

SAMANTHA A. CONROY

Tinberg “Business for a Better World” University Professor
Department of Management, College of Business
Colorado State University, Fort Collins, CO 80523
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ACADEMIC EMPLOYMENT

Tinberg “Business for a Better World” University Professor
Colorado State University, College of Business, Present

Associate Professor of Management
Colorado State University, College of Business, Present

Assistant Professor of Management
Colorado State University, College of Business

Research Assistant & Instructor
University of Arkansas, Sam M. Walton College of Business

EDUCATION

Doctor of Philosophy in Business Administration, Management Concentration, Sam M. Walton College of Business, University of Arkansas

Master of Business Administration, Finance Emphasis, University of Missouri-Kansas City

Bachelor of Science, Human Resource Management Emphasis, Missouri State University

RESEARCH INTERESTS

Worker Well-being and Turnover, Compensation, Technology, Worker Identity

AWARDS

Research-related

Overall Faculty Excellence Award, *Colorado State University, Department of Management*
Dean’s Scholar, *Colorado State University, College of Business*
Excellence in Research Award, *Colorado State University, College of Business*
Dean’s Distinguished Research Fellow, *Colorado State University, College of Business*
Researcher of the Year Award, *Colorado State University, Department of Management*
Emerging Scholar Award, *Colorado State University College of Business*

Pre-Catalyst for Innovative Partnerships Grant, Co-Principal Investigator, Developing an interdisciplinary team to provide solutions for aging workforce, *Colorado State University*, \$5,000
Ralph Alexander Best Dissertation Award Finalist, *Academy of Management Human Resource Division*
College of Business Research Lab Participant Incentive Grant, *Colorado State University*, \$1,000
James H. Penick Grant, *University of Arkansas*, \$10,000
SHRM Foundation Dissertation Grant Award, *HR Division Academy of Management*, \$5,000
Distinguished Doctoral Fellowship, *University of Arkansas*
First Place, Graduate Student Research Poster Competition, *University of Arkansas Graduate School*

Teaching-related

Career Impact Award Nominee, *Colorado State University Career Center*
Best Teacher Award Nominee, *Colorado State University Alumni Association*
HR Innovative Teaching Award, *HR Division Academy of Management*
Outstanding Graduate Student Teaching Award, *Sam M. Walton College of Business, University of Arkansas*

Service-related

Excellence in Service Award, *Colorado State University, College of Business*
Excellence in Reviewing Award, *Human Resource Management (HRM)*
Outstanding Reviewer Award, *Journal of Organizational Behavior*

JOURNAL PUBLICATIONS

1. **Conroy, S.** & Vogus, T. (2025). On the Folly of Rewarding Your Version of Performance: Signaling and the Double Empathy Problem in Pay-For-Performance Across Neurotypes. *Human Resource Management*.
2. Schnacker, M., Messersmith, J. & **Conroy, S.** (2025). Undervalued? Assessing the Role Pay Systems Play within the Strategic HRM Literature. *Human Resource Management Review*.
3. Sayre, G. & **Conroy, S.** (2024). The Other Side of the Coin: An Integrative Review Connecting Pay and Health. *Journal of Applied Psychology*, 109(8): 1178–1203.
4. Chen, A., **Conroy, S.**, & Crain, T. (2024). Identifying Forms of After-Hours Information Communication Technology Use and their Role in Psychological Detachment: An Episodic Approach. *Human Resource Management*, 63: 919-937.
5. **Conroy, S.** & Vogus, T. (2024). Pay Practices and Safety Organizing: Evidence from Hospital Nursing Units. *Health Care Management Review*, 49(1).

