

Dr. Larry J. Williams
James C. and Marguerite J. Niver Chair in Business
Professor of Management
Director, CARMA
Rawls College of Business
Texas Tech University

Dr. Larry J. Williams joined the faculty at the Rawls College of Business at Texas Tech University in August 2019, relocating from the University of Nebraska Lincoln where he served as Director of the Survey Research and Methods Program and was the Donald and Shirley Clifton Chair of Survey Science. Previously he was on the faculty of the University of North Dakota, and prior to that he was Professor of Management/Dean's Research Chair and Professor Psychology at Wayne State University. He also was on the faculty at Virginia Commonwealth University as University Professor of Management and Research Professor of Psychology, and he also was Associate Professor and Jay Ross Young Faculty Scholar at the Krannert School of Management of Purdue University and the Fisher Distinguished Scholar in the Industrial/Organizational Psychology program at the University of Tennessee. Dr. Williams received his Ph.D. in organizational behavior from the Indiana University School of Business and his main research interests involve the application of structural equation methods to various substantive and methodological concerns. Dr. Williams served as the Founding Editor of *Organizational Research Methods (ORM)*, a journal sponsored by the Research Methods Division (RMD) of the Academy of Management, and he previously served as Consulting Editor for the Research Methods and Analysis section of the *Journal of Management* (1993-1996). He has been a member of the editorial board of *Structural Equation Modeling: A Multidisciplinary Journal*. Dr. Williams also has served as Chairperson for the Research Methods Division (RMD) of the Academy of Management. Professor Williams established in 1997 and currently serves as Director of the Consortium for the Advancement of Research Methods and Analysis (CARMA), an interdisciplinary center devoted to helping faculty and students advance their knowledge of organizational and social science research methods and data analysis techniques.

Among his accomplishments, in 2004 Dr. Williams was recognized by the Southern Management Association as an author of 2 of the 6 most highly cited articles in the 30 year history of the *Journal of Management*. He was also elected in 2004 to be a member of the Society for Organizational Behavior, an international group of approximately 80 leading scholars from the field of organizational behavior. In 2005, Dr. Williams was selected to be the recipient of the 2005 Distinguished Career Contributions Award by the Academy of Management's Research Methods Division. In 2008, Professor Williams was recognized as one of the 150 most-cited authors in the field of management (1981-2004) in an article published in the *Journal of Management*. He was elected a Fellow of the Society for Industrial Organizational Psychology in 2010. His work with CARMA was recognized by Sonic Foundry's Mediasite through their 2013 Global Reach Award for outstanding achievement in connecting the international community through rich media. Also related to CARMA, in 2015 he received the Academy of Management's Distinguished Educator Award. In 2016 he was recognized by Southern Management Association as an author of the third most highly cited article in the 40 year history of the *Journal of Management*. He was elected a Fellow of the Academy of Management in 2019. His research has been published in the *Journal of Applied Psychology*, the *Academy of Management Journal*, the *Academy of Management Annals*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, and *Organizational Research Methods*, and he was Co-Principal Investigator on a research project on mentoring and responsible conduct of research that was funded by the National Institute of Health.

LARRY J. WILLIAMS

Work Address Rawls College of Business
 Texas Tech University
 703 Flint Avenue
 Lubbock, TX 79409

Work Phone 806-834-1479

Internet larry.williams@ttu.edu

Home Address 405 Utica Dr.
 Lubbock, TX 79416

Home Phone (804) 221-9369

HONORS/AWARDS/RECOGNITION

- 2004 Recognized by Southern Management Association as an author of 2 of the 6 most highly cited articles in the 30 year history of the *Journal of Management*
- 2004 Elected member of Society of Organizational Behavior
- 2005 Recipient of Academy of Management's Research Methods Division Distinguished Career Contributions Award
- 2008 Recognized as one of the 150 most-cited authors in the field of management (1981-2004) in an article published in the *Journal of Management*
- 2010 Elected Fellow, Society for Industrial/Organizational Psychology
- 2013 Received Sonic Foundry's Mediasite Global Reach Award for rich media impact
- 2015 Received Academy of Management Distinguished Educator Award
- 2016 Recognized by Southern Management Association as an author of the third most highly cited article in the 40 year history of the *Journal of Management*

| | |
|------|---|
| 2016 | Elected Fellow, Southern Management Association |
| 2019 | Elected Fellow, Academy of Management |

EDUCATION

| | | |
|-----------|--|---------------------------------------|
| 1983-1988 | Ph.D. (October, 1988) Organizational Behavior | Indiana University Bloomington, IN |
| 1981-1983 | M.S. Industrial/Organizational Psychology | Purdue University Indianapolis, IN |
| 1979 | B.S. Psychology | Purdue University Indianapolis, IN |

PROFESSIONAL EXPERIENCE

| | |
|-----------|--|
| 2019- | James C. and Marguerite Niver Chair in Business Director, CARMA Professor of Management Rawls College of Business Texas Tech University |
| 2016-2019 | Donald and Shirley Clifton Chair of Survey Science Director, Survey Research and Methodology Program Professor of Management Director, CARMA University of Nebraska Lincoln |
| 2014-2016 | Professor of Psychology, University of North Dakota Director, Consortium for the Advancement of Research Methods and Analysis (CARMA) Grand Forks, North Dakota |
| 2010-2014 | Professor of Management/Dean's Research Chair and Professor of Psychology Director, Center for the Advancement of Research Methods and Analysis Departments of Management and Psychology Wayne State University Detroit, MI |

