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## EDUCATION

Ph.D.	University of Texas at Arlington Major: Organizational Behavior Minor: Sociology	2001
M.B.A.	Stephen F. Austin State University, Nacogdoches TX	1986
B.S.	Hotel/Restaurant Management, University of Houston	1984

## WORK EXPERIENCE

### Academic

Sep 2014 – present	Sam Houston State University Professor of Management
Sep 2013 – present	Sam Houston State University Associate Dean, College of Business Administration
Sep 2008 – Aug 2014	Sam Houston State University Associate Professor of Management
July 2002 – Aug 2008	Sam Houston State University Assistant Professor of Management
June 2001 – June 2002	University of Texas at Arlington Visiting Assistant Professor
Sep 1996 – May 2001	University of Texas at Arlington Research and Teaching Assistant
1986-1988	Stephen F. Austin State University, Instructor Courses: Business Communication, Business Environment, Introduction to Business
<b>Industry</b>	
1999-2000	Northrop Grumman, Student Intern, HR Consultant
1997-1998	Texas Instruments, Student Intern, Student Co-op Program
1994-1996	Consumer Credit Counseling Service, Financial Counselor (Part-time 1994-95; Full-time 1995-96)

1990-1995 Texas Department of Mental Health/Mental Retardation  
Food Service Manager II

1989-1990 Wyatt's Cafeterias, Senior Assistant Manager

## **RESEARCH PUBLICATIONS AND PAPER PRESENTATIONS**

### Publications:

Lilly, J. D. (forthcoming 2014). The impact of justice type on organizational citizenship behavior: Do outcome favorability and leader behavior matter? *Current Psychology*

Lilly, J. D. & Virick, M. 2013. Coping mechanisms as antecedents of organizational citizenship behaviors: A multi-focal perspective of the social exchange relationship. *Current Psychology*, 32: 150-167.

Duffy, J. & Lilly, J. D. 2013. Do individual needs moderate the relationship between OCB, organizational trust, and POS? *Journal of Behavioral and Applied Management*, 14(3): 185-197.

Lilly, J. D. & Durr, D. W. 2013. Technology changes at work and employee reactions: The role of leader behavior. *Human Systems Management*, 31: 193-201.

Lilly, J.D., Virick, M. & Hadani, M. 2010. The dynamic nature of justice: Influential effects of time and work outcomes on long-term perceptions of justice. *Social Justice Research*, 23: 37-59.

Mckee-Ryan, F. M., Virick, M., Prussia, G. E., Harvey, J. & Lilly, J. D. 2009. Life after the layoff: Getting a job worth keeping. *Journal of Organizational Behavior*, 30: 561-580.

Lilly, J. D., Kavanaugh, J., Zelbst, P. & Duffy, J. 2008. The impact of human resource practices on low-income workers in the context of a natural disaster. *Journal of Behavioral and Applied Management*, 10(1): 110-126.

Virick, M., Lilly, J. D., Casper, W. J. 2007. Doing more with less: An analysis of work life balance among layoff survivors. *Career Development International*, 12(5): 463-480.

Lilly, J. D., Duffy, J. & Virick, M. 2006. A gender-sensitive study of McClelland's needs, stress, and turnover intent with work-family conflict. *Women in Management Review*, 21(8): 662-680.

Kavanaugh, J., Duffy, J. & Lilly, J. 2006. The relationship between job satisfaction and demographic variables for healthcare professionals. *Management Research News*, 29(6): 302-323.

Lilly, J. D. & Virick, M. 2006. The effect of personality on perceptions of justice. *Journal of Managerial Psychology*, 21(5): 438-458.

Lilly, J. D., Gray, D & Virick, M. 2005. Outsourcing the Human Resource Function: Environmental and Organizational Characteristics that Affect HR Performance. *Journal of Business Strategies*, 22(1): pp. 55-73.

Lilly, J. D., Reed, D. & Wheeler, K. G. 2003. Perceptions of psychological contract violations in school districts that serve children with autism spectrum disorder: An Exploratory Qualitative study. *Journal of Applied School Psychology*, 20(1): 27-45.

Lilly, J. D. 2003. Identifying government inefficiency: A Performance-based audit approach to downsizing efforts in Texas. *Journal of Business and Public Affairs*, 30(1): 22-28.

