

## Saehee (Sam) Kang

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### ACADEMIC POSITIONS

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**Florida State University**, College of Business, Tallahassee, FL  
Assistant Professor, Aug 2021 – Present

**Marquette University**, College of Business Administration, Milwaukee, WI  
Assistant Professor, Aug 2019 – Jul 2021

### EDUCATION

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**Rutgers University**, School of Management and Labor Relations, New Brunswick, NJ  
Ph.D. in Industrial Relations and Human Resources, 2019

**Korea University**, Graduate School of Business Administration, Seoul, Korea  
M.S. in Management, 2012

**Korea University**, Department of Business Administration, Seoul, Korea  
Bachelor of Business Administration, 2010

### PEER-REVIEWED PUBLICATIONS

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1. Jeong, S., **Kang, S.**, & Byron, K. (Forthcoming). Bottom-Up Effects of Female Strategic Leadership: Firm Performance Effects through Employees. *Strategic Management Journal*.
2. Choi, J., Oh, I-S., Park, G., Colbert, A., Kim, K., & **Kang, S.** (Forthcoming). (When) Does Perceived Organizational Support Climate Influence Individual Performance in Groups? The Moderating Roles of Climate Strength and Task Interdependence. *Group & Organization Management*.
3. **Kang, S.**, Han, J. H., Oh, I-S., Van Iddekinge, C., & Li, J. (2025). Do Human Resource Systems Indeed Have “System” Effects? The Dual Internal Fit Model of a High-Performance Work System. *Journal of Applied Psychology*, 110(4), 575-597
4. Kolev, K. D., Dykes, B., **Kang, S.**, Hughes-Morgan, M., & Ferrier, W. (2025). Fast or Slow? A Meta-analytic Review of the Performance Implications of Decision, Implementation, and Response Speed. *Journal of Management Scientific Reports*, 3(1), 40-67.
5. Park, R. & **Kang, S.** (2025). Effects of Autonomy Support on Innovation: Resolving the Dilemma of Participation in Innovation with Trust. *International Journal of Manpower*, 46(1), 150-167.
6. Kruse, D., Blasi, J., Weltmann, D., **Kang, S.**, Kim, J. O., & Castellano, W. (2022). Do Employee Share Owners Face Too Much Financial Risk? *Industrial and Labor Relations Review*, 75(3), 716-740.
7. Han, J. H., **Kang, S.**, Oh, I-S., Kehoe, R., & Lepak, D. (2019). The Goldilocks Effect of Strategic Human Resource Management? Optimizing the Benefits of a High-Performance Work System through the Dual Alignment of Vertical and Horizontal Fit. *Academy of Management Journal*, 62(5), 1388-1412.

8. **Kang, S.** & Kim, A. (2019). Employee Stock Ownership and Financial Performance in European Countries: The Moderating Effects of Uncertainty Avoidance and Social Trust. *Human Resource Management*, 58, 641-655.

#### **BOOK CHAPTERS AND CONFERENCE PROCEEDINGS**

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1. Jeong, S. **Kang, S.**, & Byron, K. (2022). Bottom-Up Effects of Female Executives: Firm Performance Effects through Middle and Lower Management. *Academy of Management Best Papers Proceedings*.
2. Son, E., **Kang, S.**, & Lepak, D. (2017). Impact of Contingent Employment Trajectory on Standard Employees' Attitude and Firm Performance. *Academy of Management Best Papers Proceedings*.
3. **Kang, S.** (2016). *The Thought of Work* (Translated from English to Korean, Written by John Budd, 2011, Cornell Press). Seoul: Ewho press.
4. Heckscher, C. & **Kang, S.** (2016). Chapter 10. Survey (pp. 258-262). In Heckscher, C., *Trust in a Complex World*. Oxford: Oxford University Press  
 • The winner of the Academy of Management's 2016 George R. Terry Book Award.