- 1997-2010 University Professor of Management & Research Professor of Psychology
Founding Director, Center for the Advancement of Research Methods and
Analysis
Department of Management, School of Business
Virginia Commonwealth University
Richmond, VA
- 1996-1997 Associate Professor, Fisher Distinguished Scholar
Department of Management, I/O Psychology Program
University of Tennessee
Knoxville, TN
- 1993-1996 Associate Professor, Jay Ross Young Faculty Scholar
Department of Organizational Behavior and Human Resources
Krannert Graduate School of Management
Purdue University
West Lafayette, IN
- 1987-1993 Assistant Professor
Department of Organizational Behavior and Human Resources
Krannert Graduate School of Management
Purdue University
West Lafayette, IN
- 1983-1987 Associate Instructor
Department of Management
Indiana University School of Business
Bloomington, IN
- 1982-1983 Research Psychologist
Organizational Effectiveness Office
United States Army Finance and Accounting Center
Fort Benjamin Harrison, IN
- 1981-1982 Research Psychologist
Army Research Institute for the Behavioral and Social Sciences
Fort Benjamin Harrison, IN

PUBLICATIONS

- Podsakoff, P., Podsakoff, N., Williams, L., Huang, C., Yang, J. (2023). Common method bias: It's bad, it's complex, it's widespread, and it's not easy to fix. Annual Review of Organizational Psychology and Organizational Behavior, in-press.
- Castille, C., & Williams, L. (2023). The past, present, and future of unmeasured latent method constructs (ULMCs) in management research. Research in Personnel and Human Resources Management, accepted for publication.
- Williams, L., Williams, A., & O'Boyle, E. (2022). Assessment of Path Model Fit: Evidence of Effectiveness and Recommendations for Use of the RMSEA-P. Organizational Research Methods, in press.
- Castille, C. M., Oswald, F. L., Banks, G., & Williams, L. (2020). Opening Up: Small wins in open science: Things you can do today to improve research in I-O psychology. The Industrial-Organizational Psychologist, 58(3).
- Williams, L., O'Boyle, E., & Yu, J. (2020). Condition 9 and 10 tests of model confirmation. Organizational Research Methods, 23, 1, 6-29.
- Marchiondo, L, Gonzales, G., & Williams, L. (2019). Trajectories of perceived workplace age discrimination and long-term associations with mental, self-rated, and occupational health. Journal of Gerontology: Social Sciences, 74, 4, 655-663.
- Spector, P., Rosen, C., Richardson, H., Williams, L., & Johnson, R. (2019). A new perspective on method variance: A measure-centric approach. Journal of Management, 45, 855-880.
- Karriker, J., Williams, M., & Williams, L. (2017). Direct and indirect assessments of organizational justice: Homogeneity or harmony? Journal of Organizational Psychology, 17 (3), 52-68.
- Williams, L., & McGonagle, A. (2016). Four research designs and a comprehensive analysis strategy for investigating common method variance with self-report measures using latent variables. Journal of Business and Psychology, 31, 339-359.
- Williams, L., & O'Boyle, E (2015). Ideal, nonideal, and no marker variables: The Confirmatory Factor Analysis (CFA) Marker Technique works when it matters. Journal of Applied Psychology, 100 (5), 1579-1602.
- Ragins, B., Lyness, K., Winkel, D., & Williams, L. (2014). Life spillovers: The spillover of fear of home foreclosure to the workplace. Personnel Psychology, 67, 763-800.

- Ripley, R., Markowitz, M., Nichols-Casebolt, A., Williams, L., & Macrina, F. (2012). Guiding the next generation of NIH investigators in Responsible Conduct of Research: The role of the mentor. Accountability in Research, 19, 209-219.
- Ripley, R., Markowitz, M., Nichols-Casebolt, A., Williams, L., & Macrina, F. (2012). Training NIH K Award Recipients: The Role of the Mentor. Clinical and Translational Science, 5, 386-393.
- Williams, L. J. (2012). Equivalent models: Concepts, problems, and alternatives. In R. Hoyle (Ed.), The Handbook of Structural Equation Modeling. Pgs. 247-260. Guilford.
- O'Boyle, E., & Williams, L. J. (2011). Decomposing model fit: Measurement vs. theory in organizational research using latent variables. Journal of Applied Psychology, 96, 1, 1-12.
- Williams, L., & O'Boyle, E. (2011). The myth of global fit indices and alternatives for assessing latent variable relations. Organizational Research Methods, 14 (2), 350-369.
- Williams, L., Hartman, N., & Cavazotte, F. (2010). Method variance and marker variables: A review and comprehensive approach using structural equation methods. Organizational Research Methods, 13 (3), 477-514.
- Wood, V. R., Karriker, J. H., & Williams, L. J. (2010). Evaluating export markets: Do hierarchical cognitive structures exist in the minds of experienced exporters. Journal of Business Research, 63, 1261-1266.
- Williams, L. J., Edwards, J., & Vandenberg, R. (2009). Structural Equation Modeling in Management Research: A Guide for Improved Analysis. Academy of Management Annals, 3, 543-604.
- Williams, L. J., & O'Boyle, E. (2009) Measurement models for linking latent variables and indicators: A Review of Human Resource Management Research Using Parcels. Human Resource Management Review, 18, 233-242.
- Mazzeo, S., Mitchell, K., & Williams, L. (2008). Anxiety, alexithymia, and depression as mediators of the association between childhood abuse and eating disordered behavior in African American and European American Women. Psychology of Women Quarterly, 32, 267-280.
- Williams, L. J. (2008). Reflections on Creating a New Scholarly Journal: Perspectives from a Founding Editor. In Opening the Black Box of Editorship. Baruch, Y., Konrad, A., Aguinis, H., & Starbuck, W. H. (Eds.) New York, NY: Palgrave-Macmillan. Pgs. 188-196.
- Williams, M., Brower, H., Ford, L., Williams, L., & Carraher, S. (2008). A comprehensive model and measure of compensation satisfaction. Journal of Occupational and Organizational Psychology, 81, 639-638.

