

## **Alex L. Rubenstein, Ph.D.**

Associate Professor of Management  
College of Business Administration  
University of Central Florida  
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**Updated July 28, 2026**

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### **ACADEMIC APPOINTMENTS**

|              |                                                                                              |
|--------------|----------------------------------------------------------------------------------------------|
| 2021-present | Associate Professor (with tenure)<br>University of Central Florida, Department of Management |
| 2018-2021    | Assistant Professor<br>University of Central Florida, Department of Management               |
| 2014-2018    | Assistant Professor<br>University of Memphis, Department of Management                       |

### **EDUCATION**

#### **Doctor of Philosophy, Management**

University of Florida (2014)  
Concentration: Organizational Behavior and Human Resource Management  
Warrington College of Business Administration

#### **Bachelor of Arts, Business Administration**

University of Washington (2009)  
Concentration: Human Resource Management  
Foster School of Business Administration

#### **Bachelor of Science, Psychology**

University of Washington (2009)  
Concentration: Research Methods, Self-Concept  
College of Arts and Sciences

### **REFEREED PUBLICATIONS**

(\* denotes equal contribution; underline denotes Ph.D. student advisee)

22. Rubenstein, A. L., Chen, F., Kammeyer-Mueller, J. D., Wang, M. & Wang, L. (forthcoming). Newcomers flying solo: Why, how, and for whom perceived experience creates adjustment challenges. *Journal of Management*.

21. Rubenstein, A. L., Simon, L. S., Kammeyer-Mueller, J. D., Corwin, E. S., Morrison, H. M., & Whiting, S. W. (2025). On the efficacy of psychological separation to address common method variance: Experimental evidence and a guiding research design framework. *Journal of Applied Psychology*, 110, 1297-1317.  
**-Editor's Choice Article for October 2025 issue**
20. Rubenstein, A. L., Xia, Y., Lan, Y., Morrison, H. M., & Newton, D. W. (2025). Strengthening supervisor bonds but impairing coworker relations? The divergent effects of voice endorsement. *Journal of Management*, 51, 1619-1644.
19. Harari, M. B., Rubenstein, A. L., McCombs, K. M., & Dennett, S. (2025). A meta-analysis of perceived job alternatives and employee turnover: Addressing the availability versus quality distinction. *Journal of Managerial Psychology*, 40, 337-350.
18. Kammeyer-Mueller, J. D., Rubenstein, A. L., & Barnes, T. S. (2024). The role of attitudes in work behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, 11, 221-250.
17. Feng, J., Chen, S., Li, J., & Rubenstein, A. L. (2024). From a spark to a sweeping fire: An integrative conceptual review of group turnover and a theoretical exploration of its development. *Journal of Applied Psychology*, 109, 13-38.
16. Serban, A., Rubenstein, A. L., Reina, C., Bosco, F. A., & Grubb, L. K. (2022). Stressors and social resources at work: Examining the buffering effects of LMX, POS, and their interaction on employee attitudes. *Journal of Business and Psychology*, 37, 717-734.
15. Liu, H., Rubenstein, A. L., Li, G., Liu, Z., & Zhang, X. (2022). A time to consider, a time to deliver: The independent and interactive effects of regulatory mode on innovative work behavior. *Journal of Product Innovation Management*, 39, 202-221.
14. Rubenstein, A. L., Morrison, H. M., Whiting, S. W., & Bosco, F. A. (2022). More money, more problems? An examination of the dynamic relationship between income and work-family conflict. *Journal of Occupational and Organizational Psychology*, 95, 305-331.
13. Peltokorpi, V., Feng, J., Pustovit, S., Allen, D. G., & Rubenstein, A. L. (2022). The interactive effects of socialization tactics and work locus of control on newcomer work adjustment, job embeddedness, and voluntary turnover. *Human Relations*, 75, 177-202.

