

Mark G. Ehrhart

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EDUCATION

University of Maryland
Industrial/Organizational Psychology Ph.D.: August 2001

Dissertation: *Leadership and Justice Climate as Antecedents of Unit-Level
Organizational Citizenship Behavior*
Chair: Dr. Benjamin Schneider

University of Maryland
Industrial/Organizational Psychology M.A.: December 1999

Master's Thesis: *Follower Characteristics and Preference for Charismatic
Leadership*
Chair: Dr. Katherine Klein

Georgia Institute of Technology
Applied Psychology, with Highest Honors B.S.: May 1996

CURRENT POSITION

Assistant Professor, Department of Psychology, San Diego State University. 2001 – present.

PUBLICATIONS

Journal Articles

Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behavior. Human Performance, 19, 159-173.

Schneider, B., Ehrhart, M. G., Mayer, D. M., Saltz, J. L., & Niles-Jolly, K. (2005). Understanding organization-customer links in service settings. Academy of Management Journal, 48, 1017-1032.

Testa, M. R., & Ehrhart, M. G. (2005). Service leader interaction behaviors: Comparing employee and manager perspectives. Group & Organization Management, 30, 456-486.

Ehrhart, M. G. (2004). Leadership and justice climate as antecedents of unit-level organizational citizenship behavior. Personnel Psychology, 57, 61-94.

- Ehrhart, M. G., & Naumann, S. E. (2004). Organizational citizenship behavior in work groups: A group norms approach. *Journal of Applied Psychology, 89*, 960-974.
- Ployhart, R. E., & Ehrhart, M. G. (2003). Be careful what you ask for: Effects of response instructions on the construct validity and reliability of situational judgment tests. *International Journal of Selection & Assessment, 11*, 1-16.
- Ployhart, R. E., & Ehrhart, M. G. (2002). Modeling the practical effects of applicant reactions: Subgroup differences in test-taking motivation, test performance, and selection rates. *International Journal of Selection & Assessment, 10*, 258-270.
- Schneider, B., Ehrhart, K. H., & Ehrhart, M. G. (2002). Understanding high school student leaders, II: Peer and teacher perspectives and their correlates. *Leadership Quarterly, 13*, 275-299.
- Smith-Major, V. L., Klein, K. J., & Ehrhart, M. G. (2002). Work time, work interference with family, and psychological distress. *Journal of Applied Psychology, 87*, 427-436.
- Dickson, M. W., Smith, D. B., Grojean, M., & Ehrhart, M. G. (2001). An organizational climate regarding ethics: The outcome of leader values and the practices that reflect them. *Leadership Quarterly, 12*, 197-217.
- Ehrhart, M. G., & Klein, K. J. (2001). Predicting followers' preferences for charismatic leadership: The influence of follower values and personality. *Leadership Quarterly, 12*, 153-179.

Book Chapters

- Naumann, S. E., & Ehrhart, M. G. (2005). A unit-level perspective on organizational citizenship behavior. In D. L. Turnipseed (Ed.), *A Handbook on Organizational Citizenship Behavior: A Review of 'Good Soldier' Activity in Organizations* (pp. 143-156). Hauppauge, NY: Nova Science Publishing.
- Schneider, B., Ehrhart, K. H., & Ehrhart, M. G. (2005). Organizational climate. In N. Nicholson, P. Audia, & M. Pillutla (Eds.), *Blackwell Encyclopedic Dictionary of Management: Vol. 11. Organizational Behavior* (2nd ed., pp. 270-272). Oxford, UK: Blackwell.
- Schneider, B., Bowen, D. E., Ehrhart, M. G., & Holcombe, K. M. (2000). The climate for service: Evolution of a construct. In N. M. Ashkanasy, C. Wilderom, & M. F. Peterson (Eds.), *Handbook of Organizational Culture and Climate* (pp. 21-36). Newbury Park, CA: Sage.

Articles in Conference Proceedings

- Chung-Herrera, B. G., Ehrhart, M. G., Ehrhart, K. H., Hattrup, K., & Solamon, J. (2005). A new vision of stereotype threat: Testing its effects in a field setting. *Proceedings of the 2005 Academy of Management Conference*. Honolulu, HI.
- Smith-Major, V. L., Klein, K. J., & Ehrhart, M. G. (2000). Work time, work interference with family, and employee well-being. *Proceedings of the 2000 Academy of Management Conference*. Toronto, ON.