- Meija, R., Kliewer, W. & Williams, L. (2006). Domestic violence exposure in Columbian adolescents: Pathways to Violent and Prosocial behavior. Journal of Traumatic Stress, 19, 611-623.
- Burnette, J., & Williams, L. (2005). Structural Equation Modeling (SEM): An Introduction to Basic Techniques and Advanced Issues. In R. Swanson & E. Holton (Eds.), Research in Organizations Foundations and Methods of Inquiry.
- James, L., McIntyre, M., Glisson, C., Green, P., Patton, P., LeBreton, J., Frost, B., Russell, S., Sablynski, C., Mitchell, T., & Williams, L. (2005). Use of conditional reasoning to measure aggression. Organizational Research Methods, 8, 69-99.
- Williams, L., Gavin, M., & Hartman, N. (2004). Structural equation modeling methods in strategy research: Applications and issues. In Ketchen, D., & Bergh, D. (Eds.), Research Methodology in Strategy and Management, 303-346. Elsevier.
- Williams, L., Edwards, J., & Vandenberg, R. (2003). Recent advances in causal modeling methods for organizational and management research. Journal of Management, 29, 903-936.
- Goldenhar, L., Williams, L., & Swanson, N. (2003). Modeling job stressors and injury outcomes for construction laborers. Work and Stress, 17, 218-240.
- Williams, L., Ford, L., & Nguyen, N. (2002). Basic and advanced measurement models for confirmatory factor analysis. In Rogelberg, S. (Ed.), Handbook of Research Methods in Industrial and Organizational Psychology, 366-389. Blackwell Publishers, Oxford UK
- James, L., & Williams, L. (2000). The cross-level operator in regression, ancova, and contextual analysis. In Klein, K., & Kozlowski, S. (Eds.), Multilevel Theory, Research, and Methods in Organizations, 382-424. San Francisco, Jossey Bass (SIOP Frontier Series).
- Carlson, D., Kacmar, K., & Williams, L. (2000). Construction and initial validation of a multi-dimensional measure of work-family conflict. Journal of Vocational Behavior, 56, 249-276.
- Hurley, A., Scandura, T., Brannick, M., Schriesheim, C., Seers, A., Vandenberg, R., & Williams, L. (1998). Exploratory and confirmatory factor analysis: Guidelines, issues, and alternatives. Journal of Organizational Behavior, 18, 667-683.
- Anderson, S. E., & Williams, L. J. (1996). Individual, job, and interpersonal predictors of helping behavior in organizations. Journal of Applied Psychology, 81, 282-296.
- Williams, L. J., Bozdogan, H., & Aimon-Smith, L. (1996). Inference problems with equivalent models. In Advanced Structural Equation Modeling Techniques (G. Marcoulides & R. Schumacker, Eds.), pp. 279-314. Lawrence Erlbaum Associates.

- Williams, L. J., Gavin, M. B., & Williams, M. L. (1996). Investigating measurement and non-measurement processes with method effect variables: An example with negative affectivity and employee attitudes. Journal of Applied Psychology, 81, 88-101.
- Williams, L. J. (1996). Reliability. In L. Peters, S. Youngblood, & C. Greer, The Blackwell Dictionary of Human Resource Management. Oxford: Blackwell Publishers.
- Williams, L. J. (1995). Covariance structure modeling in organizational research: Problems with the method vs. applications of the method. Journal of Organizational Behavior, 16, 225-233.
- Magazine, S., Williams, L. J., & Williams, M. L. (1995). An empirical examination of reverse coding effects in Meyer & Allen's (1984) affective and calculative commitment scales. Educational and Psychological Measurement, 56, 241-250.
- Williams, L. J., & Holahan, P. (1994). Parsimony based fit indices for multiple indicator models: Do they work? Structural Equation Modeling: A Multidisciplinary Journal, 2, 161-189.
- Williams, L. J., & Anderson, S. E. (1994). An alternative approach to method effects using latent variable models: Applications in organizational behavior research. Journal of Applied Psychology, 79, 323-331.
- Williams, L. J., & Brown, B. (1994). Method variance in organizational behavior and human resources research: Effects on correlations, path coefficients and hypothesis testing. Organizational Behavior and Human Decision Processes, 57, 185-209.
- Williams, L. J., & James, L. (1994). Causal models in organizational behavior research: From path analysis to LISREL and beyond. In Organizational Behavior: The State of the Science (J. Greenberg, Ed.), Lawrence Erlbaum Associates, 181-206.
- Medsker, G., Williams, L. J., & Holahan, P. (1994). A review of current practices for evaluating causal models in organizational behavior and human resources management research. Journal of Management, 20, 439-464.
- Anderson, S. E., & Williams, L. J. (1992). Assumptions about unmeasured variables with studies of reciprocal relationships: The case of employee attitudes. Journal of Applied Psychology, 77, 638-650.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. Journal of Management, 17, 601-617.
- Williams, L. J., & Podsakoff, P. M. (1989). Longitudinal field methods for studying reciprocal relationships in organizational behavior research: Toward improved causal analysis. In B.

