

CURRICULUM VITA

(Current: October 2026)

DAVID (DJ) S. STEFFENSEN, JUNIOR

Assistant Professor
Department of Management & Entrepreneurship
Williams College of Business
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EDUCATION

- Ph.D. Business Administration
Florida State University, 2019
Major Field: Organizational Behavior and Human Resource Management
Minor Field: Statistics and Research Methods
- M.A. Industrial/Organizational Psychology
Middle Tennessee State University, 2014
- B.S. Social Psychology
Brigham Young University, 2011

PROFESSIONAL EXPERIENCE

Assistant Professor, August 2023 – present
Williams College of Business, Xavier University, Cincinnati, OH

Assistant Professor, August 2019 – July 2023
Jones College of Business, Middle Tennessee State University, Murfreesboro, TN

RESEARCH EXPERIENCE

Research Interests

I study the intersection of leadership and human resource management. Specifically, I am interested in the roles that leaders at all organizational levels play in the design, implementation, and evaluation of HRM practices and strategies.

Refereed Journal Articles

Webster, B. D., & **Steffensen, D. S., Jr.** (2026). Forgetting morals, focusing on performance: The role of moral decoupling in explaining admiration of high-performing/amoral managers. *Journal of Business and Psychology*, 1-20.

Wang, G., **Steffensen, D. S., Jr.**, Perrewé, P. L., Ferris, G. R., & Jordan, S. L. (2022). Does

leader same-sex sexual orientation matter to leadership effectiveness?: A four-study model-testing investigation. *Journal of Business and Psychology*, 37(3), 557-580.

- Recipient of Editor Commendation

Steffensen, D. S., Jr., McAllister, C. P., Perrewé, P. L., Wang, G., & Brooks, C. D. (2022) “You’ve got mail”: A daily investigation of email demands on job tension and work-family conflict. *Journal of Business and Psychology*, 37(2), 325-338.

- Research from this study featured in the editor-reviewed *Harvard Business Review* online article below

Littlepage, G. E., **Steffensen, D. S., Jr.**, Yi, J., & Hembree, H. (2021). Validation of the Teamwork Situational Judgment Test. *Group Dynamics: Theory, Research, and Practice*, 24(4), 322-340.

McAllister, C. P., **Steffensen, D. S., Jr.**, Perrewé, P. L., Brook, D., & Wang, G. (2020). How to cope with that “always-on” feeling. *Harvard Business Review*, <https://hbr.org/2020/05/how-to-cope-with-that-always-on-feeling>

Steffensen, D. S., Jr., Ellen, B. P., III, Wang, G., & Ferris, G. R. (2019). Putting the “management” back in human resource management: A review and agenda for future research. *Journal of Management*, 45(6), 2387-2418.

Russell, Z. A., **Steffensen, D. S., Jr.**, Ellen, B. P., III, Zhang, L., Ferris, G. R., & Bishoff, J. (2018). High performance work practice implementation and employee impressions of line manager leadership. *Human Resource Management Review*, 28(3), 258-270.

Book Chapters

Munyon, T., **Steffensen, D. S., Jr.**, & LeClaire, C. (in press). Political skill and social capital. In D. C. Treadway (Ed.), *Handbook of Political Skill Research*. Cheltenham, UK: Edward Elgar Publishing Ltd.

Research Under Review and Revise-and-Resubmit Decisions

Webster, B. & **Steffensen, D. S., Jr.** Employee reactions to leader amorality. Revise and resubmit (1st round) at *Journal of Business & Psychology*.

Wang, G., **Steffensen, D. S., Jr.**, & Wang, X. Meta-analysis of nonresponse bias in abusive supervision research. Under initial review at *Journal of Management*.

Research in Progress

Steffensen, D. S., Jr., Wang, G., Bucher, S., & Downey, J. (preparing for submission). Topic: Leaders role in HRM system strength. Target: *Human Resource Management*.

Ehrnrooth, M., Hauff, S., **Steffensen, D. S., Jr.**, Wang, G., Zheng, X., & Nysten, L. (analyzing

data). Meta-analysis of leadership and human resource management. Target: ***Journal of Applied Psychology***.

