

JIE (JASMINE) FENG

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School of Management and Labor Relations
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ACADEMIC APPOINTMENTS

- 2022 – present Associate Professor, Department of Human Resource Management,
School of Management and Labor Relations, Rutgers University
- 2015 – 2022 Assistant Professor, Department of Human Resource Management,
School of Management and Labor Relations, Rutgers University
Tenure clock extended by one year due to maternity leave.

EDUCATION

- Ph.D. University of Wisconsin–Madison, School of Business
Primary Concentration: Management and Human Resources
Secondary Concentration: Organizational Behavior
Minor: Research Methods
- B.S. Xi'an Jiaotong University, School of Electrical Engineering
Major: Electrical Engineering

PUBLICATIONS

† Denotes co-authors who were Ph.D. students at time of project initiation

†Chen, S., Feng, J., & Triana, M. (accepted) When Does Appointing a Female Director Influence CEO Pay Raises? Investigating the Conditions that Unleash Her Minority Influence in the Boardroom. *Academy of Management Journal*.
The first two authors contributed equally.

Feng, J., Li, J., †Chen, S., & Rubenstein, A. (2024) From a spark to a sweeping fire: An integrative conceptual review of group turnover and a theoretical exploration of its development. *Journal of Applied Psychology*, 109(1), 13–38.
<https://doi.org/10.1037/apl0001118>

Liu, S., †Watts, D., Feng, J., †Wu, Y., & †Yin, J. (2024) Unpacking the effects of socialization programs on newcomer retention: A meta-analytic review of field experiments. *Psychological Bulletin*, 150(1), 1-26.
<https://doi.org/10.1037/bul0000422>

- Winner, *Schmidt-Hunter Meta-Analysis Award*, Society for Industrial and Organizational Psychology (SIOP), 2026

- Feng, J., Wang, D., Huang, L., & Zhang, R. (2024) Hidden treasures or red flags? A recruiter view of (not) hiring former entrepreneurs into paid jobs. *Personnel Psychology*, 77(1), 109-129. <https://doi.org/10.1111/peps.12607>
- Wei, W., †Chen, H., Feng, J., & Li, J. (2023). Helpful or hurtful? A study on the behavior choice of bystanders in the context of abusive supervision. *International Journal of Conflict Management*, 34(3), 623-643. <https://doi.org/10.1108/IJCMA-10-2022-0167>
- †Yao, J., Feng, J., & Liu, X. (2022). The curvilinear relationship between team member boundary-spanning differentiation and creativity. *Journal of Organizational Behavior*, 43(6), 1063-1077. <https://doi.org/10.1002/job.2618>
 - 2020 Academy of Management Best Paper Proceedings
- Feng, J., Allen, D., & Seibert, S. (2022) Once an entrepreneur, always an entrepreneur? Entrepreneurial identity, job characteristics, and voluntary turnover of former entrepreneurs in paid employment. *Personnel Psychology*, 75(1), 179-213. <https://doi.org/10.1111/peps.12455>
- Peltokorpi, V., Feng, J., †Pustovit, S., Allen, D., & Rubenstein, A. L. (2022) The interactive effects of socialization tactics and work locus of control on newcomer work adjustment, job embeddedness, and voluntary turnover. *Human Relations*, 75(1), 177-202. <https://doi.org/10.1177/0018726720986843>
- Gerhart, B., & Feng, J. (2021) The resource-based view of the firm, human resources, and human capital: Progress and prospects. *Journal of Management*, 47(7), 1796-1820. <https://doi.org/10.1177/014920632097>
- He, W., Li, S., Feng, J., Zhang, G., & Sturman, M. C. (2021) When does pay for performance motivate employee helping behavior? The contextual influence of performance subjectivity. *Academy of Management Journal*, 64(1), 293-326. <https://doi.org/10.5465/amj.2018.1408>
- Li, W., Li, S., Feng, J., Wang, M., †Zhang, H., Frese, M., & Wu, C-H. (2021) Can becoming a leader change your personality? An investigation with two longitudinal studies from a role-based perspective. *Journal of Applied Psychology*, 106(6), 882-901. <https://doi.org/10.1037/apl0000808>
 - Winner, Joyce and Robert Hogan Award for Personality and Work Performance, SIOP, 2023
 - 2021 Academy of Management Best Paper Proceedings
- †Chen, C., Feng, J., Liu, X., & †Yao, J. (2021) Leader humility, team job crafting, and team creativity: The moderating role of leader–leader exchange. *Human Resource Management Journal*, 31(1), 326-340. <https://doi.org/10.1111/1748-8583.12306>
 - 2020 Academy of Management Best Paper Proceedings