Staw & L. Cummings (Eds.), Research in Organizational Behavior. Greenwich: JAI Press Inc.

Williams, L. J., Cote, J. A., & Buckley, M. (1989). The lack of method variance in self-reported affect and perceptions at work: Reality or artifact? Journal of Applied Psychology, 74 (3), 462-468.

Podsakoff, P. M., Williams, L. J., & Todor, W. D. (1986). Effects of organizational formalization on alienation among professionals and nonprofessionals. Academy of Management Journal, 29, 820-831.

Williams, L. J., & Hazer, J. T. (1986). Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis with latent variable structural equation methods. Journal of Applied Psychology, 71, 219-231.

Podsakoff, P. M., & Williams, L. J. (1986). The relationship between job performance and job satisfaction. In E. Locke (Ed.), Generalizing from Laboratory to Field Settings. Lexington: D.C. Heath.

PAPER PRESENTATIONS

Williams, L. J. (2022). Exploratory/confirmatory factor analysis. Presented at the meeting of the Midwestern Academy of Management.

Williams, L. J. (2022). How to evaluate latent variable models. Presented at the meeting of the Southern Management Association.

Williams, L. J. (2022). Workshop on scale development and validation best practices. Presented at the meeting of the Southern Management Association (with C. Cogliser, L. Lambert, S. Castro).

Williams, L. J. (2022). Use of EFA/CFA in Scale Development. Presented at the meeting of the Academy of Management.

Castille, C., & Williams, L. J. (2022). To Partial or Not? Re-Examining the Unmeasured Latent Method Construct (ULMC). Presented at the meeting of the Academy of Management.

Williams, L. J. & Hanna, A. (2022). The Use of Parcels with Multidimensional Latent Variables. Presented at the meeting of the Society for Industrial Organizational Psychology.

Castille, C., & Williams, L. J. (2022). You've Gotta Keep 'em Separated? Examining Separation of Measurement. Presented at the meeting of the Society for Industrial Organizational Psychology.

- Williams, L. J., & Castille, C., (2021). Common Method Variance. Presented at the meeting of the Southern Management Association.
- Williams, L. J., & Hanna, A. (2021) Exploratory Factor Analysis (EFA) & Confirmatory Factor Analysis (CFA). Presented at the meeting of the Southern Management Association.
- Williams, L. J. (2021). Exploratory and Confirmatory Factor Analysis. presented at the meeting of the Academy of Management.
- Williams, L. J. (2020). Exploratory and Confirmatory Factor Analysis. Presented at the meeting of the Academy of Management.
- Williams, L. J. Transparency and Open Science. Presented at the meeting of the Academy of International Business.
- Williams, L. J. (2020). Intermediate Structural Equation Methods Workshop. Presented at the meeting of the Academy of International Business.
- Williams, L. J. (2020). Introduction to Structural Equations Research: Challenges and Solutions. Workshop presented at the meeting of the Midwest Academy of Management.
- Williams, L. J., & Culpepper, S. (2020). Introducing a Package for Assessing Path Model Fit with R. Presented at the meeting of the Society for Industrial Organizational Psychology.
- Williams, L., & Williams, A. (2019). The RMSEA-P: More results show it works well with multiple indicator models. Presented at the annual Academy of Management conference, Boston MA.
- Williams, L., Hanna, A., & Smith, T. (2019). Homogenous vs. heterogenous parcels with multidimensional constructs. Presented at the annual Academy of Management conference, Boston MA.
- Williams, L. (2019). How to be a good reviewer: A competency framework for reviewer development. Presented at the annual Academy of Management conference, Boston MA.
- Hanna, A., Williams, L., & Smith, T. (2018). A comparison of latent variable approaches with multidimensional constructs. Presented at the annual Academy of Management conference, Chicago IL.
- Hanna, A., & Williams, L. (2017). A review of recent studies using parcels and their impact on model fit. Presented at the annual meeting of the Academy of Management, Atlanta GA.
- Williams, A., & Williams, L. (2017). In defense of the RMSEA-P: Reconsidering results of Lance et al. (2016). Presented at the annual meeting of the Academy of Management, Atlanta GA.