Steffensen, D. S., Jr. & Webster, B. (gathering Study 2 data). Topic: Transformational leaders overcoming poor organizational practices. Target: ***Leadership Quarterly***.

Steffensen, D. S., Jr. (analyzing data). Topic: Leader protection behaviors and employee outcomes. Target: ***Leadership***.

Arnold, J. D., **Steffensen, D. S., Jr.**, & Moon, J. (analyzing data). Topic: Implementation of performance reviews. Target: ***Human Resources Management Journal***.

Russell, Z. A., **Steffensen, D. S., Jr.**, & Gras, D. M. (analyzing data). Topic: Factors that affect organizational reputation.

Steffensen, D. S., Jr. (initial study design). Topic: The effects of leader inconsistency on employee outcomes.

Steffensen, D. S., Jr. & Bucher, S. (initial study design). Topic: Why reluctant leaders take on leadership roles.

Professional Presentations and Conference Activities

Arnold, J. D., **Steffensen, D. S., Jr.**, & Moon, J. (2022, April). *It's about time: Influencing social processes to improve performance reviews*. Paper presented at the 2022 Annual Conference of the Society for Industrial and Organizational Psychology.

Steffensen, D. S., Jr. (2020, August). *Managing uncertainty: An examination of leadership factors that increase HRM system strength*. Paper presented at the 2020 Annual Meeting of the Academy of Management. Virtual.

Steffensen, D. S., Jr. & Leroy, H. L. (Symposium Chairs) (2018, August). *Bridging the gap: Exploring the overlap between leadership and human resource management*. Symposium presented at the 2018 Annual Meeting of the Academy of Management. Chicago, IL.

Wang, G., **Steffensen, D. S., Jr.**, & Perrewé, P. L. (2017, August). *Leader sexual orientation and leadership effectiveness: A two-study model-testing investigation*. Paper presented at the 2017 Annual Meeting of the Academy of Management. Atlanta, GA.

Steffensen, D. S., Jr. (2016, October). *The making and giving of sense: Line manager implementation of human resource strategy*. Paper presented at the 2016 Annual Meeting of the Southern Management Association. Charlotte, NC.

Steffensen, D. S., Jr., McAllister, C. P., Brooks, C. D., & Perrewé, P. L. (2016, October). *Not at the table: A diary study analyzing the effects of constant connectivity on work-family conflict*. In P.L. Perrewé & P. Spector (Co-Chairs), *Advances in occupational stress*

research symposium at the 2016 Annual Meeting of the Southern Management Association. Charlotte, NC.

Steffensen, D. S., Jr. (2015, October). *Social influence and leader emergence: Using political skill to examine how individuals acquire authority*. Paper presented at the 2015 Annual Meeting of the Southern Management Association, St. Pete Beach, FL.

McAllister, C. P., **Steffensen, D. S., Jr.**, & Perrewé, P. L. (2015, October). *Unable to detach: Examining the impacts of constant organizational connectivity and job tension*. In P.L. Perrewé & P. Spector (Co-Chairs) New directions in work stress research. Symposium presented at the 2015 Annual Meeting of the Southern Management Association, St. Pete Beach, FL.

Steffensen, D. S., Jr. & Littlepage, G. (2015, April). *Validation of a situational judgment test measuring teamwork processes*. Poster presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

McAllister, C. P., **Steffensen, D. S., Jr.**, & Perrewé, P. L. (2015, February). *Unable to detach: Examining the impacts of constant organizational connectivity and job tension*. Poster presented at the 25th Annual Health Research Day of the University of South Florida's Sunshine Education and Research, Tampa, FL.

Steffensen, D. S., Jr. & Littlepage, G. (2014, May). *Examining the internal consistency reliability and convergent validity of a team processes situational judgment test*. Paper presented at the 60th Annual Meeting of the Southeastern Psychological Association, Nashville, TN.