- Feng, J., Zhang, Y., Liu, X., †Zhang, L., & †Han, X., (2018) Just the right amount of ethics inspires creativity: A cross-level investigation of ethical leadership, intrinsic motivation, and employee creativity. *Journal of Business Ethics*, 153(3), 645-658. <https://doi.org/10.1007/s10551-016-3297-1>
- †Davis, P., Trevor, C., & Feng, J. (2015). Creating a more quit-friendly national workforce? Individual layoff history and voluntary turnover. *Journal of Applied Psychology*, 100(5), 1434-1455. <https://doi.org/10.1037/apl0000012>
- 2013 Best Paper Proceedings Academy of Management
- †Raffiee, J., & Feng, J. (2014). Should I quit my day job? A hybrid path to entrepreneurship. *Academy of Management Journal*, 57(4), 936-963. <https://doi.org/10.5465/amj.2012.0522>
- †Wang, H., Feng, J., Liu, X., & Zhang, R. (2011). What is the benefit of TMT's governmental experience to private-owned enterprises? Evidence from China. *Asia Pacific Journal of Management*, 28(3), 555-572. <https://doi.org/10.1007/s10490-009-9167-y>

MANUSCRIPTS UNDER REVIEW

† Denotes co-authors who were Ph.D. students at time of project initiation.
Manuscript titles have been simplified to support the blind review process.

- Feng, J., †Chen, Y., Fulmer, I., & Liu, X. Pay dispersion in stable workgroups. *Revise & Resubmit at Journal of Applied Psychology*.
- 2017 Academy of Management Best Paper Proceedings
- Xie, M., Rong, F., Chen, Y., Feng, J., & Shi, Q. (First four authors contributed equally) Former entrepreneurs in paid employment. 2nd *Revise & Resubmit at Journal of Management*.
- †Piyanontalee, R., Feng, J., Jayasinghe, M., & Gerhart, B. Mediation effect sizes. *Revise & Resubmit at Human Resource Management Review*.

SELECTED MEDIA COVERAGE

- Harvard Business Review, *The Daily Stat*, "Why Going All-In on Your Start-Up Might Not Be the Best Idea," August 2014
- Business News Daily, "Slow and Steady Wins the Startup Race," September 2014
- NBC News, Yahoo, and Entrepreneur.com, "It's Better to Start a Business While You're Still Employed Elsewhere," September 2014
- Inc. and Inc.com, "Actually, Don't Quit Your Day Job Before Starting Your Business," October 2014; "A 15-Year Study of 5,000 Entrepreneurs Finally Answers the Question: Is It Better to Quit Your Day Job or Keep It?" July 2018

WIRED, “Entrepreneurs, Don’t Give Up Your Day Jobs (Yet),” March 2016

Psychology Today, “Should You Quit Your Job When You Start a New Business?”
September 2016

Workspan, WorldatWork, October 2017 issue

CO—, U.S. Chamber of Commerce, “How to Handle COVID-19 Layoffs and
Furloughs,” March 2020

SHRM, “Weathering Coronavirus: Furloughs, Layoffs, or Pay Cuts?” March 2020

Heavy, “What Does It Mean to Be Furloughed?” April 2020

New York Magazine, *The Cut*, “Furlough vs. Layoff: What’s the Difference?” April 2020

HuffPost, “What’s the Difference Between Being Laid Off and Being Furloughed?” April
2020; “TikTokers Are Secretly Filming Their Layoffs. There’s a Major Risk with That,”
January 2024

Fortune, “A Study Found Corporate Recruiters Have a Bias Against Ex-Entrepreneurs.
They Get Stereotyped for Not Wanting to ‘Be a Small Piece of the Puzzle,’” May 2024