- McGonagle, A., Huang, J., & Williams, L. (2015). Modeling multiple sources of measured method variance: An examination of the incremental effects of insufficient effort responding. Presented at the annual Academy of Management conference, Vancouver B.C.
- McGonagle, A., Williams, L., & Wiegert, D. (2014, August). A review of recent studies using an unmeasured latent method construct in the organizational literature. Presented at annual Academy of Management conference, Philadelphia, PA.
- Williams, L. J. (2014). Use of an Unmeasured Latent Method Construct (ULMC) in the Presence of Multidimensional Method Variance. Presented at annual Academy of Management conference, Philadelphia, PA.
- Williams, L., & O'Boyle, E. (2012). The minor consequences of incorrectly assuming a marker variable is ideal. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- O'Boyle, E., & Williams, L. (2011). A test of an emotion-centered model of counterproductivity and citizenship. Presented at Academy of Management meeting.
- Williams, L., & Vandenberg, R. (2010). Structural equation modeling and experimental tests of mediation. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Williams, L., & O'Boyle, E. (2010). Guidelines for the analysis of residuals for organizational research using latent variables. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Williams, L., & O'Boyle, E. (2009). Tools for improving SEM model evaluation. PDW presented at the meeting of the Academy of Management.
- Williams, L., & O'Boyle, E. (2009). A two-stage approach to latent variable model evaluation. Presented at the meeting of the Academy of Management.
- O'Boyle, E., & Williams, L. (2009). Decomposing model fit in management research: Good measures vs. good theory? Presented at the meeting of the Academy of Management.
- Williams, L. (2009). Method variance: Problems, preventatives, and remedies. Panelist in session at meeting of the Society for Industrial and Organizational Psychology.
- Williams, L. (2009). Recent developments in strategies for testing assumed mediation models. Session Chair, meeting of the Society for Industrial and Organizational Psychology.
- Williams, L., & O'Boyle, E. (2008). Tools for Improving SEM Model Evaluation. PDW presented at the meeting of the Academy of Management.

- Williams, L., & O'Boyle, E. (2008). Measurement models for linking latent variables and indicators. Presented at the meeting of the Academy of Management.
- Williams, M. L., Williams, L. J., & Karriker, J. H. (2008). Conceptual and empirical assessments of direct and indirect measures of organizational justice. Presented at the meeting of the Academy of Management.
- Wood, V., Karriker, J., Williams, L. J. (2007) Evaluating Export Markets: Do Hierarchical Cognitive Structures Exist In the Minds of Experienced Exporters? Presented at the meeting of the Southern Management Association.
- O'Boyle Jr., E. H., & Williams, L. J. (2007). Evaluating causal models in organizational research: A review with recommendations for improving analysis. Conference Proceedings Southern Management Association, Nashville, TN.
- Williams, L. (2007). Judging fit with structural equation methods: Towards a Focus on Latent Variables. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Williams, M. L., Karriker, J. E. H., & Williams, L. J. 2005. Implications of direct and indirect measurement for the study of organizational justice. Presented at the Southern Management Association meeting, November, Charleston, South Carolina.
- Williams, M. L., Ford, L. R., Brower, H. H., & Williams, L. J. 2004. Development and examination of a comprehensive compensation satisfaction construct. Presented at the annual meeting of the Academy of Management, Human Resources Division, New Orleans, LA.
- Williams, L. (2004). The limitations of fit indices for assessing the adequacy of latent variable models. Presented at the meeting of the Academy of Management.
- Williams, L. (2004). Structural equation modeling methods and strategy research: Advanced applications and technical issues. Presented at the meeting of the Academy of Management.
- Williams, M. L., Ford, L. R., Brower, H. H., & Williams, L. J. (2004). Development and examination of a comprehensive compensation satisfaction construct. Presented at the meeting of the Academy of Management.
- Williams, L., Hartman, N., & Cavazotte, F. (2003). Method variance and marker variables: An integrative approach using structural equation methods. Presented at the meeting of the Academy of Management.
- Williams, L., & Hartman, N. (2001) Examining the role of method variance as a cause of lack of measurement invariance. Presented at the meeting of the Southern Management Association.

- Williams, L., & Nguyen, N. (1998) A review of item wording effects with OB measures-problems and solution. Presented at the meeting of the Southern Management Association.
- Ford, L., & Williams, L. (1998). Assumptions about secondary factor loadings and their impact on factor correlations. Presented at the meeting of the Academy of Management.
- Carlson, D., Kacmar, M., & Williams, L. (1998). The development and validation of a multidimensional measure of work-family conflict. Presented at the meeting of the Academy of Management.
- Bennett, S., & Williams, L. (1998). Predicting perceptions of quality circle effectiveness and commitment using LISREL. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Gavin, M., Williams, L., & Hofmann, D. (1998). Examining individual-level and group-level influences on helping behavior. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Paglis, L. L., & Williams, L. J. (1997). Exploratory and confirmatory factor analysis techniques for assessing invalidity. Presented at the meeting of the Academy of Management.
- Williams, L., Spector, P., & Edwards, J. (1997). Statistical inference with CFA applications in I/O psychology: Do our models fit? Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Paglis, L. L., & Williams, L. J. (1996). Confirmatory factor models of method variance with self-reports: Reanalyses of four OB studies. Presented at the meeting of the Academy of Management.
- Williams, L. J. (1996). The exploratory-confirmatory factor analysis debate in industrial/organizational psychology research: Fruitful discourse or just-making hay? Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Williams, L. J., & Paglis, L. L. (1996). A comparison of exploratory vs. confirmatory factor analysis for measurement development in organizational research. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Paglis, L. L., & Williams, L. J. (1996). Common method variance: When does it bias OB research results? Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Williams, L. J., Carlson, D. S., & Anderson, S. E. (1995). A confirmatory factor analysis of item wording effects with measures of leader initiating structure. Presented at the meeting of the Academy of Management.