#### **SELECT RESEARCH IN PROGRESS**

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1. Han, J. H., **Kang, S.**, Allen, D., & Pan, Y. (Under 4<sup>th</sup> Review) [Title omitted to preserve the blind review process]. *Journal of International Business Studies*.
2. Murphy, A., Jeong, S., & **Kang, S.**, (Reject & Resubmit) [Title omitted to preserve the blind review process]. *Strategic Management Journal*.
3. **Kang, S.**, Yang, M., Wang, G., Keyes, A., Ni, D., & Chen, W. (Under Review) [Title omitted to preserve the blind review process]. *Journal of Management Studies*.
4. **Kang, S.**, Kim, J., Weltmann, D., & Blasi, J. (Under Review) [Title omitted to preserve the blind review process]. *Industrial and Labor Relations Review*.
5. Kim, A., **Kang, S.**, Han, K., Blasi, J., & Kim, Y. (Under Review) [Title omitted to preserve the blind review process]. Under Review at *Industrial and Labor Relations Review*.
6. **Kang, S.** Kruse, D., & Zhao, Z. (Under Review) [Title omitted to preserve the blind review process]. *Journal of Management*.
7. Son, E. & **Kang, S.** & Lepak, D. Are We Really Your Most Valuable Asset? How Changes in the Use of Nonstandard Workforce Affect Standard Employees' Collective Job Satisfaction and Firm Performance. In preparation to submit to *Journal of Applied Psychology*.
8. **Kang, S.**, Zhao, Z., & Yang, M. Pay-for-Individual Performance, Motivation, and Performance. In preparation to submit to *Journal of Applied Psychology*.
9. Zhao, Z., **Kang, S.**, Lee, Y., & Chen, W. Was It on Purpose? Antecedents and Consequences of Perceived Intentionality in Workplace Incivility. In preparation to submit to *Organizational Behavior and Human Decision Processes*.
10. Lee, Y.E., **Kang, S.**, & Paik, S.W. The Paradox of Citizenship Pressure: Voluntary Yet Expected. Writing Stage.
11. **Kang, S.** & Liu, S. Do Family-Friendly Workplace Practices Boost Firm Profits? Exploring Organizational Culture Contingencies and the Roles of Productivity and Turnover. Writing Stage.
12. **Kang, S.**, Zhao, Z., & Anya, P. When Does Paying More Pay Off? A Cross-National Meta-Analysis of Compensation and Firm Performance. Data Collection Stage.

## SELECT CONFERENCE PRESENTATIONS

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1. Lee, Y., **Kang, S.**, & Paik, M. *The Paradox of Citizenship Pressure: Voluntary Yet Expected*, Paper presented at the Southern Management Association Annual Meeting, Greenville, SC, 2025.
2. Zhao, Z., **Kang, S.**, Lee, Y., & Chen, W. *Was It on Purpose? Antecedents and Consequences of Perceived Intentionality in Workplace Incivility*. Paper presented at the Academy of Management Annual Meeting, Copenhagen, Denmark, 2025
3. Zhao, Z., **Kang, S.**, Lee, Y., & Chen, W. *An Eye for an Eye or a Good for an Evil? The Dual Attribution Process of Workplace Incivility*. Poster presented at the Society for Industrial and Organizational Psychology Annual Meeting, Denver, CO, 2025
4. **Kang, S.**, Zhao, Z., & Yang, M. *Pay for Individual Performance, Motivation, and Performance*. Poster presented at the Society for Industrial and Organizational Psychology Annual Meeting, Denver, CO, 2025
5. Zhao, Z., **Kang, S.**, Lee, Y., & Chen, W. *An Eye for an Eye or a Good for an Evil? The Dual Attribution Process of Workplace Incivility*. Paper presented at the Southern Management Association Annual Meeting, San Antonio, TX, 2024
6. **Kang, S.**, Zhao, Z., & Yang, M. *Pay for Individual Performance, Motivation, and Performance*. Paper presented at the Academy of Management Annual Meeting, Chicago, IL, 2024.
7. Lee, Y., **Kang, S.**, & Paik, M. *The Contrasting Effects of Gender Upon Experiencing Citizenship Pressure*, Paper presented at the Academy of Management Annual Meeting, Chicago, IL, 2024.
8. Jeong, S., Murphy, A., & **Kang, S.** *The East Asian CEO Pay Discount*. Paper presented at the Strategic Management Society Annual Conference, Toronto, Canada, 2023.
9. Jeong, S., Murphy, A., & **Kang, S.** *The East Asian CEO Pay Discount*. Paper presented at the Academy of Management Annual Meeting, Boston, MA, 2023.
10. Han, J., **Kang, S.**, Allen, D., Pan, Y. *High-Performance Work Practices and Firm Performance in the Context of National Human Capital and Labor Markets: A Cross-National Meta-Analysis*. Paper presented at the 4<sup>th</sup> International Conference of the Human Resource Division of the Academy of Management, 2023.
11. Yang, M., **Kang, S.**, Wang, G., Keyes, A., & Chen, W. *Making Sure Everyone is on the Same Page: HPWS, Manager Proactivity, and Service Performance*. Paper presented at the Academy of Management Annual Meeting, Seattle, WA, 2022.
12. Jeong, S. **Kang, S.**, & Byron, K. *Bottom-Up Effects of Female Executives: Firm Performance Effects through Middle and Lower Management*. Paper presented at the Academy of Management Annual Meeting, Seattle, WA, 2022.
13. Han, J., **Kang, S.**, Allen, D., Pan, Y. *High-Performance Work Systems and Firm Performance: A Cross-National Meta-Analysis*. Paper presented at the Academy of Management Annual Meeting, 2021.
14. **Kang, S.**, & Yang, M. *Are We All in the Same Boat? Congruence Effects of HPWS for Leaders and Followers*. Paper presented at the Academy of Management Annual Meeting, 2020.
15. Son, E., & **Kang, S.**, & Lepak, D. *Impact of Growth in Nonstandard Workforce on Standard Employees' Attitudes and Firm Performance*. Paper presented at the Labor and Employment Relations Association Annual Meeting, Portland, OR, 2020.