Human Resources Director America, “Robinhood’s Layoff Memo Sends a Message: It’s
Not the Business, It’s You,” June 2026

SELECTED CONFERENCE PRESENTATIONS

“Mediation Effect Sizes.” Academy of Management Annual Meeting, Chicago, 2024

“When Do Female Directors Influence CEO Pay? The Moderating Effects of Male
Director Membership Instability, Power, and Governance Strength.” Academy of
Management Annual Meeting, Boston, 2023

“Entrepreneurship and Changes in Personality Traits.” Academy of Management Annual
Meeting, virtual, 2021

“How Perceived Overqualification and Leader Humility Interact to Influence Turnover
Intentions.” Academy of Management Annual Meeting, virtual, 2020

“The Curvilinear Relationship Between Team Member Boundary-Spanning
Differentiation and Creativity.” Academy of Management Annual Meeting, virtual, 2020

“Can Becoming a Leader Change Your Personality? An Investigation Using Two
Longitudinal Studies from a Role-Based Perspective.” Academy of Management Annual
Meeting, virtual, 2020

“The Interactive Effects of Socialization Tactics and Work Locus of Control on Newcomer Work Adjustment, Job Embeddedness, and Voluntary Turnover.” Academy of Management Annual Meeting, Chicago, 2018

“Team Dynamics in Pay Dispersion and Team Performance: A Longitudinal Field Study.” Academy of Management Annual Meeting, Chicago, 2018

“Former Entrepreneurs’ Subsequent Turnover.” Academy of Management Annual Meeting, Atlanta, 2017

“The Challenges of Managerial Retention During Multiple Acquisitions.” Strategic Management Society Special Conference on Strategic Human Capital, Management Practices, and Performance, Milan, Italy, 2017

“Entrepreneurial Orientation, HRM Practices, and Firm Performance.” Global Transformation of Work Conference, Rutgers University, Piscataway, NJ, 2016

“The Right Amount of Ethics Inspires: A Cross-Level Investigation of Ethical Leadership and Employee Creativity.” Academy of Management Annual Meeting, Philadelphia, 2014

“High-Performance Work Systems, Performance, and Ownership Type in China.” First HR Division International Conference, Beijing, China, 2014

“Free to Quit or Obligated to Stay? The Effects of Prior Layoffs on Voluntary Turnover.” Academy of Management Annual Meeting, Orlando, 2013

SELECTED INVITED PRESENTATIONS

Entrepreneurial careers. CHRO Roundtable Meeting, *Rutgers University*, 2025

Career mobility of entrepreneurs. *Fox School of Business, Temple University*, 2023

Mobility of the once and future entrepreneurship. *Shanghai Jiaotong University*, Virtual Presentation, China, 2021

Former entrepreneurs in paid employment. *PhD Pro-Seminar, Rutgers SMLR*, 2021, 2023

Female directors and CEO compensation, *Brown Bag & Idea Forum, Rutgers SMLR*, 2015 – 2024

Post-entrepreneurship employment. *Xi’an Jiaotong University*, Xi’an, China, 2017 & *Lan Zhou University*, Lan Zhou, China, 2018

The aftermath of entrepreneurship. *Southwestern University of Finance and Economics*, Chengdu, China, 2016

Dynamics of collective employee satisfaction and employee turnover in changing organizations. *University of Illinois at Urbana–Champaign, Champaign, 2014*

TEACHING EXPERIENCE

Teaching Areas:

Strategic Human Resource Management; Strategic Staffing; Compensation; Entrepreneurship and HRM

Teaching Experience:

Human Resource Management Ph.D. Seminar, Ph.D. Program, Rutgers University, 2026

Human Resource Management I, Graduate Program, Rutgers University, 2015–Present
Formats: Face-to-face and online

Compensation, Graduate Program, Rutgers University, 2022–Present
Format: Online

Strategic Staffing, International MBA Program, Rutgers University and East China University of Science and Technology, 2017–2022

Strategic Human Resource Management, Undergraduate Program, Renmin University Summer Camp at Rutgers University, 2019 and 2023

