

# PENG ZHAO

Department of Management and Entrepreneurship  
Kelley School of Business  
Indiana University  
Bloomington, IN 47408  
[zhao.psy@gmail.com](mailto:zhao.psy@gmail.com)  
979-402-9081(Cell)

## EDUCATION

- |              |   |           |
|--------------|---|-----------|
| <b>Ph.D.</b> | Kelley School of Business, Indiana University                       | 2020 June |
|              | Major: <i>Organizational Behavior and Human Resource Management</i> |           |
|              | Minor: <i>Research Methods and Statistics</i>                       |           |
| <b>M.S.</b>  | Peking University, China  | 2010      |
|              | Major: <i>Cognitive Psychology</i>                                  |           |
| <b>B. S.</b> | Zhejiang University, China  | 2004      |
|              | Major: <i>Information Management and Information Systems</i>        |           |

## DISSERTATION

**Doctoral Dissertation Title:** *Personality profiles as predictors of job performance: A person-centered approach.*

Personality profiles are latent categorical labels that describe the patterns of individuals' standing on multiple personality traits. This holistic approach to personality is often termed a "person-centered approach" and can parsimoniously capture both main effects and complex interactions between personality traits. My dissertation combining the *person-centered approach* with the *meta-analysis* supports that the personality profiles (based on the Five Factor Model of personality) predict job performance and its facets (i.e., task performance, organizational citizenship behaviors, and counterproductive work behaviors) above and beyond the variable-centered approach to the Five Factor Model of personality. My meta-analysis indicates the holistic view on personality has the potential to increase the predictive power of personality for employment selection.

**Committee:** Christopher M. Berry (Chair), Ernest H. O'Boyle, Erik Gonzalez-Mulé, and Lopo L. Rego

## RESEARCH INTERESTS

Human Resources Management (e.g., pre-employment testing, personnel selection),  
Organizational Behavior (e.g., teams, job attitudes, counterproductive work behaviors)

## HONORS & AWARDS

### **Dalton Publication Award**

Kelley School of Business, Indiana University 2019, 2020

### **Doctoral Student Research Productivity Award**

Kelley School of Business, Indiana University 2017

### **Doctoral Research Travel Award**

Kelley School of Business, Indiana University 2017

### **AOM Travel funding**

Institute for Global Organizational Effectiveness 2015-2016

### **Finalist for John C. Flanagan Award**

Society for Industrial and Organizational Psychology 2013

### **Featured Top Posters**

Society for Industrial and Organizational Psychology Conference 2013

### **Second Place for 2nd Year Student Poster Contest**

Department of Psychology, Texas A&M University 2012

### **Second Prize Scholarship for Academic Excellence**

Peking University 2007-2010

## REFEREED PUBLICATIONS

**Zhao, P.**, Xu, X., Peng, Y., & Matthews, R. A. (in press). Justice, support, commitment, and time are intertwined: A social exchange perspective. *Journal of Vocational Behavior*.

Berry, C. M., **Zhao, P.**, Batarse, C. J., & Reddock, C. M. (2020). Revisiting predictive bias of cognitive ability tests against Hispanic American job applicants. *Personnel Psychology*, 73, 517-542.

Gonzalez-Mulé, E., Cockburn, B. S., McCormick, B. W., & **Zhao, P.** (2020). Team tenure and team performance: A meta-analysis and process model. *Personnel Psychology* 73, 151-198.

**Zhao, P.**, Xu, X., Peng, Y., & Miner, K. (2020). The target of incivility cannot be an island: The moderation effect of group-level incivility. *Journal of Personnel Psychology*, 19, 174-183

Xu, X., Peng, Y., **Zhao, P.**, Hayes, R & Jimenez, W. P. (2019). Fighting for time: Spillover and crossover effects of long work hours among dual-earner couples. *Stress and Health, 35*, 491-502.