6. Nyberg, A., Cragun, O., **Conroy, S.** & Weller, I. (2024). Artificial Intelligence and Pay Information Disclosure (PID): Changing How Pay is Communicated. *Compensation & Benefits Review*, 56(2).
7. **Conroy, S.**, Trzebiatowski, T., & Liou, R. (2023). Intimate Partner Violence Disclosure in the Workplace: Examining Frequency, Workplace Occurrences and Pay Level. *Journal of Workplace Behavioral Health*, 38(4).
8. Macdonald, J., **Conroy, S.**, Eckerd, S. & Becker, W. (2023). Where are the Workers? Leadership-Follower Fit and Behavioral Work Withdrawal in the Logistics Supply Chain. *Journal of Business Logistics*, 44(3).
9. Henle, C., Shore, L., Morton, J. & **Conroy, S.** (2023). Putting a Spotlight on the Ostracizer: Intentional Workplace Ostracism Motives. *Group & Organization Management*, 48(4).
10. **Conroy, S.** & Morton, J. (2023). Back to Basics in Human Resource Theorizing: A Call for Greater Attention to Jobs. *Human Resource Management Review*, 33(4).
11. **Conroy, S.**, Roumpi, D., Delery, J., & Gupta, N. (2022). Pay Volatility and Employee Turnover in the Trucking Industry. *Journal of Management*, 48(3).
12. Becker, W., Belkin, L., Tuskey, S. & **Conroy, S.** (2022). Surviving Remotely: How Job Control and Loneliness during a Forced Shift to Remote Work Impacted Employee Work Behaviors and Well-being. *Human Resource Management*, 61(4).
13. Park, S. & **Conroy, S.** (2022). Unpacking the evolving process of pay-for-performance system implementation. *Human Resource Management Review*, 32(2).
14. Maynard, M. T., **Conroy, S.**, Lacerenza, C. N., & Barnes, L. Y. (2021). Teams in the Wild are Not Extinct, but Challenging to Research: A Guide for Conducting Impactful Team Field Research with Ten Recommendations and Ten Best Practices. *Organizational Psychology Review*, 11(3).
15. Becker, W. Belkin, L., **Conroy, S.** & Tuskey, S. (2021) Killing me softly: Electronic communications monitoring and employee and significant other well-being. *Journal of Management*, 47(4): 1024-1052.
16. Belkin, L., Becker, W. & **Conroy, S.** (2021) The Invisible Leash: The Impact of Organizational Expectations for Email Monitoring After-hours on Employee Resources, Well-Being and Turnover Intentions. *Group & Organization Management*, 45(5): 709-740.

17. Rawski, S. & **Conroy, S.** (2020) Beyond motivation to learn: Organizational identification & diversity-related training outcomes. *Journal of Organizational Behavior*, 41(5): 461-478.
18. **Conroy, S.** & Gupta, N. (2019). Disentangling Horizontal Pay Dispersion: Experimental Evidence. *Journal of Organizational Behavior*, 40(3): 248-263
19. Djurdjevic, E., Rosen, C., **Conroy, S.**, Rawski, S., & Sosna, K. (2019). The influence of political climate on job pursuit intentions and the moderating effect of Machiavellianism. *International Journal of Selection and Assessment*, 27(2): 180-192.
20. Maynard, M. T., **Conroy, S.**, & Lacerenza, C. (2018). It Takes Two to Tango: The Management of Academic-Industry Partnerships Requires Multiple Perspectives. *Industrial and Organizational Psychology*, 11(4): 625-629.
21. Becker, W., **Conroy, S.**, Djurdjevic, E., & Gross, M. (2018). Crying is in the eyes of the beholder: An attribution theory framework of crying at work. *Emotion Review*, 10(2): 125-137.
22. **Conroy, S.**, Becker, W., & Menges, J. (2017). The meaning of my feelings depends on who I am: Work-related identifications shape emotion effects in organizations. *Academy of Management Journal*, 60(3): 1-23.
23. **Conroy, S.** (2017). Tip of the iceberg: Pay Dispersion and Sorting Effects. *Academy of Management Discoveries*, 3(1): 91-92.
24. **Conroy, S.**, Henle, C., Shore, L., & Stelman, S. (2017). Where there is light, there is dark: A review of the detrimental outcomes of organizational identification. *Journal of Organizational Behavior*, 38(2): 184-203.
25. **Conroy, S.** & Gupta, N. (2016). Team pay-for-performance: The devil is in the details. *Group & Organization Management*, 41(1): 32-65.
26. **Conroy, S.**, Yoon, Y. J., Bamberger, P., Gerhart, B., Gupta, N., Nyberg, A., Park, S., Park, T., Shaw, J., & Sturman, M. C. (2015). Past, Present and Future Compensation Research Perspectives. *Compensation & Benefits Review*, 47(5/6): 207-215.
27. **Conroy, S.** & O'Leary-Kelly, A.M. (2014). Letting go and moving on: Work-related identity loss and recovery. *Academy of Management Review*, 39(1): 67-87
28. Gupta, N., **Conroy, S.**, & Delery, J. (2012). The many faces of pay variation. *Human Resource Management Review*, 22(2): 100-115.