Strategic Human Resource Management, Undergraduate Program, Wisconsin School of Business, University of Wisconsin–Madison, 2013–2014

Curriculum Development:

Developed the online version of Human Resource Management I for undergraduate and graduate programs, Rutgers University, 2016

Developed Entrepreneurship and Human Resource Management for the master’s program, Rutgers University, 2026

AWARDS

Schmidt–Hunter Meta-Analysis Award, 2026

Joyce and Robert Hogan Award for Personality and Work Performance, 2023

“Thank an Instructor” Recognition, Rutgers University, 2024
Recognizes instructors who have made a positive impact on Rutgers students’ lives.

Distinguished Teaching Award, Wisconsin School of Business, University of Wisconsin–Madison, 2014

THESIS AND DISSERTATION COMMITTEES AT RUTGERS UNIVERSITY

Chair, Doctoral Dissertation and Master’s Thesis Committees for Qizhong Yang, 2023–Present

Chair, Doctoral Dissertation and Master’s Thesis Committees for Yixiao Shen, 2023–Present

Chair, Doctoral Dissertation and Master’s Thesis Committees for Su Chen, 2018–2023

Doctoral Dissertation Committee Member: Xueqing Fan, 2023; Bulin Zhang, 2023; and Yan Chen, 2018

Master’s Thesis Committee Member: Hailong Jia, 2017

SERVICE AT RUTGERS UNIVERSITY

HRM Faculty Awards Committee, 2026–Present

SMLR Ph.D. Program Committee, 2026–Present

Faculty Reappointment and Promotion Committee for Christopher Hayes, 2026

Faculty Reappointment and Promotion Committee for Christopher To, 2025

Reader for Promotion Cases: Peter Rokkos, 2022; Ryan Greenbaum, 2022; Lindsay Dhanani, 2023; and Christopher To, 2025

SMLR Diversity, Equity, and Inclusion Committee, 2021–2025

Faculty Advocate, representing the HRM Department at SMLR, 2022–2025

Rutgers University Faculty Senator, SMLR Representative, 2024–2025

HRM Department Merit Pay Committee, 2023–2024

HRM Department Faculty Search Committee, 2019 and 2024

Host and Moderator, “Post-Pandemic Work and Management: The Great Resignation, Quiet Quitting, and Great Resilience,” 2022

Ph.D. Qualifying Examination Committee, Member and Grader, 2019–Present

Organizer, SMLR Junior Faculty Luncheon, 2018

PROFESSIONAL SERVICE

Journal Associate Editor:

Management and Organization Review, 2026 – present
Applied Psychology: An International Review, 2023 – 2026

Journal Editorial Board Member:

Journal of Applied Psychology, 2026 – present
Human Resource Management, 2022 – present
Management and Organization Review, 2022 – present
Personnel Psychology, 2025 – present
Journal of Management, 2017 – 2025

Selected *Ad-hoc* Journal Reviewer:

Academy of Management Journal; Organization Science; Strategic Management Journal; Human Resource Management; Human Resource Management Journal; Human Resource Management Review; Journal of Business Ethics; Journal of Business Venturing; Cornell Hospitality Quarterly; Journal of Organizational Behavior; Strategic Entrepreneurship Journal

Selected Conference Paper and Fund Application Reviewer:

National Science Foundation, 2023
Human Resources, Organizational Behavior, and Entrepreneurship Divisions,
The Annual Meeting of Academy of Management, 2011–2020

Other Professional Services:

Chair, Best Convention Paper for HR–Entrepreneurship Research Award
Committee at Academy of Management, 2023

HR Division Best Convention Paper Award Committee at Academy of
Management, 2025

Best Micro Convention Paper Award Committee at International Association for
Chinese Management Research, 2025

Research Committee Member and U.S. representative, International Association
for Chinese Management OB Research Committee, 2023 – 2026

Session Chair, Panelist, and/or Professional Development Workshop Facilitator,
The Annual Meeting of Academy of Management, 2015, 2017, 2018,
2023, 2026

PROFESSIONAL AFFILIATIONS

Academy of Management
Society for Industrial and Organizational Psychology
International Association for Chinese Management Research