12. Rubenstein, A. L., Kammeyer-Mueller, J. D., & Thundiyil, T. G. (2020). The comparative effects of supervisor helping motives on newcomer adjustment and socialization outcomes. *Journal of Applied Psychology*, 105, 1466-1489.
11. Rubenstein, A. L.\*, Peltokorpi, V. M.\*, & Allen, D. G.\* (2020). Work-home and home-work conflict and voluntary turnover: A conservation of resources explanation for contrasting moderation effects of on- and off-the-job embeddedness. *Journal of Vocational Behavior*, 119, Article 103413.
10. Rubenstein, A. L., Zhang, Y., Ma, Q., Morrison, H. M., & Jorgensen, D. (2019). Trait expression through perceived job characteristics: A meta-analytic path model linking personality and job attitudes. *Journal of Vocational Behavior*, 112, 141-157.
9. Rubenstein, A. L., Allen, D. G., & Bosco, F. A. (2019). What's past (and present) is prologue: Interactions between justice levels and trajectories predicting behavioral reciprocity. *Journal of Management*, 45, 1569-1594.
8. Rubenstein, A. L., Kammeyer-Mueller, J. D., Wang, M., & Thundiyil, T. (2019). "Embedded" at hire? Predicting the voluntary and involuntary turnover of new employees. *Journal of Organizational Behavior*, 40, 342-359.
7. Li, G., Rubenstein, A. L., Lin, W., Wang, M., & Chen, X. (2018). The curvilinear effect of benevolent leadership on team performance: The mediating role of team action processes and the moderating role of team commitment. *Personnel Psychology*, 71, 369-397.
6. Rubenstein, A. L., Eberly, M., Lee, T. W., & Mitchell, T. R. (2018). Surveying the forest: A meta-analysis, moderator investigation, and future-oriented discussion of the antecedents of voluntary employee turnover. *Personnel Psychology*, 71, 23-65.  
**-Finalist, Personnel Psychology Best Article Award for 2018**
5. Allen, D. G.\*, Peltokorpi, V.M.\*, & Rubenstein, A. L.\* (2016). When "embedded" means "stuck": Moderating effects of job embeddedness in adverse work environments. *Journal of Applied Psychology*, 101, 1670-1686.
4. Kammeyer-Mueller, J. D., Wanberg, C. R., Rubenstein, A. L., & Song, Z. (2013). Support, undermining, affect, and newcomer socialization: Fitting in during the first 90 days. *Academy of Management Journal*, 56, 1104-1124.
3. Kammeyer-Mueller, J. D., Rubenstein, A. L., Long, D. M., Odio, M. A., Buckman, B. R., Zhang, Y., & Halvorsen-Ganepola, M. D. K. (2013). A meta-analytic structural

model of dispositional affectivity and emotional labor. *Personnel Psychology*, 66, 47-90.

2. Reynolds, S. J., Owens, B. P., & Rubenstein, A. L. (2012) Moral stress: Considering the nature and effects of managerial moral uncertainty. *Journal of Business Ethics*, 106, 491-502.
1. Kammeyer-Mueller, J. D., Steel, P. D., & Rubenstein, A. L. (2010). The other side of method bias: The perils of distinct source research designs. *Multivariate Behavioral Research*, 45, 294-321.

### **PEER-REVIEWED BOOK CHAPTERS**

Rubenstein, A. L. (2015). Compensation. In S. K. Whitbourne (Ed.) *The Encyclopedia of Adulthood and Aging*. Hoboken, NJ: Wiley.

Rubenstein, A. L. (2015). Performance and Performance Feedback. In S. K. Whitbourne (Ed.) *The Encyclopedia of Adulthood and Aging*. Hoboken, NJ: Wiley.

Kammeyer-Mueller, J. D., Schilpzand, P., & Rubenstein, A. L. (2013). Dyadic fit and the process of organizational socialization. In A. Kristof-Brown and J. Billsberry (Eds.) *Organizational Fit: Key Issues and New Directions* (pp. 50-73). West Sussex, UK: Wiley.