- Magazine, S. L., & Williams, L. J. (1995). Parsimonious-fit indices in structural equation modeling: A review of their use and misuse. Presented at the meeting of the Academy of Management.
- Williams, L. J. (1995). CFA models for measurement development and evaluation: Examining effects of measured method effect variables. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Williams, L. J., Gavin, M. B., & Williams, M. L. (1994). Controlling for method effects in employee attitude research: The variance reduction rate vs. a latent variable analysis. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Gavin, M. B., & Williams, L. J. (1994). An empirical assessment of measurement models in job satisfaction research. Presented at the RMD Conference on Causal Modeling. Purdue University, West Lafayette IN.
- Williams, L. J., Williams, M. L., & Gavin, M. B. (1993). Alternative and equivalent models in the study of employee attitudes. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Gavin, M. B., & Williams, L. J. (1993). Model development in structural equation analysis: Recommendations for organizational research. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Anderson, S. E., & Williams, L. J. (1992). A review of reverse-coding effects in factor analyses from organizational research. Presented at the meeting of the Academy of Management.
- Williams, L. J., & Anderson, S. E. (1992). A latent variable approach to the study of method effects due to measured variables. Presented at the meeting of the Academy of Management.
- Williams, L. J., & Holahan, P. J. (1992). Parsimony indices for covariance structure models: A simulation study of the effects of the number of indicators. Presented at the meeting of the Psychometric Society.
- Williams, L. J., & Anderson, S. E. (1990). Attitudinal predictors of organizational citizenship and in role behaviors. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Williams, L. J. (1990). An historical perspective on latent variable methods in OBHR research. Presented at the meeting of the Academy of Management.
- Williams, L. J. (1990). New techniques for evaluating latent variable models. Presented at the meeting of the Academy of Management.

- Williams, L. J., & Holahan, P. J. (1989). A simulation study of parsimony based goodness of fit indices for structural equation models. Presented at the meeting of Psychometric Society.
- Williams, L. J., & Holahan, P. J. (1989). A comparison of measures of fit and parsimony for structural equation models. Presented at the meeting of the Academy of Management.
- Williams, L. J., & Holahan, P. J. (1989). New indices for separating measurement and structure in causal models. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Buckley, M., Cote, J., & Williams, L. J. (1989). How well are we measuring job satisfaction? Estimating the trait, method, and error variance of the Job Descriptive Index. Presented at the meeting of the Society for Industrial and Organizational Psychology.
- Fryxell, G. E., & Williams, L. J. (1988). Strategies for covariance structure modeling of panel data: The effects of residual misspecification on structural outcomes. Presented at the meeting of Decision Sciences Institute.
- Williams, L. J., Cote, J. A., & Buckley, M. R. (1988). Reconsidering the importance of method variance in research on self-reported affect and perceptions at work. Presented at the meeting of the Academy of Management.
- Williams, L. J., & Brown, B. (1988). The effects of method variance on correlation and path coefficients. Presented at the meeting of the Academy of Management.
- Williams, L. J. (1986). Baseline models and parsimonious fit in covariance structure models. Presented at the meeting of the American Psychological Association.
- Williams, L. J., Podsakoff, P. M., & Huber, V. (1986). Leader behaviors, role stress, and satisfaction as determinants of organizational citizenship behaviors: A structural equation analysis with cross-validation. Presented at the meeting of the Academy of Management.
- Williams, L. J., & Podsakoff, P. M. (1986). Longitudinal field methods for studying reciprocal relationships: Toward improved causal analysis. Presented at the meeting of the Academy of Management.
- Podsakoff, P. M., Williams, L. J., & Todor, W. D. (1984). Effects of organizational formalization on alienation among professionals: A multiple-sample test of Organ and Greene's compensatory process model. Presented at the meeting of the Southern Management Association.
- Podsakoff, P. M., & Williams, L. J. (1984). Comparison of laboratory and field studies of the relationship between satisfaction and performance. Presented at the meeting of the Academy of Management.

- Sterling, B. S., & Williams, L. J. (1983). Cohesion in Army units at four levels. Presented at the meeting of the American Psychological Association.
- Williams, L. J., & Hazer, J. T. (1983). Multitrait-multimethod analysis of job characteristics: Assessment of construct validity. Presented at the meeting of the American Psychological Association.
- Williams, L. J., & Hazer, J. T. (1983). A critical examination of recent causal models of turnover. Presented at the meeting of the Southeastern Psychological Association.
- Busemeyer, J. R., & Williams, L. J. (1982). The use of analysis of covariance structure methods to evaluate linear operator learning models. Presented at the meeting of the Psychometric Society.
- Williams, L. J., & Sterling, B. S. (1982). Structural equation models of commitment and career intentions. Presented at the meeting of the American Psychological Association.
- Allen, J., Sterling, B. S., & Williams, L. J. (1982). Contributions of job characteristics and benefits to Army career intentions. Presented at the meeting of the American Psychological Association.
- Berck, P., & Williams, L. J. (1979). The neighborhood organization: An empirical examination of psychosocial support. Presented at the meeting of the American Psychological Association.