16. **Kang, S.** *What Do You Mean When You Pay for Performance? Effects of Pay-for-Performance on Employees' Job Satisfaction and Organizational Performance.* Paper presented at the Labor and Employment Relations Association Annual Meeting, Portland, OR, 2020.
17. Jeong, S. **Kang, S.**, & Byron, K. *Bottom-Up Effects of Top Women: Female Executives' Impact on Firm Performance Through Middle Managers and Frontline Employees.* Paper presented at the Strategic Management Society Conference, Las Vegas, NV, 2019.
18. **Kang, S.** *The Conditional Effects of Pay-for-Performance on Job Satisfaction and Organizational Performance.* Paper presented at the Academy of Management Annual Meeting, Chicago, IL, 2018.
19. **Kang, S.** *What Do You Mean When You Pay for Performance? Effects of Pay-for-Performance on Employees' Collective Job Satisfaction and Organizational Performance.* Paper presented at the International Labor and Employment Relations Association World Congress, Seoul, Korea, 2018.
20. **Kang, S.**, Han, J., Ok, C., & Oh, I-S., *Internal Fit Effects Between and Within Ability, Motivation, and Opportunity Domains of HR Practices.* Paper presented at the Academy of Management Annual Meeting, Atlanta, GA, 2017.
21. **Kang, S.** & Kruse, D. *Employee Ownership and Job Attitudes: Investigating the Moderating Effect of Occupational Characteristics.* Paper presented at the Labor and Employment Relations Association Annual Meeting, Anaheim, CA, 2017.
22. Son, E., **Kang, S.**, & Lepak, D. *Impact of Contingent Employment Trajectory on Standard Employees' Attitudes and Firm Performance.* Paper presented at the Academy of Management Annual Meeting, Atlanta, GA, 2017.
23. Han, J., **Kang, S.**, Lepak, D., & Oh, I-S. *Are High-Performance Work Systems Always Effective? Matching Firms' HR Systems to their Innovation Strategy Implementation.* Paper presented at the Strategic Management Society Conference, Milan, Italy, 2017.
24. **Kang S.**, Kruse D., *Employee Ownership and Job Attitudes: Investigating the Moderating Effect of Occupational Characteristics.* Paper presented at the International Association for the Economics of Participation Conference, Copenhagen, Denmark, 2016.
25. Kruse D., Blasi J., Weltmann D., **Kang, S.**, and Kim, J. *Are Employee Owners Properly Diversified?* Paper presented at the International Association for the Economics of Participation Conference, Copenhagen, Denmark, 2016.
26. **Kang, S.** *Does Employee Stock Ownership Work across Cultures?* Paper presented at the Academy of Management Annual Meeting, Vancouver, CA, 2015.
27. Jeong, H., Kim, Y., **Kang, S.**, & Son, E. *The Effect of Perceived CSR on Behavioral Outcomes in Contingent Work Arrangements.* Paper presented at the Academy of Management Annual Meeting, Vancouver, CA, 2015.
28. **Kang, S.** *Is It a Fair Tournament? Effects of Pay Dispersion on Employee Attitudes and Productivity.* Paper presented at the Labor and Employment Relations Association Annual Meeting, Pittsburgh, PA, 2015.
29. Jeong, H., & **Kang, S.**, *Work Attitudes of Returned Victims. The Mediating Role of Trust and The Moderating Role of IR climate and Perceived HIWS.* Paper presented at the Labor and Employment Relations Association Annual Meeting, Portland, OR, 2014.