### **MANUSCRIPTS UNDER REVIEW**

Rubenstein, A. L., Zhang, W., Xia, Y., Lan, Y., Liu, Z., & Ma, W. [Leader voice solicitation].  
Under first review at: *Journal of Management*

### **SELECTED WORK IN PROGRESS**

Rubenstein, A. L., & Kammeyer-Mueller, J. D. [Involuntary turnover].  
Writing: Target journal: *Academy of Management Review*

Rubenstein, A. L., Ehrhart, M. G., & Hill, E. [Newcomer impostor thoughts].  
Data Analysis; Target journal: *Journal of Applied Psychology*

Rubenstein, A. L., Gish, J. J., Barnes, C. M., Morrison, H. M., & Kammeyer-Mueller, J. D. [Sleep habit changes affecting newcomer transitions into first full-time jobs].  
Data Analysis; Target journal: *Journal of Applied Psychology*

Rubenstein, A. L., Leavitt, K., & Klotz, A., & Kammeyer-Mueller, J. D. [Bright and dark sides of emotional labor: A study of repossession agents].  
Data Collection; Target journal: *Administrative Science Quarterly*

Rubenstein, A. L., Kammeyer-Mueller, J. D., Allen, D. G., & Morrison, H. M.  
[Introspection at work].  
Data Analysis; Target journal: *Journal of Applied Psychology*

Locklear, L. R., Rubenstein, A. L., Ehrhart, M. G., & Kane, M. E. [Gratitude and newcomer socialization].  
Data Collection; Target journal: *Journal of Applied Psychology*

Rubenstein, A. L., Feng, Z., Zhou, L., Jun, I., Bian, J., & Prosperi, M. [Mining Twitter data to understand employee turnover].  
Conceptual Stage; Target journal: *Journal of Applied Psychology*.

## **CHAired SYMPOSIA AND PROFESSIONAL DEVELOPMENT WORKSHOPS**

Rubenstein, A. L., Rai, A., & Bush, J. (2026). *Want to join an editorial review board and become a great reviewer?* OB division professional development workshop conducted at the Annual Meeting of the Academy of Management Conference. Philadelphia, PA.

Rubenstein, A. L., & Kammeyer-Mueller, J. D. (2010) *Socialization Content and Context: New Directions*. Showcase symposium presented at the Annual Meeting of the Academy of Management Conference. Montreal, QC, Canada.

## **REFEREED CONFERENCE PRESENTATIONS**

Rubenstein, A. L., Ehrhart, M. G., & Hill, E. (2026). Temporal profiles of newcomer workplace impostor thoughts. In X. Jiang (Chair), *More than a move: Developmental and relational challenges in job mobility*. Part of symposium conducted at the Annual Meeting of the Academy of Management Conference. Philadelphia, PA.

Kane, M. E., Rubenstein, A. L., Ehrhart, M. G., & Locklear, L. R. (2026). Thank you for being here!: The role of gratitude in newcomer adjustment. In Y. Wu & S. Liu (Chairs), *New directions in understanding newcomer adjustment: Exploring emerging mechanisms*. Part of symposium conducted at the Annual Meeting of the Academy of Management Conference. Philadelphia, PA.

Hancock, J. I., Li, P., Flynn, P., Allen, D. G., Lauhié, L., Park, T-Y., & Rubenstein, A. L. (2025). *You're dismissed: A shift towards an involuntary turnover research agenda*.

Panelist in showcase symposium conducted at the *Annual Meeting of the Academy of Management* in Copenhagen, Denmark.

Rubenstein, A. L., Kammeyer-Mueller, J. D., & Seo, J. (2024). Toward a theory of the employee termination decision-making process. In L. Laulie (Chair), *Should they stay or should they go?: Theoretical and empirical developments concerning involuntary turnover*. Part of symposium conducted at the *Annual Meeting of the Academy of Management* in Chicago, IL.

Rubenstein, A. L., Wang, M., Wang, L., Chen, F., & Kammeyer-Mueller, J. D. (2024). "Oldcomers": Socialization challenges among experienced organizational entrants. In S. Liu and Y. Wu (Co-Chairs), *Navigating new frontiers: Evolving dynamics of newcomer socialization in the new age*. Part of symposium conducted at the *Annual Meeting of the Academy of Management* in Chicago, IL.