BOOK CHAPTERS

29. **Conroy, S. & Park, S.** (Forthcoming). Being the Best at What Cost? High Performer Turnover Shocks Under Pay Transparency. Weller, I., & Bamberger, P. (eds). *Research Handbook of Pay Equity and Transparency*. Cheltenham, UK: Edward Elgar Publishing.
30. **Conroy, S. & Morton, J.** (2024). The Role of Human Resource Management in Surviving or Thriving: A Review of Compensation Systems and Low Wage Work. *Research in Personnel and Human Resources Management*, 42: 1-44.
31. **Conroy, S.** (2020). Setting base pay rates: Integrating compensation practice with human capital value creation and value capture. *Handbook of Research on Strategic Human Capital Resources*, Anthony Nyberg and Tom Moliterno (eds.). Northampton, MA: Edward Elgar.
32. **Conroy, S., Gupta, N., Shaw, J., & Park, T.** (2014). A multi-level approach to the effects of pay variation. *Research in Personnel and Human Resources Management*, 32: 1-64.
33. **Conroy, S., Franklin, D., & O’Leary-Kelly, A. M.** (2013). Turmoil or opportunity? Retirement and identity-related coping. In J. K. Ford, J. R. Hollenbeck, & A. M. Ryan (Eds.), *The Nature of Work: Advances in Psychological Theory, Methods, and Practice*: 165-182.

PRACTITIONER/TEACHING PUBLICATIONS

34. Allamano, C. B. & **Conroy, S.** (forthcoming). AI Requires a Learning-First Organization. In A. Nyberg, D. Ulrich, P. Wright & R. Kehoe (Eds.), *The Age of HR*.
35. **Conroy, S., Roche, T., & Park, S.** (2025). Retaining Employees in Transparent Pay Environments: Performance Measurement and Communication Are the Key. *Journal of Total Rewards*.
36. **Conroy, S. & Downes, P.** (Accepted). Pay takes flight! An experiential compensation exercise. *Management Teaching Review*.
37. Sayre, G. & **Conroy, S.** (2024). Want a healthier workforce? Take a look at your pay strategy. *California Management Review Insights*.
<https://cmr.berkeley.edu/2024/03/want-a-healthier-workforce-take-a-look-at-your-pay-strategy/>
38. Gupta, N. & **Conroy, S.** (2013). Evidence-based lessons about financial incentives and pay variations. *WorldatWork Journal*, 22(2): 7-16.

MEDIA

Selected Media Mentions: Psychology Today; Financial Health Network; The Wall Street

Journal; The Boston Globe; BusinessInsider; CNBC; 850 KOA; AskMen; BizWest; Bustle; CNN Indonesia; Coloradoan; Corvallis Gazette-Times; Denver Business Journal; e! Science News; Elle online; Fast Company online; Fortune online; <http://www.humanresourcesonline.net/>; Inc. online; Insurance Business; Irish Sun; medlineplus.gov; MSN; CSU SOURCE; State Journal; STLtoday; The Financial Express; The Freepress Journal; The News-Times; Refinery29WebMD Health; World Economic Forum; Yahoo! Finance

Interviews:

- Featured Guest, LumiQ for the continuing education episode, “The Science Behind Team Pay-for-Performance” with Samantha Conroy
- Featured Commenter, Here’s what a professor who studies work-life balance thinks of ‘Severance’(CSU College of Business News)
- Featured Guest, Interview with Adela Chen and Samantha Conroy about after-hours ICT use, Human Resource Management YouTube Channel
- Featured Guest, Green Flags podcast, “Does thinking about pay only in dollars make us worse off?”
- Featured Guest, How on Earth Science Show podcast, “Email Anxiety”

TEACHING EXPERIENCE

Fundamentals of Management, Colorado State University

Total Rewards and Performance Management, Colorado State University

Human Resource Management, Colorado State University

Data Analysis and Interpretation, University of Arkansas

Acquiring and Managing Human Capital, University of Arkansas

Teaching Development

Participant, Super Charge Your Course Development with AI, TILT, Colorado State University, Fort Collins, Colorado.

Participant, Empowering Students Through Generative AI: Enacting Their Rights to Language Literacy and Critical Thinking, TILT, Colorado State University, Fort Collins, Colorado.