Steffensen, D. S., Jr. & Frame, M. C. (2013, October). *Factor analyzing a measure of potentially stigmatized groups*. Poster presented at the 9th Annual River Cities I-O Conference, Chattanooga, TN.

Sanders, E. K., Littlepage, G., Hein, M. B., Bridges, D., & **Steffensen, D.S., Jr.** (2013, May). *Examining the relationship and development of mental models of interdependence and communication*. Poster presented at the 25th Annual Convention of the Association for Psychological Science, Washington, DC.

Steffensen, D. S., Jr., Frame, M. C., & Creek, S. (2013, May). *Qualified but not hired: The perceptions of job applicants with visible tattoos*. Poster presented at the 25th Annual Convention of the Association for Psychological Science, Washington, DC.

Reber, J. S., Jennings, S., Downs, S., Ridge, R. D., & **Steffensen, D. S., Jr.** (2011, August). *Assessing the impact of ratemyprofessor.com evaluations on expectancy confirmation in the classroom*. Poster presented at the 119th Annual Convention of the American Psychological Association, Washington, DC.

Jennings, S., **Steffensen, D. S., Jr.**, Fraser, B., Downs, S., Ridge, R., & Reber, J. (2011, February). *Perceptual confirmation in the classroom: Do ratemyprofessors.com evaluations influence student perceptions of teacher performance?* Paper presented at the 14th Annual Conference of the American Association of Behavioral and Social Sciences, Las Vegas, NV.

Invited Presentations

Steffensen, D. S., Jr. (2020, October). *Influential leadership: Relying on relational power in the absence of positional power*. Presented to the United Way of Rutherford & Cannon Counties, Murfreesboro, TN.

Research Grants/Contracts

Steffensen, D.S., Jr. (2026 – 2027). *The effects of leader behavioral inconsistency on employee perceptions*. Grant funded by the Williams College of Business Downing Scholar Program (\$9,000).

Steffensen, D.S., Jr. (2025 – 2026). *The mercurial leader: The effects of behavioral unpredictability on follower outcomes*. Grant funded by the Stephen S. Smith Center (\$3,000).

Steffensen, D.S., Jr. (2025). *Restaurant general managers and HRM practice implementation*. Summer research grant funded by the Xavier University Undergraduate Research and Creative Activity Program (\$2,750).

Steffensen, D.S., Jr. (2025-2026). *Walking the talk with diversity, equity, and inclusion*. Grant funded by the Williams College of Business Downing Scholar Program (\$9,000).

Steffensen, D.S., Jr. (2018). *Managing uncertainty: An examination of leadership factors that increase HRM system strength*. Grant funded by the Society for Human Resource Management Foundation Dissertation Research Grant (\$5,000).

TEACHING EXPERIENCE

Williams College of Business, Xavier University

- MGMT 200: Organizational Management (Fall 2023 – present)
 - Average overall instructor rating: 4.57/5.00
- MGMT 314: Leadership (Fall 2023 – present)
 - Average overall instructor rating: 4.35/5.00
- MGMT 614 (MBA): Principles of Leadership (Fall 2023 – present)
 - Average overall instructor rating: 4.36/5.00
- SHRM 600 (MBA): Human Resource Management (Summer 2024 – present)
 - Average overall instructor rating: 4.23/5.00

Jones College of Business, Middle Tennessee State University

- MGMT 3810: Human Resource Management (Fall 2019 – Spring 2023)
 - Average overall instructor rating: 4.80/5.00
- MGMT 4200: Leadership in Organizations (Fall 2019 – Spring 2023)
 - Average overall instructor rating: 4.57/5.00
- MBAM 6825 (MBA): Leading Organizations (Fall 2020 – Spring 2023)
 - Average overall instructor rating: 4.85/5.00

College of Business, Florida State University

- MAN 3240: Organizational Behavior (Fall 2014 – Spring 2016)
 - Teacher's Assistant
- MAN 4143: Contemporary Leader Challenges (Fall 2016 – Fall 2017)
 - Average overall instructor rating: 4.83/5.00
- MAN 4301: Human Resource Management (Spring 2019)