\*Berry, C. M., & **Zhao, P.** (2015). Addressing criticisms of existing predictive bias research: Cognitive ability test scores still overpredict African Americans' job performance. *Journal of Applied Psychology, 100*, 162-179.

\*Nominated for AOM HR Division's Scholarly Achievement Award.

Berry, C. M., Barratt, C. L., Dovalina, C. L., & **Zhao, P.** (2014). Can racial/ethnic subgroup criterion-to-test standard deviation ratios account for conflicting differential validity and differential prediction evidence for cognitive ability tests? *Journal of Occupational and Organizational Psychology, 87*, 208-220.

Yang, J., **Zhao, P.**, Zhu, Z., Mecklinger, A., Fang, Z., & Li, H. (2013). Memory asymmetry of forward and backward associations in recognition tasks. *Journal of Experimental Psychology: Learning Memory & Cognition, 39*, 253-269.

Xu, X., Zhao, Y., **Zhao, P.**, & Yang, J. (2011). Effects of level of processing on emotional memory: Gist and details. *Cognition & Emotion, 25*, 53-72.

### **MANUSCRIPTS UNDER REVIEW OR REVISION**

Xu, X., **Zhao, P.**, Le, N., & Hayes, R. TITLE REMOVED TO PROTECT BLINDED REVIEW PROCESS (1<sup>st</sup> Revise & Resubmit). *Journal of Applied Psychology*.

### **Selected RESEARCH IN PROGRESS**

**Zhao, P.**, & Berry, C. M. Big Five profiles and job performance: A meta-analysis. (First draft, Revising manuscript). Target at *Journal of Applied Psychology*.

Lee, Y., Berry, C. M., & **Zhao, P.** Nonlinear relationships between consciousness and job performance: A meta-analysis. (Data coding). Target at *Journal of Applied Psychology*.

Xu, X., Payne, S. C., & **Zhao, P.** Change trajectories of job satisfaction facets predict turnover: A latent class growth analysis. (Manuscript preparation). Target at *Journal of Applied Psychology*.

Barratt, C. L., Dovalina, C. L., **Zhao, P.**, Lomeli, L. C., & Berry, C. M. A Meta-analysis on employee absenteeism: Are the current measures of voluntary and involuntary absence good proxies? Target at *Journal of Applied Psychology*.

### **CONFERENCE PRESENTATIONS**

**Zhao, P.**, Xu, X., Hayes, R., & Le, N. (2020, August). *Which comes first, the chicken or the egg?: Organizational commitment and job satisfaction*. Paper presented at the 80th annual conference of the Academy of Management, Vancouver, BC, Canada.

Elliott, B., Xu, X., Peng, Y., **Zhao, P.**, & Zhang, W. (2020, April). *Help or hindrance? A daily diary study on the workaholic – performance relation*. Poster paper accepted by the 35th annual meeting of the Society for Industrial and Organizational Psychology, Austin, TX.

Xu, X., Jiang, L., Peng, Y., **Zhao, P.**, & Zhang, W. (2020, April). *A dynamic approach to abusive supervision and subordinates' emotions and performance*. Poster paper accepted by the 35th annual meeting of the Society for Industrial and Organizational Psychology, Austin, TX.

Xu, X., Peng, Y., **Zhao, P.**, Hayes, R., & Wang, H. (2019, April). *Fighting for time: Health and well-being among dual-earning couples*. Poster paper presented at the 34th annual meeting of the Society for Industrial and Organizational Psychology, Washington DC.

**Zhao, P.**, Xu, X., & Peng, Y. (2018, April). *Personality profiles predict mortality: Bad is stronger than good*. Poster paper presented at the 33rd annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

Xu, X., **Zhao, P.**, Peng, Y., & Matthews, R. A. (2018, April). *Justice, commitment, and time are intertwined: A social exchange perspective*. Poster paper presented at the 33rd

annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

Gonzalez-Mulé, E., Cockburn, B. S., **Zhao, P.**, & McCormick, B. W. (2017, August). *A conceptual framework and meta-analysis of the relationship of team tenure with team performance*. Paper presented at the 77th annual conference of the Academy of Management, Atlanta, GA.

