L. U., Witt, L. A., & Olson, M. (2020, June). *Racioethnic differences in the effect of diversity climate on emotional exhaustion*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Austin, TX.

Fedorowicz, N., Maneethai, D., & Witt, L. A. (2019, May). *Effects of diversity climate and unit cohesion on engagement*. Presented at the European Association of Work and Organizational Psychology, Turin, Italy.

Maneethai, D., Johnson, L. U., Fedorowicz, N., Rigby, J., & Witt, L.A. (2019, May). *Effects of identity suppression on emotional exhaustion: Interactive effects in coping*. Presented at the European Association of Work and Organizational Psychology, Turin, Italy.

Fedorowicz, N., Maneethai, D., Obasare, R., Wen, X., Olson, M., Zamanipour, T., Atwater, L. E., & Witt, L. A. (2019, May). *Effects of diversity climate on emotional exhaustion*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Baltimore.

Maneethai, D., Obasare, R., Hotze M. L., Fedorowicz, N., Crepeau, L., & Witt, L. A. (2019, May). *Effects of a hostile work environment on production deviance*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Baltimore.

Fedorowicz, N., Tringale, A., Bisbey, T., Nordan, A., Palmer, A., Samaniego, C., & Witt, L. A. (2018, April). *Exit, voice, and loyalty among women faculty*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago.

Fedorowicz, N., Witt, L. A. , Obasare, R., & Crepeau, L. (2018, April). *Workplace deviance as a function of discrimination climate and personality*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago.

Obasare, R., Nordan, A., Bisbey, T., Fedorowicz, N., Olson, M., Tringale, A., & Witt, L. A. (2018, April). *Effects of incivility, servant leadership, and gender on emotional exhaustion*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago.

Witt, L. A., Farmer, B. A., & Harris, E. R. (2017, April). *Effects of diversity climate on cohesion and well-being*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando.

Witt, L. A., Joiner, L. C., & Johnson, L. U. (2016, December). *Looking to the future: A competency model for equal opportunity advisors*. Presented at the Defense Equal Opportunity Management Institute Collaborative Series conference, Patrick Air Force Base, FL.

Witt, L. A., Obasare, R., & Penney, L. M. (2016, December). *Effects of toxic leadership on emotional exhaustion and withdrawal behavior*. Presented at the Defense Equal Opportunity Management Institute Collaborative Series conference, Patrick Air Force Base, FL.

Avery, D. A., Franklin, D. A., Blot, J. F., Edwards, M., & Witt, L. A. (2016, April). *Composition and compensation: How racial stigma-by-association affects salaries*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Anaheim.

Childers, O., Johnson, L. U., Stokes, S. M., Nordan, A. B., & Witt, L. A. (2016, April). *Effects of diversity management and ethical leadership on well-being*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Anaheim.

Palmer, A., Witt, L. A., & McDonald, D. (2015, April). *Stepping up or stepping by: Bystander intervention in sexual assault*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Philadelphia.

Virgets, A., Farmer, B., Palmer, A. L., Bisbey, T., Boyes, A., Callison, K., McDonald, D. P., & Witt, L. A. (2015, April). *Leader cross-cultural competence and job attitudes*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Philadelphia.

Witt, L. A., Clark, L., Stokes, S., Roberts, Z., Childers, O., Palmer, A., Bisbey, T., Boyes, A., McDonald, D., Crepeau, L., Roth, L., & Callison, K. (2015, April). *Effects of supervisory inclusion behaviors on diversity citizenship behavior*. Presented at the annual conference of the Society for Industrial and Organizational Psychology, Philadelphia.

Bisbey, T., Witt, L. A., Johnson, L.U., Romay, S., Palmer, A. L., & Boyes, A. (2015, March). *Shared fate and shared strength: The effects of unit cohesion on well-being and counterproductive work behavior*. Presented at the conference of the Southwest Academy of Management, Houston.

Crepeau, L. J., Witt, L. A., van Driel, M., Skiba, T. Penney, L. M., Romay, D., & McDonald, D. (2013, April). *Effects of discrimination on organizational trust and exhaustion*. Presented at the conference of the Society for Industrial and Organizational Psychology, Houston.

David, E. M., Brown, L., Avery, D. R., McKay, P., Tonidandel, S., Crepeau, L. J., van Driel, M., McDonald, D., & Witt, L. A. (2013, April). *Deep-level dissimilarity and emotional exhaustion: exploring potential moderator variables*. Presented at the conference of the Society for Industrial and Organizational Psychology, Houston.

David, E. M., van Driel, M., Witt, L. A., & Crepeau, L. (2013, April). The effects of leader cross-cultural competence on cross-cultural compliance. In J. A. Gallus, M. R. Zbylut, and M. van Driel (Chair), *Come hell or high water: Leading in challenging cross-cultural contexts*. Presented at the conference of the Society for Industrial and Organizational Psychology, Houston.

Witt, L. A., King, W. R., van Driel, M., Crepeau, L., & McDonald, D. (2013, April). *Effects of EO climate on exhaustion: A conditional process model*. Presented at the conference of the Society for Industrial and Organizational Psychology, Houston.

Yong, Y. K., Atwater, L. Latheff, Z., Callison, K. R., Longacre, R., Zheng, D., & Witt, L. A. (2013, April). *Gender and reactions to abusive supervision: A conditional process model*. Presented at the conference of the Society for Industrial and Organizational Psychology, Houston.

Witt, A. (2011, December). *Effects of diversity climate on stress and stress-handling self-efficacy*. Presented at the Defense Equal Opportunity Management Institute 8th Biennial Research Symposium, Patrick AFB, FL.

Spotlight: Chaired Theses and Dissertations on Diversity

Fedorowitz, N. (2021). *Hostile work climate and counterproductive work behaviors: The role of situational awareness self-efficacy and personality*.

Maneethai, D. (2019). *The effects of a hostile work environment on production deviance*.

Palmer, A. L. (2017). *Surviving inequity: Your conscientious voice matters*.

Palmer, A. L. (2015). *Beyond the predator and the prey: Sexual harassment affects the conscientious*.

King, W. R. (2012). *Impact of hostile work environment on emotional exhaustion*.