Ueng, C. J., Wells, D. W. & Lilly, J. D. 2000. CEO influence and executive compensation: Large firms vs. small firms. *Managerial Finance*, 26 (8): 3-12.

Published book review. Lilly, Juliana and Baruch, Yehuda. 2002. *Journal of Management Studies*, 39, 8: 1177-1179. Book review of Greenberg, J. and Cropanzano, R. (Eds.) *Advances in Organizational Justice*. Stanford, CA: Stanford University Press, 1999.

#### Paper Presentations:

Lilly, J. D., Wipawayangkool, K. & Virick, M. 2013. Longitudinal effects of interpersonal and informational justice on organizational citizenship behavior: The impact of coping style. Paper to be presented at the Southwest Academy of Management, March, 2013, in Albuquerque, NM. Paper won McGraw-Hill/Irwin Distinguished Paper Award.

Lilly, J. D., Wipawayangkool, K. & Virick, M. 2012. When fair procedures don't work: The self-threat model of justice. Paper presented at the Decision Sciences Institute, November, 2012, in San Francisco, CA.

Lilly, J. D. & Virick, M. 2012. Coping mechanisms as antecedents of justice and OCB: A multi-focal perspective of the social exchange relationship. Paper presented at the Southwest Academy of Management, March, 2012, in New Orleans, LA.

Lilly, J. D. 2011. The Self-threat Model of Justice: Revisiting the Procedural and Distributive Justice Interaction. Paper presented at the Institute of Behavioral and Applied Management, October, 2011, in Orlando, FL.

Zelbst, P. & Lilly, J. D. 2011. Innovation and Development: The Story of the Align-Drive. Case presented at the Southwest Case Research Association, March, 2011, in Houston, TX.

Lilly, J. D. 2011. The Impact of Justice Type on Organizational Citizenship Behavior: Do Outcome Favorability and Leader Behavior Matter? Paper presented at the Southwest Academy of Management, March, 2011, in Houston, TX.

Lilly, J. D. & Duffy, J. 2010. The Impact of Ethical Climate on Organizational Trust and the Role of Business Performance: If Business Performance Increases, Does Ethical Climate Still Matter? Paper presented at the Institute of Behavioral and Applied Management, October, 2010, in San Diego, CA.

Lilly, J. D. & Duffy, J. 2010. The Impact of Personality on the Relationship between OCB, Trust, and POS. Paper presented at the Institute of Behavioral and Applied Management, October, 2010, in San Diego, CA.

Lilly, J. & Kavanaugh, J. 2009. The High Cost of Mistrust: The role of psychological contracts, justice and individual behavior. Paper presented at the Decision Sciences Institute, November, 2009, in New Orleans, LA.

Roman, R., Lilly, J. & Virick, M. 2009. Effects of attribution and moral intensity on the ethicality of layoffs. Paper presented at the Academy of Management, August, 2009, in Chicago, IL.

Lilly, J., Simmons, A. & Baker, L. 2009. Does higher pay always lead to higher performance? A cross-cultural comparison of the pay for performance issue. Paper presented at the International Human Resource Management Conference, June, 2009, in Santa Fe, New Mexico.

Virick, M. & Lilly, J. 2008. Work family conflict and performance: The role of proactive personality and career identity salience. Paper presented at the Institute of Behavioral and Applied Management conference, October, 2008, in Orlando, FL.

Virick, M., Lilly, J., Liao, W. & Simmons, A. 2008. Guanxi and justice comparisons in a hiring context: A comparative study of US and Chinese students. Paper presented at the Academy of Management conference, August 11, 2008, in Anaheim, CA. Paper was finalist for Best Paper Award and published in Best Paper Proceedings.

Virick, M., Wheeler, K. & Lilly, J. 2008. Do organizational policies prevent women from fully participating in the high technology work forces? An investigation of work cultures and female gender roles. Paper presented at the Southwest Academy of Management conference, March 8, 2008, in Houston, TX.

Lilly, J. D. & Duffy, J. 2007. Does employee attitude toward new technology impact employee behavior? A cognitive dissonance view of the link between employee attitudes, supervisor behavior, and OCB. Paper presented at the Institute of Behavioral and Applied Management conference, Reno, NV, October 5, 2007.