PRESENTATIONS

- Isaacs, H., & Ehrhart, M. G. (2006, August). Predicting emotional regulation strategies: The influence of customer interaction. In A. A. Grandey & M. Groth (Chairs), *Emotion regulation and emotion perception in work interactions*. Symposium to be conducted at the 66th annual conference of the Academy of Management, Atlanta, GA.
- Raver, J. L., & Ehrhart, M. G. (2006, August). Interpersonally fair teams: Linking justice climate, affective tone, and team citizenship behaviors. In C. Wu (Chair), *Justice in group and organizational contexts*. Symposium to be conducted at the 66th annual conference of the Academy of Management, Atlanta, GA.
- Chung-Herrera, B. G., Ehrhart, K. H., Ehrhart, M. G., Solamon, J., & Kilian, B. (2006, May). *Do test preparation and strategies reduce the Black-White performance gap?* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Ehrhart, K. H., Roesch, S., Ehrhart, M. G., & Kilian, B. (2006, May). *Testing gender and ethnic factor structure equivalence of the IPIP*. Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Mohammed, C. J., Ehrhart, M. G., & Czerwinski, M. (2006, May). *Manager-subordinate racial similarity and work outcomes: Examining possible moderators*. Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Czerwinski, M. C., Schultze, T., & Ehrhart, M. G. (2006, April). *Antecedents and outcomes of leadership preferences: A field study*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- Isaacs, H., Chandler, C., & Ehrhart, M. G. (2006, April). *Individual and organizational predictors of emotion regulation strategies*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- Westfall, K. J., Stevens, C. M., & Ehrhart, M. G. (2006, April). *Gender and organizational citizenship behavior: Organizational expectations and role definitions*. Poster presented at the 86th annual convention of the Western Psychological Association, Palm Springs, CA.
- Chung-Herrera, B. G., Ehrhart, M. G., Ehrhart, K. H., Hattrup, K., & Solamon, J. (2005, August). A new vision of stereotype threat: Testing its effects in a field setting. In M. E. Graham (Chair), *Affirmative action and stereotype threat: Truths, lies, and consequences*. Symposium conducted at the 65th annual conference of the Academy of Management, Honolulu, HI.
- Ehrhart, M. G., Godfrey, E., & Morales, S. (2005, April). *Schemas for organizational citizenship behavior in gender-stereotyped jobs*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Mayer, D. M., Ehrhart, M. G., & Schneider, B. (2005, April). *OCB and service climate: Examining multilevel antecedents of customer satisfaction*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

- Raver, J. L., & Ehrhart, M. G. (2005, April). *Antecedents of team citizenship behaviors: Leader behaviors and affective tone*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Sears, K. J., & Ehrhart, M. G. (2005, April). *An integrated safety model: Understanding the impact of leadership*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Mayer, D. M., Ehrhart, M. G., & Schneider, B. (2004, August). When does a service climate lead to satisfied customers? An examination of potential moderators. In J. S. MacCormick & S. K. Parker (Chairs), *What matters for work unit and organizational effectiveness? Advances in linkage research*. Symposium conducted at the 64th annual conference of the Academy of Management, New Orleans, LA.
- Ehrhart, M. G., & Bargagliotti, H. (2004, April). *Predicting follower reactions to leaders: Self-concept, ILT, and situational characteristics*. Poster presented at the 19th annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Ehrhart, M. G., & Godfrey, E. (2003, April). *The role of schemas in gender and OCB research*. Poster presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Ehrhart, M. G., Mayer, D. M., & Schneider, B. (2003, April). Leadership, justice climate, and OCB: A climate strength approach. In F. Sala (Chair), *Antecedents and consequences of climate and culture strength*. Symposium conducted at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Ehrhart, M. G., Thomas, J. L., & Bliese, P. D. (2003, April). *The incremental impact of unit-level OCB on unit effectiveness*. Poster presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Ehrhart, M. G. (2002, April). Servant-leadership and justice climate as antecedents of unit-level organizational citizenship behavior. In B. Schneider (Chair), *From personality to profits*. Symposium conducted at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, ON.
- Mayer, D., Schneider, B., Saltz, J. L., Ehrhart, M. G., & Salvaggio, A. N. (2002, April). Service and sales: The role of customer satisfaction. In B. Schneider (Chair), *From personality to profits*. Symposium conducted at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, ON.
- Saltz, J. L., Schneider, B., Ehrhart, M. G., & Mayer, D. M. (2002, April). Leader personality and leader behavior: Necessary ingredients for service. In B. Schneider (Chair), *From personality to profits*. Symposium conducted at the 17th annual conference of the Society for Industrial and Organizational Psychology, Toronto, ON.
- Ehrhart, K. M., Ehrhart, M. G., & Schneider, B. (2001, April). There's more to life than service climate: Service climate in context. In R. De Shon (Chair), *The impact of workplace climate on organizational outcomes: A tale of two levels*. Symposium conducted at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