FUNDED ACTIVITY

- Ripley, E., Macrina, F., Williams, L., Markowitz, M., Nichols-Casebolt, A.,. RCR Multi-Component Mentoring Model. National Institute of Health, \$410,000.
- Williams, L. J. (2002). 2002 RMD-CARMA Master Lecture Series. Winner of Academy of Management Strategic Innovation Award, \$3000.
- Williams, L. J. (1992). The development of a latent variable approach for moderator method effects in organizational behavior research. Funded by Purdue Research Foundation, \$5,000.
- Williams, L. J. (1997). A structural equation analysis of accident behavior. Funded by the National Institute of Occupational Safety and Health, \$2,500.

WORKSHOPS, TUTORIALS, SHORT-COURSES

- Williams, L. (2019). Introduction to structural equation models. Presented at the PhD Project Academy of Management Preconference session.

- Williams, L. & Hanna, A. (2018). Measurement models for latent variables in organizational research. Presented at the annual meeting of the Southern Management Association.
- Williams, L. (2016). Introduction to CFA. Presented at the annual meeting of the Eastern Academy of Management.
- Williams, L. (2017). Decisions with latent variable models. Presented at the annual meeting of the Southern Management Association.
- Williams, L. (2017). Intermediate SEM: Model evaluation. Presented at the annual meeting of the Academy of International Business.
- Williams, L. (2016). Intermediate SEM: Model evaluation. Presented at the annual meeting of the Academy of International Business.
- Williams, L., & McGonagle, A. (2016). CFA and applications to CMV analysis. Presented at the annual meeting of the Southern Management Association.
- Williams, L. (2016). Introduction to CFA. Presented at the annual meeting of the Midwest Academy of Management.
- Williams, L. J. (2000-2019). Causal modeling methods. A three day short-course presented annually at the Center for the Advancement of Research Methods and Analysis.
- Williams, L. J. (2007-2018). Intermediate structural equation methods: Model evaluation. A three day short-course presented annually at the Center for the Advancement of Research Methods and Analysis.
- Williams, L. J. (2009, 2011-2019). Presenter, Southern Management Association, Professional Development Institute. Various topics in structural equation methods.
- Williams, L. J. (1999). Confirmatory factor analysis. Presented at the Center for the Advancement of Research Methods and Analysis.
- Williams, L. J. (1999). Structural equation modeling. Participant in Ask the Experts session presented at the meeting of the Academy of Management.
- Williams, L. J. (1998). Structural equation modeling. Participant in Ask the Experts session presented at the meeting of the Academy of Management.
- Williams, L. J. (1997). Structural equation modeling. Participant in Ask the Experts session presented at the meeting of the Academy of Management.
- Williams, L. J. (1997). Introduction to LISREL with organizational applications. Presented at Indiana University-Purdue University at Indianapolis.

- Williams, L. J. (1997). Introduction to EQS with organizational applications. Presented at the National Institute for Occupational Safety and Health.
- Williams, L. J. (1996). Structural equation modeling. Participant in Ask the Experts session presented at the meeting of the Academy of Management.
- Williams, L. J. (1995). Issues with advanced organizational applications of LISREL. Participant in Ask the Experts session presented at the meeting of the Academy of Management.
- Williams, L. J. (1995). Does cross-sectional, self-report research have utility in organizational research. A Preconference Workshop presented at the meeting of the Academy of Management.
- Williams, L. J. (1995). Introduction and advanced topics with organizational applications of LISREL. Presented at the meeting of the Western Academy of Management.
- Williams, L. J. (1995). Introduction to LISREL with organizational applications. Presented at Florida State University.
- Williams, L. J. (1994). Introduction to LISREL with organizational applications: Presented at the meeting of the Southern Management Association as part of the RMD-SMA Research Methods Workshops.
- Williams, L. J. (1994). Introductory Tutorial LISREL 8 with Marketing Applications. Presented at Detroit Edison Electric.
- Williams, L. J. (1994). Introductory Tutorial LISREL 8. Presented at the RMD Conference on Causal Modeling.
- Williams, L. J. (1994). Advanced Tutorial LISREL 8. Presented at the RMD Conference on Causal Modeling.
- Williams, L. J. (1994). Issues with organizational applications of LISREL. Participant in Ask the Experts session to be presented at the meeting of the Academy of Management
- Williams, L. J. (1993). Introduction to LISREL: A workshop. Presented at the meeting of the Southern Management Association as part of the mini conference on Methodologies for Studying Individual Behavior in Organizations.
- Williams, L. J. (1993). Introduction to LISREL: A tutorial. Presented at the meeting of the Academy of Management.
- Williams, L. J. (1993). Issues with organizational applications of LISREL. Participant in Ask the Experts session to be presented at the meeting of the Academy of Management

Williams, L. J. (1992). Introduction to LISREL: A tutorial. Presented at the meeting of the Academy of Management.