**TEACHING: Florida State University**

| <b>Date</b> | <b>Class</b>                       | <b>Instructor Evaluation</b> | <b>Dept. Mean</b> |
|-------------|------------------------------------|------------------------------|-------------------|
| 2025 Spring | MAN 4350: Training and Development | <b>4.9</b> / 5.0             | 4.4 / 5.0         |
| 2024 Fall   | MAN 5365: Staffing (MBA)           | <b>5.0</b> / 5.0             | 4.3 / 5.0         |
| 2024 Fall   | MAN 4320: Staffing                 | <b>4.8</b> / 5.0             | 4.3 / 5.0         |
| 2024 Fall   | MAN 4330: Compensation             | <b>5.0</b> / 5.0             | 4.3 / 5.0         |
| 2023 Fall   | MAN 5365: Staffing (MBA)           | <b>5.0</b> / 5.0             | 4.3 / 5.0         |
| 2023 Fall   | MAN 4320: Staffing                 | <b>4.8</b> / 5.0             | 4.3 / 5.0         |
| 2023 Fall   | MAN 4330: Compensation             | <b>4.8</b> / 5.0             | 4.3 / 5.0         |
| 2022 Fall   | MAN 5365: Staffing (MBA)           | <b>4.9</b> / 5.0             | 4.2 / 5.0         |
| 2022 Fall   | MAN 4320: Staffing                 | <b>4.9</b> / 5.0             | 4.2 / 5.0         |
| 2022 Fall   | MAN 4330: Compensation             | <b>4.6</b> / 5.0             | 4.2 / 5.0         |
| 2021 Fall   | MAN 5365: Staffing (MBA)           | <b>4.9</b> / 5.0             | 4.2 / 5.0         |
| 2021 Fall   | MAN 4320: Staffing                 | <b>4.7</b> / 5.0             | 4.2 / 5.0         |
| 2021 Fall   | MAN 4330: Compensation             | <b>4.8</b> / 5.0             | 4.2 / 5.0         |

**TEACHING: Marquette University**

| <b>Date</b> | <b>Class</b>                             | <b>Instructor Evaluation</b> | <b>College Mean</b> |
|-------------|------------------------------------------|------------------------------|---------------------|
| 2020 Fall   | HURE 3001: Management of Human Resources | <b>5.8</b> / 6.0             | 5.3 / 6.0           |
| 2020 Fall   | HURE 3001: Management of Human Resources | <b>5.8</b> / 6.0             | 5.3 / 6.0           |
| 2020 Spring | HURE 3001: Management of Human Resources | N/A                          | N/A                 |
| 2020 Spring | HURE 3001: Management of Human Resources | N/A                          | N/A                 |
| 2019 Fall   | HURE 3001: Management of Human Resources | <b>5.8</b> / 6.0             | 5.2 / 6.0           |
| 2019 Fall   | HURE 3001: Management of Human Resources | <b>5.6</b> / 6.0             | 5.2 / 6.0           |

- Course evaluations were not conducted in Spring 2020 due to COVID-19.

**TEACHING: Rutgers University**

| <b>Date</b> | <b>Class</b>                                 | <b>Instructor Evaluation</b> | <b>Dept. Mean</b> |
|-------------|----------------------------------------------|------------------------------|-------------------|
| 2019 Spring | 37:533:301: Intro to HR Management           | <b>4.8</b> / 5.0             | 4.5 / 5.0         |
| 2019 Spring | 37:575:230: People, Work, and Organizations  | <b>4.8</b> / 5.0             | 4.5 / 5.0         |
| 2018 Fall   | 37:575:230: People, Work, and Organizations  | <b>5.0</b> / 5.0             | 4.5 / 5.0         |
| 2018 Spring | 37:575:345: Organizational Behavior and Work | <b>4.5</b> / 5.0             | 4.4 / 5.0         |
| 2017 Spring | 37:575:345: Organizational Behavior and Work | <b>4.8</b> / 5.0             | 4.4 / 5.0         |

## GRANTS AND AWARDS

| Title                                                              | Awarding institution                                     | Date      | Monetary amount |
|--------------------------------------------------------------------|----------------------------------------------------------|-----------|-----------------|
| Best Paper Award                                                   | Kinsey-Kelley Center                                     | 2025      | \$750           |
| The STR Best Paper Award                                           | Academy of Management                                    | 2022      | NA              |
| First-Year Assistant Professor Award                               | Florida State University                                 | 2022      | \$20,000        |
| Ralph Alexander Best Dissertation Award                            | Academy of Management                                    | 2021      | \$1,000         |
| The Emerging Scholar Award in Employee Participation and Ownership | Academy of Management                                    | 2020      | \$1,500         |
| Mini-Grant                                                         | Marquette University                                     | 2019      | \$1,200         |
| The Louis O. Kelso Fellowship                                      | Employee Ownership Foundation                            | 2019-2020 | \$12,500        |
| The SHRM Dissertation Award                                        | Academy of Management                                    | 2018      | \$5,000         |
| The Corey Rosen Fellowship                                         | Rosen Ownership Opportunities Fund                       | 2017-2018 | \$5,000         |
| ILERA Scholarship                                                  | International Labor and Employment Relations Association | 2018      | \$1,000         |
| TA/GA Professional Development Fund Award                          | Rutgers School of Graduate Studies                       | 2017-2018 | \$925           |
| Conference Travel Grant                                            | Rutgers School of Management and Labor Relations         | 2013-2018 | \$1,200         |
| Conference Travel Award                                            | Rutgers School of Graduate Studies                       | 2018      | \$250           |