**Zhao, P.**, Batarse, J. C., & Berry, C. M. (2017, April). Cognitive ability test scores underpredict Hispanic Americans' job performance. In Weinhardt, J. M. (Chair), *Employee selection decision processes: Efficient, fair, and accurate*. Symposium presented at the 32th annual meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.

Xu, X., Payne, S. C., & **Zhao, P.** (2016, August). *Change trajectories of job satisfaction facets predicting turnover: A latent class growth analysis*. Paper presented at the 76th annual conference of the Academy of Management, Anaheim, CA.

Xu, X., Payne, S. C., **Zhao, P.**, & Huffman, A. H. (2015, August). *The stability of organizational commitment*. Paper presented at the 75th annual conference of the Academy of Management, Vancouver, BC, Canada.

**Zhao, P.**, Xu, X., & Miner, K. (2014, August). *The social context of workplace mistreatment: A multilevel approach*. Paper presented at the 74th annual conference of the Academy of Management, Philadelphia, PA.

Batarse, J. C., **Zhao, P.**, & Berry, C. M. (2014, May). *Revisiting the Hispanic-White mean difference on job performance: A meta-analysis*. Poster presented at the 29th annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

Xu, X., **Zhao, P.**, & Miner, K. (2013, August). *The target of incivility cannot be an island: Group influence and social comparison*. Paper presented at the 73rd annual conference of the Academy of Management, Orlando, FL.

\***Zhao, P.**, & Berry, C. M. (2013, April). *Is overprediction of Black performance an artifact of observed validity?* Poster presented at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.

\* *Finalist for John C. Flanagan Award, Society for Industrial and Organizational Psychology*

\* *Featured Top Posters, Society for Industrial and Organizational Psychology Conference*

Barratt, C. L., Dovalina, C. L., **Zhao, P.**, Lomeli, L. C., & Berry, C. M. (2013, April).

*Frequency versus time-lost: Not proxies for voluntary and involuntary absence.*

Poster presented at the 28th annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.

Barratt, C. L., Dovalina, C. L., **Zhao, P.**, & Berry, C. M. (2012, April). *Effects of subgroups' variances on cognitive ability test differential validity.* Poster paper presented at the

27th annual conference of the Society for Industrial and Organizational Psychology,

San Diego, CA.

### **TEACHING EXPERIENCES**

Instructor, *Managing Behavior in Organizations* (undergraduate), Kelley School of Business, Indiana University

Summer 2016, Summer 2017, and Summer 2019

### **PRACTITIONER EXPERIENCES**

Startup Team at Electric Industry Web 2006-2007

Specialist at Accenture 2005-2006

Implementation Engineer at Kingdee International Software Group 2004-2005

### **ACADEMIC SERVICES**

#### **Ad Hoc Journal Reviewer**

PLOS ONE

International Journal of Gaming and Computer-Mediated Simulations.

#### **Reviewer for Professional Conferences**

Reviewer for SIOP

Reviewer for AOM

## **REFERENCES**

Christopher M. Berry

John F. Mee Chair of Management

Professor of Organizational Behavior and Human Resource Management

Department of Management and Entrepreneurship

Kelley School of Business

Indiana University

Phone: 812-856-7903

Email: cmberry2@indiana.edu

Erik Gonzalez-Mulé

Associate Professor of Organizational Behavior and Human Resources

Department of Management and Entrepreneurship

Kelley School of Business

Indiana University

Phone: 812-855-2644

Email: erikgonz@indiana.edu

Stephanie C. Payne

Professor of Industrial and Organizational Psychology

Department of Psychology

Texas A&M University

Phone: 979-845-2090

Email: scp@tamu.edu