Lilly, Juliana, Kavanaugh, Joseph, Zelbst, Pamela, & Duffy, Jo Ann. 2007. The Impact of HR Practices in the Context of a Catastrophic Disaster: Evidence from Hurricanes Katrina and Rita. Paper presented at the Western Academy of Management Conference, Missoula, MT, March 21, 2007.

Lilly, J. D. & Baker, G. A. 2006. Do Students learn more when they write? An experimental approach. Paper presented at Decision Sciences Institute, San Antonio, TX, November 19, 2006.

Zelbst, P., Lilly, J. & Davis, C. 2006. The Students' View of Writing: A Reflective Evaluation. Paper presented at Decision Sciences Institute, San Antonio, TX, November, 19, 2006.

Lilly, J. D. & Virick, M. 2006. Justice over time: Do perceptions of procedural justice last longer than perceptions of interpersonal justice? Paper presented at the Institute of Behavioral and Applied Management, Memphis, TN, October, 2006.

Virick, M. & Lilly, J. D. 2006. From unemployment to underemployment: The lesser of two evils? Paper presented at the Academy of Management, Atlanta, GA, August, 2006.

Lilly, J. D., Duffy, J. & Virick, M. 2005. Work and Family Conflict: A Needs Theory Perspective. Paper presented at the Institute of Behavioral and Applied Management, Scottsdale, AZ, October 7, 2005.

Gurung, A., Lilly, J. D. & Virick, M. 2005. Attitudes toward virtual work: The role of virtuality and work family conflict. Paper presented at the Decision Sciences Institute, San Francisco, CA, November, 2005.

Lilly, J. Virick, M. 2004. The effect of personality on perceptions of justice. Paper presented at the Institute of Behavioral and Applied Management, Providence, Rhode Island, October, 2004. Paper won Division II: Best Paper Award.

Virick, M. & Lilly, J. 2004. Doing more with less: an analysis of the post layoff situation among survivors. Paper presented at the Academy of Management, New Orleans, August, 2004.

Meekins, S.B., Kavanaugh, J. & Lilly, J. D. 2003. Breaking up is hard to do: A case study of Jones & Jones Realty. Case study presented in the Organizational Behavior/Human Resource/Organizational Theory track at the North American Case Research Association meeting, Tampa, November, 2003.

Lilly, J. & Virick, M. 2003. Antecedents of Justice Perceptions: The Role of Attribution Theory. Paper presented at the Academy of Management, Seattle, August 1-6, 2003.

Lilly, J. & Gray, D. 2003. Outsourcing the human resource function: Environmental and organizational characteristics that affect HR performance. Southwest Academy of

Management, Houston, March 4-8, 2003. Recipient of 2003 McGraw-Hill/Irwin Distinguished Paper Award, Southwest Academy of Management, March 2003.

Lilly, J. 2003. Validity issues in Pre-employment selection testing: Predicting applicant test acceptance. Paper presented at the American Society of Business and Behavioral Sciences, Las Vegas, Feb 20-24, 2003.

Lilly, J. D. 2002. Downsizing the public sector: A mini-case study in Texas. Paper presented at the Academy of Management meeting in Denver, Colorado, August, 2002.

Lilly, J. D. 2002. The effect of self-threat and self-serving bias on perceptions of procedural and distributive fairness. Paper presented at the Southwest Academy of Management in St. Louis, Missouri, March, 2002.

Lilly, J. D. & Gavin, J. H. 2000. Time, justice and expectancy in the grievance appeals process. Paper presented at the Academy of Management meeting in Toronto, Canada, August, 2000.

Price, K. H. & Lilly, J. D. 2000. Time, the impact of voting, and majority/minority subgroup membership in a majority rule decision. Paper presented at the Academy of Management meeting in Toronto, Canada, August, 2000.

Lilly, J. D. 1998. The impact of structure on downsizing. Paper presented at the Southwest Academy of Management in Dallas, Texas, March, 1998.

#### Teaching Conference presentations:

Deforges, D. & Lilly, J. 2012. Whose IDEA is this anyway? Presented at CHSS Teaching Conference, Huntsville, TX. August 23, 2012.