Rubenstein, A. L., Feng, Z., Zhou, L., Jun, I., Bian, J., & Prosperi, M. (2022). Using "big data" and text mining to understand employee turnover. Presentation conducted at the *Annual Meeting of the Society for Industrial and Organizational Psychology* in Seattle, WA.

Rubenstein, A. L., Kammeyer-Mueller, J. D., Simon, L. S., Corwin, E. S., Morrison, H. M., & Whiting, S. W. (2020). Evaluating various sources of common method bias and psychological separation as an alternate remedy. Session conducted at the *Annual Meeting of the Academy of Management* (virtual).

Xia, Y., Lan, Y., Rubenstein, A. L., Xing, M., & Li, S. (2020). Do they like what I have to say? How and when supervisor voice endorsement predicts work engagement. Session conducted at the *Annual Meeting of the Academy of Management* (virtual).

Serban, A., Rubenstein, A. L., Bosco, F. A., & Grubb, L. K. (2019). Social insulation at work: The distinct buffering effects of LMX and POS. Session conducted at the *Annual Meeting of the Academy of Management* in Boston, MA.

\*Paper selected to the AOM Best Paper Proceedings

Rubenstein, A. L., & Bosco, F. A. More money, more problems? Dynamic relationships between income and work-family conflict. (2019). Presentation conducted at the *Annual Meeting of the Society for Industrial and Organizational Psychology* in Washington, DC.

Rubenstein, A. L., Peltokorpi, V., & Allen, D. G. (2018) Contrasting effects of domain-specific embeddedness on the work-family interface and employee turnover. In Z. Sheng (Chair), *Can we predict turnover better? Theoretical refinements and*

*methodological considerations*. Part of symposium conducted at the *Annual Meeting of the Academy of Management* in Chicago, IL.

Rubenstein, A. L., Kammeyer-Mueller, J. D., & Thundiyil, T. G. (2018). The comparative effects of insider helping motives on newcomer adjustment. In J. Kammeyer-Mueller (Chair), *Motivation of newcomer socialization: Integrating multiple perspectives*. Part of symposium conducted at the *Annual Meeting of the Academy of Management* in Chicago, IL.

\*Symposium selected to the AOM Best Paper Proceedings

Rubenstein, A. L., Klotz, A. C., Leavitt, K. N., & Kammeyer-Mueller, J. D. (2017). Exploring the bright and dark consequences of performing necessary evil at work: An investigation of the emotional labor of repossession agents. In D. W. Newton & J. D. Nahrgang (Co-Chairs), *Is being a Good Samaritan always good? Unpacking the pitfalls of prosocial behavior*. Part of symposium conducted at the *Annual Meeting of the Academy of Management* in Atlanta, GA.

Rubenstein, A. L., & Calderon, C. (2016). Why does personality predict job attitudes? A meta-analytic path model of mediated relationships. Session conducted at the *Annual Meeting of the Southern Management Association* in Charlotte, NC.

\*Finalist for Best Paper in Organizational Behavior Track

Rubenstein, A. L., Allen, D. G., & Bosco, F. A. (2016). Reciprocity dynamics over time in organizational justice and social exchange. Session conducted at the *Annual Meeting of the Academy of Management* in Anaheim, CA.

\*Paper selected to the AOM Best Paper Proceedings

Rubenstein, A. L., Eberly, M., Lee, T. W., & Mitchell, T. R. (2015). Looking beyond the trees: A meta-analysis and theoretical integration of voluntary turnover research. Session conducted at the *Annual Meeting of the Academy of Management* in Vancouver, BC, Canada.

\*Paper selected to the AOM Best Paper Proceedings

Rubenstein, A. L. (2014). BREAKING NEWS! How modern media affect sustained attention and job performance. Presentation conducted at the *Annual Meeting of the Society for Industrial and Organizational Psychology* in Honolulu, HI.

Rubenstein, A. L. (2014). Leadership acuity: Matching team members to tasks during role assignment. Presentation conducted at the *Annual Meeting of the Society for Industrial and Organizational Psychology* in Honolulu, HI.