- Ehrhart, M. G., & Ployhart, R. E.* (2001, April). Methodological issues involving the test-retest reliability of noncognitive measures. In F. L. Oswald (Chair), *If I could put time in a model: Understanding constructs longitudinally*. Symposium conducted at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ployhart, R. E., & Ehrhart, M. G.* (2001, April). Effects of response instructions on the criterion-related validity, construct validity, and reliability of situational judgment tests. In M. A. Campion (Chair), *Situational judgment tests: What constructs are we measuring?* Symposium conducted at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ehrhart, M. G., Holcombe, K. M., Hayes, S. C., & Schneider, B.* (2000, August). Service climate, service culture, and service-related outcomes. In J. U. Dietz and S. D. Pugh (Chairs), *A new time in service research: Moving beyond main effects and isolated theoretical perspectives*. Symposium conducted at the 60th annual conference of the Academy of Management, Toronto, ON.
- Smith-Major, V. L., Klein, K. J., & Ehrhart, M. G.* (2000, August). Work time, work interference with family, and employee well-being. In J. G. Rosse (Chair), *Stress and health*. Symposium conducted at the 60th annual conference of the Academy of Management, Toronto, ON.
- Ployhart, R. E., & Ehrhart, M. G.* (2000, April). *Modeling the practical effects of applicant reactions*. Poster presented at the 15th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Ehrhart, M. G., & Klein, K. J.* (1999, October). *Follower characteristics and preference for charismatic leadership*. Paper presented at the 1st annual conference of the International Leadership Association, Atlanta, GA.
- Holcombe, K. M., Ehrhart, M. G., & Schneider, B.* (1999, October). *The identification and development of leadership potential in adolescence*. Paper presented at the 1st annual conference of the International Leadership Association, Atlanta, GA.
- Ehrhart, M. G., Holcombe, K. M., & Schneider, B.* (1999, May). *Leadership in adolescence: Comparing peer and teacher perspectives*. Poster presented at the 14th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Grojean, M., Smith, D. B., Dickson, M. W., & Ehrhart, M. G.* (1999, May). Values, personality, ethical climate, and leadership: How do they fit into the Army of the 21st century? In Dickson, M. W. (Chair), *Walking the talk: Leaders, followers, and the values between them*. Symposium conducted at the 14th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Holcombe, K. M., Ehrhart, M. G., & Schneider, B.* (1998, April). Growing leaders: The adolescent years. In D. Campbell (Chair), *Seasons of a leader's life*. Symposium conducted at the 13th annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

TEACHING EXPERIENCE

Advanced Seminar in Organizational Psychology (PSY 722 – SDSU)
Seminar in Organizational Psychology (PSY 622 – SDSU)
Organizational Psychology (PSY 321 – SDSU)
Psychological Testing and Measurement (PSY 370 – SDSU)
Leadership in Organizations (PSYC 464 – UMCP)

PROFESSIONAL AFFILIATIONS

Academy of Management
American Psychological Association
San Diego Industrial/Organizational Professionals (SDIOP)
Society for Industrial and Organizational Psychology

AWARDS AND HONORS

S. Rains Wallace Dissertation Award, Society for Industrial and Organizational Psychology, 2003.