Participant, Your successful online course, TILT short course, Colorado State University, Fort Collins, Colorado.

Participant, Embedding information literacy into your course: Practical and innovative ideas, TILT short course, Colorado State University, Fort Collins, Colorado.

Presenter, Exchanging and sharing ways to facilitate student engagement, Organizational Behavior Teaching Conference, St. Catharines, Ontario, Canada.

SERVICE

Affiliations

Advisory Board Member, *Workforce and Organizational Research Center*
Faculty Affiliate, Social Policy Institute, *Washington University*
Academy of Management
Strategic Management Society (SMS)
Society for Industrial and Organizational Psychology (SIOP)

Editor/Reviewer

Editorial Review Board, *Journal of Management*
Editorial Review Board, *Personnel Psychology*
Editorial Review Board, *Compensation & Benefits Review*
Editorial Review Board, *Human Resource Management*
Editorial Review Board, *Journal of Organizational Behavior*
Associate Editor, *Human Resource Management Review*
Ad-hoc Reviewer: *Academy of Management Journal*, *Academy of Management Review*,
Journal of Applied Psychology, *Journal of Organizational and Occupational Psychology*,
Stress & Health, *Journal of Business Research*, *European Journal of Work and*
Organizational Psychology, *Human Resource Management Review*,
Journal of Business Ethics, *Human Relations*, *Management Learning*,
Compensation & Benefits Review, *Current Psychology*, *Journal of Management*
Studies
Reviewer, *AOM OB Division Outstanding Publication Award Committee*
Reviewer, *SHRM Dissertation Grant Awards*

External Service

Selection Committee Member, *Human Resource Management*, Best Paper Award
Representative-at-Large and Chair/Member of the Awards Committee, Academy of
Management Human Resources Division, *Academy of Management*
Representative-at-Large, Strategic Human Capital Interest Group, *Strategic Management*
Society
Social Media Chair, *Academy of Management HR Division*
PDW Organizer, Building the Compensation Research Community, *Academy of*
Management meeting
New Member Mentor, *Academy of Management Annual Meeting*

University, College & Department Service

Elected Member, University Benefits Committee
College of Business Representative, Office for Undergraduate Research and Artistry
(OURA)
College of Business Representative, Celebrate Undergraduate Research & Creativity
(CURC)
Member, Career Framework Advisory Board, Colorado State University
Course coordinator, MGT 320: Fundamentals of Management, Colorado State University

Co-Coordinator, B4BW Undergraduate Research Fellows Program, College of Business, Colorado State University

- Provided support to *36 Undergraduate students*; supporting their mentors connections, managing seminars, and addressing needs.
- Mentored *4 Undergraduate fellows* apprenticing my research process: Lindsey Gross, Sarah Driscoll, Harika Shankar, Ruby Correa

Member, Research Committee, College of Business, Colorado State University

Judge, *Celebrating Undergraduate Research & Creativity*, Colorado State University

Facilitator, *Business 100 Introduction to Human Resource Management*, Colorado State University

Search Committee Member, Management Department Chair, Department of Management, Colorado State University

Search Committee Member, OB/HR Post-Doctoral Fellow, Department of Management, Colorado State University

Co-chair, B4BW Dissertation Proposal Competition, College of Business, Colorado State University

Internal/External Relationships Committee Member, *Department of Management Strategic Initiatives*, Colorado State University

Search Committee Member, Organizational Behavior Tenure-Track Position, Department of Management, Colorado State University

Search Committee Member, Entrepreneurship Tenure-Track Position, Department of Management, Colorado State University

Search Committee Member, Post-doctoral Fellow Position, Department of Management, Colorado State University

Chapter Co-Advisor, *Society for Human Resource Management student chapter*, Colorado State University

Search Committee Member, Department Chair, Department of Management, Colorado State University

Search Committee Member, Post-doctoral Fellow Position, Department of Management, Colorado State University

Search Committee Member, Human Resource Management Tenure-Track Position, Colorado State University

Graduate Student Showcase Judge, *Graduate School*, Colorado State University

Panelist and Facilitator, Discovering Who You Want to Be: (Literally) Sorting Through Your Teaching Identity, *Baum Teaching Workshop*, University of Arkansas

Guest Lecturer, Developing a Teaching Philosophy, *WCOB 6111: Seminar in Business Teaching for Doctoral Students*, University of Arkansas