Williams, L. J., & Sanborn, G. (1990). An introduction to structural equation models. Presented at the meeting of the Midwest Academy of Management.

Williams, L. J., & Sanborn, G. (1990). An introduction to LISREL with organizational applications. Tutorial presented at the meeting of the American Psychological Association.

Williams, L. J. (1989). Teaching research methods. Workshop presented at the meeting of Academy of Management.

Williams, L. J. (1987). Structural equation analysis using LISREL. Workshop presented at the meeting of Decision Sciences Institute.

PROFESSIONAL ACTIVITIES

| | |
|-------------------------|---|
| Feature Topic Editor | <u>Organizational Research Methods</u> , 2020-2023. Reviewer Resources |
| Founding Editor | <u>Organizational Research Methods</u> , 1997-2006. |
| Series Editor | Organizational Research Methods (Sage Publications, Inc.) |
| Associate Editor | <u>Journal of Management</u> , 1993-1996. |
| Editorial Board | <u>Structural Equation Modeling: A Multidisciplinary Journal</u> , 1994-1996. |
| Chairperson | Research Methods Division, Academy of Management, 1992-1994. |
| Co-Coordinator | Doctoral Student Consortium, Society for Industrial and Organizational Psychology, 2009-2011. |
| Member-at- Large | Research Methods Division, Academy of Management, 1990-2002. |
| Founding Director | Center for the Advancement of Research Methods and Analysis, 1997-present |
| Director | RMD Conference on Causal Modeling (West Lafayette: March 3-5, 1994). |
| Co-Director | RMD-SMA Miniconference (Atlanta, November 3, 1993). |

| | |
|--------------------|--|
| Co-Director | RMD-SMA Workshop Series (New Orleans, November 2, 1994). |
| Member | Academy of Management Task Force on Assessment Academy of Management Mentoring Program Research Methods Division Executive Cmte., 1989-1999 Program Committee, Research Methods Division, 1990-1995 Program Committee, Organizational Behavior Division. 1991-1994 Program Committee, American Psychological Association, 1990 Program Committee, Society for Industrial/Organizational Psychology, 1991-1996 Open Science Committee, Society for Industrial/Organizational Psychology, 2021-2023 |
| Member | Academy of Management Society for Industrial/Organizational Psychology Southern Management Association |
| Ad Hoc Reviewer | Academy of Management Journal Academy of Management Review Journal of Applied Psychology Personnel Psychology Organizational Behavior and Human Decision Processes Psychological Bulletin Multivariate Behavioral Research Psychological Methods |

INVITED PRESENTATIONS

Akron University (November, 1993)
University of Tennessee (September, 1994)
Florida State University (February, 1995)
University of Virginia (February, 1998)
University of Waterloo (March, 1998)
Appalachia State University (October, 1998)
Virginia State University (October, 1998)
Society of Organizational Behavior (October, 2003)
University of Georgia (Spring, 2004)
University of Maryland (Fall, 2004)
Stevens Institute of Technology (Spring, 2006)
University of Maryland (Fall, 2009)
University of Guelph (Fall, 2010)
College of William and Mary (Spring, 2011)
Bowling Green State University (Fall, 2011)
Indiana University (Fall, 2012)

Michigan State University (Winter, 2013)
Purdue University (Fall, 2018)

TEACHING EXPERIENCE

| | |
|---------------|--|
| Undergraduate | <p>Organizational Psychology Organizational Behavior Models of Job Motivation Management Skills Development Mentoring in Organizations Introductory Statistics Advanced Statistics</p> |
| Graduate | <p>Human Resources Management Organizational Behavior Organizational Psychology Seminar in Job Attitudes Research Methods Causal Analysis for Organizational Studies Statistics in Psychological Research (Advanced Regression) Applied Multivariate Statistics Advanced Structural Equation Methods Survey Research Methods</p> |

DISSERTATION ACTIVITIES

| | |
|-------------|--|
| Chairperson | <p>Stella Anderson. Individual, Job, and Interpersonal Predictors of Prosocial Organizational Behavior: Understanding Helping Processes at Work. (1993).</p> <p>Mark Gavin. Helping Behavior in Organizations: Testing a Hypothesized Multi-level Model. (1997).</p> <p>Suzanne Bennett. A Comparison of Biodata, Ability, and Personality Predictors of Employee Reliable Behavior. (2000).</p> <p>Michael Wimsatt. Predicting Faking on Biodata Items Using A Conditional Reasoning Measure of Aggressive Personality. (2004).</p> <p>Nathan Hartman. A Model of Antecedents of Interpersonal Organizational Citizenship Behaviors. (2004).</p> <p>Ernest O'Boyle. A Test of An Emotion –Centered Model of Counterproductivity and Citizenship. (2009)</p> |
|-------------|--|

Mia Wang. Grid Questions and Data Quality: An Investigation of Grid Placement on Web Surveys Completed Across Three Types of Device. (2017).

Andrew Hanna. A Multilevel Test of Leadership in Teams (2021)