Rubenstein, A. L. (2014). *When people fit: Using critical events to explain fit emergence*. Presentation conducted at the *Annual Meeting of the Society for Industrial and Organizational Psychology* in Honolulu, HI.

Judge, T. A., Buckman, B. R., Koopmann, J. M., Rubenstein, A. L., & Baer, M. D. (2012). The motives underlying work goals: A self-determination theory perspective. In L. R. Mansfield & B. Erdogan (Co-Chairs), *Whistle while you work: Happiness and the workplace*. Part of symposium conducted at the *Annual Meeting of the Society for Industrial and Organizational Psychology* in San Diego, CA.

Rubenstein, A. L., Kammeyer-Mueller, J. D., & Schilpzand, P. (2011). Interpersonal fit and the process of organizational socialization. In A. Kristof-Brown and J. Billsberry (Co-Chairs), *New directions in organizational fit*. Part of symposium conducted at the *Annual Meeting of the Academy of Management* in San Antonio, TX.

Kammeyer-Mueller, J.D., Wanberg, C.R., Rubenstein, A. L., & Song, Z. (2010). Support, undermining, and the newcomer adjustment process. In A. L. Rubenstein and J. D. Kammeyer-Mueller (Co-Chairs), *Socialization Content and Context: New Directions*. Part of showcase symposium conducted at the *Annual Meeting of the Academy of Management* in Montreal, QC, Canada.

Owens, B. P., Rubenstein, A. L., & Hekman, D. A. (2010). Humility in leadership: Antecedents, consequences, and contingencies. Session conducted at the *Annual Meeting of the Academy of Management* in Montreal, QC, Canada.

Owens, B. P., Rubenstein, A. L., and Wadsworth, L. L. (2008). The interactive effects of role salience and gender on work-family interface: Unpacking the constructs of work-family interference and work-family enrichment. Session conducted at the *Annual Meeting of the Academy of Management* in Anaheim, CA.

## INVITED RESEARCH PRESENTATIONS

2026

Auburn University

2023

Orlando SHRM Chapter

2019

University of Washington

2018, 2022

Beijing Jiaotong University

2017

Florida State University  
University of North Carolina – Charlotte

2015

Keynote Presentation for Memphis I-O Psychology Consortium  
Guest Panelist for Society of Information Management roundtable on Succession  
Planning, Recruitment, and Retention

## **TEACHING EXPERIENCE**

### University of Central Florida

GEB 7911 Structural Equation Modeling Seminar  
MAN 3301 Strategic Human Resources Management  
MAN 4240 Organizations: Theory and Behavior  
MAN 4320 Recruitment and Selection  
MAN 6245 Organizational Behavior and Development  
MAN 6305 Human Resources Management  
MAN 6325 Applied Research Tools  
MAN 6385 Strategic Human Resources Management (Staffing)  
MAN 7900 Doctoral Seminar on Human Resources Management  
MAN 7916 Advanced Research Methods Doctoral Seminar  
MAN 7922 Management Professional Development Seminar

### University of Memphis

MGMT 3215 Human Resources Management  
MGMT 7135 MBA Leadership Seminar  
MGMT 7136 Executive MBA Leadership Seminar  
MGMT 8921 Doctoral Seminar in Research Methods

### University of Florida

MAN 4301 Human Resources Management  
MAN 3240 Organizational Behavior

## **STUDENT ADVISING**

### University of Central Florida

Hayley Morrison (PhD, Dissertation Committee Member)

### University of Memphis

Qing (Kathy) Ma (PhD, Dissertation Committee Member)

## **ACADEMIC SERVICE**

Editorial board member:

*Journal of Applied Psychology* (2021-present)  
*Journal of Management* (2021-present)  
*Personnel Psychology* (2019-present)  
*Journal of Organizational Behavior* (2016-present)  
2018 Best Reviewer Award  
2016 Best Reviewer Award

Ad hoc reviewing:

*Academy of Management Journal*  
*Applied Economics Letters*  
*Applied Psychology: An International Review*  
*Business Ethics Quarterly*  
*Career Development International*  
*Equity, Diversity, and Inclusion*  
*Human Resource Management*  
*International Journal of Hospitality Management*  
*International Journal of Human Resource Management*  
*Journal of Business Research*  
*Journal of Management Studies*  
*Journal of Managerial Psychology*  
*Journal of Vocational Behavior*  
*Organization Science*  
*Organizational Behavior and Human Decision Processes*  
*Personality and Individual Differences*  
*PLOS ONE*

Regular reviewer for *Academy of Management Annual Meetings*

2025 Outstanding Reviewer Award, Human Resources Division  
2016 Outstanding Reviewer Award, Organizational Behavior Division  
2011 Outstanding Reviewer Award, Organizational Behavior Division

Regular reviewer for *SIOP Annual Meetings*

Regular reviewer for *Southern Management Association Annual Meetings*

2024-Present CARMA Research Methods Faculty Advisory Committee

2021-Present AOM HR Research Roundtable Facilitator

2022 AOM HR Doctoral Consortium Facilitator

2015, 2019, 2020 AOM OB Doctoral Consortium Facilitator

2017, 2023 SMA Session Facilitator

Academy of Management Adopt-A-Member Mentorship Program (2016-Present)

Academy of Management Human Resources Division Discussion Board Moderator  
(2019-2024)

**UNIVERSITY SERVICE**

2024-Present UCF Management Department Ph.D. Program Coordinator  
 2024-Present UCF Management Department Doctoral Program Committee Chair  
 2024 UCF Management Department Tenure-Track Faculty Promotion Committee  
 2023 UCF Business School Research Committee  
 2021 UCF Assistant Professor (OB/HR) Search Committee Chair  
 2019-2025 UCF College of Business Secretary  
 2019-2020 UCF Instructor Promotion Committee  
 2018-2024 UCF Graduate Council Curriculum Committee  
 2018-2019 UCF UPRC  
 2018 University of Memphis Management Instructor Search Committee (Renewable Appointment)  
 2018 University of Memphis Management Instructor Search Committee (One-Year Appointment)  
 2018 University of Memphis Management Department Chair Search Committee  
 2017 Proposal Reviewer for National Council of Undergraduate Research Conference  
 2016 Ph.D. Graduate Sub-Council Committee Member  
 2015 Guest Panelist for Society of Information Management Roundtable on Succession Planning, Recruitment, and Retention  
 2015 University of Memphis Management Instructor Search Committee  
 2015 University of Memphis Assistant Professor (OB/HR) Search Committee  
 2015 University of Memphis Assistant Professor (ST/ENT) Search Committee

## **CONSULTING EXPERIENCE**

2020 Chicago White Sox: Player Development  
 2016-present United Auto Delivery and Recovery: Retention Management, Selection, Data Analysis  
 2016-2017 Jabil Electronics: Retention Management and Selection  
 2015-2016 First Tennessee Bank: Performance Management  
 2012 Prioria, Inc.: Selection System Development and Consulting  
 2007 ClubCore USA, Inc.: Turnover Data Analysis  
 2007 Jim Moats and Associates: Employee Selection and Research Consultant

## **RESEARCH GRANTS, AWARDS, AND OTHER HONORS**

2026 Summer Research Grant Award: \$20,000  
 2024 Summer Research Grant Award: \$16,000  
 2017 Eminent Faculty Research Publication Award: \$5,000  
 2017 Eminent Faculty Research Publication Award: \$5,000  
 2016 Eminent Faculty Research Publication Award: \$5,000  
 2013 University Scholars Faculty Advising Research Grant: \$500

2012 University of Florida Target Copy Teaching Scholarship: \$750  
2012 University of Florida Graduate Student Union Travel Grant: \$250  
2008 University of Washington Foster School of Business Travel Scholarship: \$400

## **PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS**

Academy of Management

Organizational Behavior Division Member

Human Resources Management Division Member

Society of Industrial and Organizational Psychology

Southern Management Association