Panelist, Balancing Research, Teaching, Service, and Everything Else, *WCOB 6111: Seminar in Business Teaching for Doctoral Students*, University of Arkansas

Guest Lecturer, Doctoral Program Tips from the Graduate Student Award Recipient, *WCOB 6111: Seminar in Business Teaching for Doctoral Students*, University of Arkansas

Student Advising and Committees

Jessica George, Doctoral Dissertation Committee Member, Business (Virginia Tech)

Della Agbeke, Doctoral Dissertation Committee Member, Psychology

Lynne Elliott, Doctoral Dissertation Committee Member, Education
Elaine Lewis, Doctoral Dissertation Committee Member, Education
Ernest McGachey, Doctoral Dissertation Committee Member, Education
Jennifer Douglas, Doctoral Dissertation Committee Member, Education
Erica Monnin, Doctoral Dissertation Committee Member, Education
Andrew Dewey, Graduate Committee Member, Communication
Annika Benson, Doctoral Dissertation Committee Member, Psychology
Daniel Lee, Doctoral Dissertation Committee Member, Education
Mark Hutt, Doctoral Dissertation Committee Member, Education
Marina Brito, Doctoral Dissertation Committee Member, Education
Parnian Shahbazian, Graduate Committee Member, Communication
Emma Rattie, Honor's Thesis Advisor, Business
Lynnea Doty, Honor's Thesis Committee Member, Business
Mellissa Patton, Graduate Committee Member, Communication
Sarah Tuskey, Doctoral Dissertation Committee Member, Business (Virginia Tech)
Greg Loebel, Doctoral Dissertation Committee Member, Psychology
Kevin Walters, Doctoral Dissertation Committee Member, Psychology
Stacy Elwell-Chalmers, Doctoral Dissertation Committee Member, Education
Elizabeth Goodnite, Master's Thesis Committee Member, Design and Merchandising
Jaclyn Menendez, Doctoral Dissertation Committee Member, Psychology
Hannah Playter, Honor's Thesis Advisor, Business
Eliza Wagner-Kinyon, Master's Thesis Committee Member, Communication Studies
Karen Sigg, Honor's Thesis Advisor, Business
Lauren Cotter, Doctoral Dissertation Committee Member, Psychology
Monica Spachek, Honor's Thesis Advisor, Business
Meagan Stack, Honor's Thesis Committee Member, Business

Invited Academic Talks

University of Miami, Miami, FL
University of Colorado, Boulder, CO
University of Memphis, Memphis, TN
University of Kansas, Lawrence, KS
Vanderbilt University, Nashville, TN
University of South Carolina, Columbia, SC

Executive Talks

HR Edge Network, Unlocking Innovation in Employment Practices: Driving Better Job Quality in Organizations
HR Edge Network, AI: The New Hire You Can't Fire (presented with Boris Nikolaev)
HR Edge Network, Pay and Well-being
HR Edge Network, Research Partnerships Between Academics & Industry (presented with Travis Maynard)

Community Service

Classroom Volunteer, *Poudre School District*, Fort Collins, CO
Volunteer, *Pathways Hospice*, Fort Collins, CO

Volunteer Curriculum Developer & Facilitator, College Decision Making Tools, *Bessie Moore Center for Economic Education*, Fayetteville, AR
Volunteer Curriculum Developer & Facilitator, Social Entrepreneurship Lesson, *Bessie Moore Center for Economic Education*, Fayetteville, AR
Volunteer Facilitator, *Junior Achievement Program*, George Junior High School, Springdale, AR

PROFESSIONAL EXPERIENCE

Consulting

Colorado River Outfitters Association, Analyzing Performance Problems Workshop, Denver

Meyer Foods, Compensation Expert Consultant, Base Pay Structure

Salary.com, Webinar Presenter, CompX: Variable Pay's Role in Organizational Performance

Project: Time Off, Invited Expert Panelist, Project: Time Off Upside of Downtime Series and Roundtable

ALPS Solutions, Compensation Expert Consultant, Foreign Language Proficiency Bonus Study

Yellow Roadway Corporation, Overland Park, Kansas

Positions: Grant Program Manager & Senior Analyst.

H&R Block World Headquarters, Kansas City, Missouri

Positions: Research Project Manager & Compensation Analyst.

Federal Reserve Bank of Kansas City, Kansas City, Missouri

Position: Management Career Track Senior Analyst.