#### Professional presentations:

##### Society for Human Resource Management (SHRM)

Lilly, J. D. 2012. The positive side of peer pressure: Getting behavior you want. Presentation given at the HR Houston Gulf Coast Symposium in Houston, TX. May 10, 3:45-4:45.

##### Society for Human Resource Management (SHRM)

Lilly, J. D. 2011. How do you motivate employees? Let me count the ways. Presentation given at the HR Houston North Belt Special Interest Group in Houston, TX. September 29, 11:30-1:00.

Society for Human Resource Management (SHRM)

Lilly, J. D. & Kavanaugh, J. 2010. Dealing with unhappy employees: The effect of organizational justice. Presentation given at the HR Houston Gulf Coast Symposium in Houston, TX. May 13, 3:45-4:45.

## **SCHOLARLY AWARDS**

Best Paper awards:

Lilly, J. D., Wipawayangkool, K. & Virick, M. 2013. Longitudinal effects of interpersonal and informational justice on organizational citizenship behavior: The impact of coping style. Paper presented at the Southwest Academy of Management, Albuquerque, NM, March, 2013. Recipient of 2013 McGraw-Hill/Irwin Distinguished Paper Award 2013.

Lilly, J. & Virick, M. 2004. The effect of personality on perceptions of justice. Paper presented at the Institute of Behavioral and Applied Management, Providence, Rhode Island, October, 2004. Paper won Division II: Best Paper Award.

Lilly, J. & Gray, D. 2003. Outsourcing the human resource function: Environmental and organizational characteristics that affect HR performance. Paper presented at the Southwest Academy of Management, Houston, TX, March, 2003. Recipient of 2003 McGraw-Hill/Irwin Distinguished Paper Award 2003.

Best Paper Proceedings – Academy of Management:

Virick, M., Lilly, J., Liao, W. & Simmons, A. 2008. Guanxi and justice comparisons in a hiring context: A comparative study of US and Chinese students. Paper presented at the Academy of Management conference, August 11, 2008, in Anaheim, CA. Paper was published in Best Paper Proceedings.

Best Reviewer awards:

Received Best Reviewer Award at annual conference of the Institute of Behavioral and Applied Management (IBAM) in Orlando, FL, October 3, 2008

Received Best Reviewer Award for Division II at the 2006 conference of the Institute for Behavioral and Applied Management (IBAM) in Memphis, Oct 6, 2006.

Received Best Reviewer Award from the Institute of Behavioral and Applied Management (IBAM) in Scottsdale, AZ, October 7, 2005.

## **GRANTS AWARDED**



Received a grant of \$1500 from COBA for a study entitled, “The impact of HR practices after a natural disaster.” Grant was awarded to Juliana Lilly and Pam Zelbst. October, 2005.

Received a grant of \$33,819 from Sam Houston State University Office of Research and Sponsored Programs – March 2003 to March 2005.

## **OTHER SCHOLARLY ENDEAVORS**

Reviewer for *Academy of Management Journal*

Reviewer for *International Journal of Psychology*

Reviewer for *Journal of Managerial Psychology*

Reviewer for *Journal of Business Strategies*

Reviewer for Academy of Management

Reviewer and Discussant for Institute of Behavioral and Applied Management

Reviewer for Southern Academy of Management

Reviewer and Discussant for Southwest Academy of Management

Reviewer and Discussant for Southwest Case Research Association

Reviewed seven preliminary textbook chapters for new edition of management textbook published by Prentice Hall. November 2002.

## **PROFESSIONAL MEMBERSHIPS**

Academy of Management

Institute for Behavioral and Applied Management

Society for Industrial and Organizational Psychologists

Society for Human Resource Management

Southwest Academy of Management

Elected Representative-at-large for Southwest Academy of Management 2003-2006;  
2010-2012

HR Division Co-Chair for Institute of Behavioral and Applied Management 2006-2007

Elected to Board of Governors for Institute of Behavioral and Applied Management  
2007-2010



## **RESEARCH INTERESTS**

Psychological contracts  
Organizational justice  
Layoffs and downsizing  
Outsourcing  
Ethics

## **TEACHING INTERESTS**

Organizational Behavior  
Human Resources  
Labor Relations  
Team/Group Management