## UNIVERSITY AND PROFESSIONAL SERVICE

### Academy of Management

- **Committee member**, *The OB Division Best Dissertation-Based Paper Award*, 2025.
- **Committee member**, *The HR Division Best Convention Paper Award*, 2025.
- **Committee member**, *The Ralph Alexander Best Dissertation Award*, 2024.
- **Committee member**, *The OB Division Best Dissertation-Based Paper Award*, 2024.
- **Committee member**, *Employee Participation and Ownership Scholarly Research Award*, 2024.
- **Committee member**, *The OB Division Best Dissertation-Based Paper Award*, 2023.
- **Committee member**, *Employee Participation and Ownership Scholarly Research Award*, 2023.
- **Panel**, *HR Division New Faculty Consortium*, Academy of Management Annual Meeting, Boston, 2023.
- **Panel**, *HR Division Late-Stage Doctoral Student Consortium*, Academy of Management Annual Meeting, Boston, 2023.
- **Committee chair**, *The Ralph Alexander Best Dissertation Award*, 2022.
- **Committee member**, *The SHRM Foundation Dissertation Grants Award*, 2022.
- **Panel**, *Creating Inclusive High-Performing Companies by Sharing Ownership & Profits: Teaching Strategies*, 2022, Academy of Management Annual Meeting, Seattle, WA, 2022.
- **Committee chair**, *The Early Career Award in Employee Participation and Ownership*, 2021.
- **Panel**, *Teaching Employee Share Ownership and Equity Compensation in the Contemporary Business School*, 2021, Academy of Management Annual Meeting, 2021.

### **Labor and Employment Relations Association**

- **Panel**, *Ph.D. Student Consortium*, Labor and Employment Relations Annual Meeting, 2020.
- **Organizer/Chair**, *Shared Capitalism: The Ancient Future of Work*, International Labor and Employment Relations Association World Congress, Seoul, Korea, 2018.

### **Society for Human Resource Management**

- **Faculty advisor**, Student Chapter of SHRM, Florida State University, 2022-Present.
- **Faculty advisor**, Student Chapter of SHRM, Marquette University, 2020-2021.

### **Institute for the Study of Employee Ownership and Profit Sharing**

- **Chair**, *Paper session*, Kelso Workshop, New Brunswick, NJ, 2024.
- **Chair**, *ESG, Corporate Social Responsibility, and Employee Share Ownership*, Kelso Workshop, New Brunswick, NJ, 2023.
- **Discussant**, *Investigating Workplace Behavior at Firms with Employee Financial Participation*, Kelso Workshop, New Brunswick, NJ, 2020.
- **Chair**, *Research Papers on Employee Ownership and Profit Sharing*, Beyster Symposium, La Jolla, CA, 2016.
- **Discussant**, *Broadening Capital Acquisition with the Earnings of Capital as a Means of Sustainable Growth and Environmental Sustainability*, Kelso Workshop, New Brunswick, NJ, 2016.

### **Association of Korean Management Scholars**

- **Scholarship Committee Co-Chair**, 2025-2027
- **Panel**, *Doctoral Student Consortium*, 2021.
- **Committee member**, *Best Doctoral Conference Paper Award*, 2020.

### **International Association for the Economics of Participation**

- **Discussant**, *Are Social Banks Really Different? Evidence from Europe*, The International Association for the Economics of Participation Conference, Copenhagen, 2016.

### **Professional Memberships**

- Academy of Management
- Labor and Employment Relations Association
- Society for Human Resource Management

### **Ad-Hoc Reviewer**

- Academy of Management Annual Meeting
- Applied Psychology: An International Review
- Business Ethics: A European Review
- Human Resource Management
- Human Resource Management Journal
- Human Resource Management Review
- Journal of Applied Psychology
- Journal of Business Research
- Journal of Participation and Employee Ownership
- Personnel Psychology