AWARDS, HONORS, AND DISTINCTIONS

- Faculty Mentor of the Year Award (2025 – 2026)
- Cintas Institute for Business Ethics Faculty Fellow (2025 – 2027)
- Ignatian Mentoring Program Mentee (2025 – 2026)
- Cintas Institute for Business Ethics Mentee (2023 – 2024)
- Editor Commendation, *Journal of Business and Psychology* (2022)
- Society for Human Resource Management Foundation Dissertation Grant Recipient (2018)
- Florida State University College of Business Doctoral Student Teaching Award Recipient (2018)
- Selected for the Southern Management Association late-stage doctoral student consortium (2017)
- Selected for the Southern Management Association early-stage doctoral student consortium (2015)

SERVICE

Xavier University

- Department
 - Meet the Majors Manresa Meeting (Fall 2023, Fall 2024)
- College
 - WCB Assessment Committee (Spring 2026 – present)
 - D'Artagnan Summer Academy Majors Fair (Summer 2025)
 - Office Allocation Taskforce (Fall 2024)
 - Sedler Center Faculty Chaperone
 - Louisville, KY visit (Spring 2025)
 - Charlotte, NC visit (Fall 2024)

- University
 - Core Curriculum Assessment Committee (Fall 2024 – Spring 2025)
 - Academic Advisor (Fall 2024 – present)
 - Faculty Manresa Overnight for New Faculty and Staff (Fall 2023)

Middle Tennessee State University

- Department
 - HRM concentration committee member, Fall 2020 – Spring 2023
 - Student Issues committee member, Fall 2020 – Spring 2023
 - Search Committee member, Spring, 2021; Spring 2022
 - Business/Community Relations committee member, Fall 2019 – Summer 2020
- College
 - Charitable Giving Committee management department representative, Fall 2021 – Spring 2023

University

- Bridge Leadership Summit presenter, February 2020; February 2021

Reviewer Activities

- Ad-Hoc Reviewing
 - Human Resource Management
 - Human Resource Management Journal
 - Human Resource Management Review
 - International Journal of Human Resource Management
 - Journal of Business Research
 - Journal of Leadership & Organizational Studies
 - Journal of Organizational Behaviors
- Conference Reviewing
 - Academy of Management Annual Conference (2015-present)
 - Southern Management Association Annual Conference (2015-present)

Professional Affiliations

- Academy of Management
- Society for Industrial and Organizational Psychology
- Southern Management Association

OTHER RELATED EXPERIENCE

Employment History

2023 – present Assistant Professor

	Williams College of Business Xavier University
2019 – 2023	Assistant Professor Jones College of Business Middle Tennessee State University
2014 – 2019	Graduate Assistant & Instructor, Department of Management College of Business Florida State University
2012 – 2014	Graduate Assistant Tennessee Small Business Development Center Middle Tennessee State University
2010 – 2011	Teaching Assistant, Department of Sociology College of Family, Home, and Social Sciences Brigham Young University
2008 – 2010	Instructor LDS Missionary Training Center Provo, UT

Consulting Experience

- FedEx Freight
- Murfreesboro (TN) Police Department
- Tennessee Board of Regents
- NASA FOCUS Lab
- Boys and Girls Club of America
- Rutherford CABLE

Relevant Service to Community

- Volunteer Coach, Centerville Soccer Club, Centerville, OH (Fall 2025 – present)
- Volunteer Coach, Murfreesboro Soccer Club, Murfreesboro, TN (Fall 2021 – Spring 2022)
 - Winner of the “Coach of the Year” award
- Volunteer Meal Server and Order Deliverer, Grace Mission Episcopal Church, Tallahassee, FL (2018-2019)
- Teacher’s Aide, Timpanogos Elementary School, Provo, UT (2008)
- Program Aide, Martineztown Community Center, Albuquerque, NM (2007)
- Community Service Missionary, The Church of Jesus Christ of Latter-day Saints’ Pennsylvania Harrisburg Mission (2005-2007)