

Saehee (Sam) Kang

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ACADEMIC POSITIONS

Florida State University, Herbert Wertheim College of Business, Tallahassee, FL
Assistant Professor, Aug 2021 – Present

Marquette University, College of Business Administration, Milwaukee, WI
Assistant Professor, Aug 2019 – Jul 2021

EDUCATION

Rutgers University, School of Management and Labor Relations, New Brunswick, NJ
Ph.D. in Industrial Relations and Human Resources, 2019

Korea University, Graduate School of Business Administration, Seoul, Korea
M.S. in Management, 2012

Korea University, Department of Business Administration, Seoul, Korea
Bachelor of Business Administration, 2010

RESEARCH OVERVIEW

My research seeks to understand how organizations can strategically design and leverage human resource systems and practices to enhance employee and firm-level outcomes across diverse institutional contexts.

SELECTED PEER-REVIEWED PUBLICATIONS

1. Jeong, S., **Kang, S.**, & Byron, K. (2026). Bottom-up effects of female strategic leadership: Firm performance effects through employees. *Strategic Management Journal*, 47(4), 947-973.
2. Han, J., **Kang, S.**, Allen, D., & Pan, Y. (2026). High-investment human resource practices and firm performance in the context of national education systems and labor markets: A cross-national meta-analysis. *Journal of International Business Studies*, 57(3), 424-434.
3. **Kang, S.**, Han, J. H., Oh, I-S., Van Iddekinge, C., & Li, J. (2025). Do human resource systems indeed have “system” effects? The dual internal fit model of a high-performance work system. *Journal of Applied Psychology*, 110(4), 575-597.
4. Kruse, D., Blasi, J., Weltmann, D., **Kang, S.**, Kim, J. O., & Castellano, W. (2022). Do employee share owners face too much financial risk? *Industrial and Labor Relations Review*, 75(3), 716-740.
5. **Kang, S.** & Kim, A. (2019). Employee stock ownership and financial performance in European countries: The moderating effects of uncertainty avoidance and social trust. *Human Resource Management*, 58(6), 641-655.
6. Han, J. H., **Kang, S.**, Oh, I-S., Kehoe, R., & Lepak, D. (2019). The goldilocks effect of strategic human resource management? Optimizing the benefits of a high-performance work system through the dual alignment of vertical and horizontal fit. *Academy of Management Journal*, 62(5), 1388–1412.

OTHER PUBLICATIONS

1. Choi, J., Oh, I-S., Park, G., Colbert, A., Kim, K., & **Kang, S.** (Forthcoming). (When) does perceived organizational support climate influence individual performance in groups? The moderating roles of climate strength and task interdependence. *Group & Organization Management*.
2. Kolev, K. D., Dykes, B., **Kang, S.**, Hughes-Morgan, M., & Ferrier, W. (2025). Fast or slow? A meta-analysis on the performance implications of decision, implementation, and response speed. *Journal of Management Scientific Reports*, 3(1), 40-67.
3. Park, R. & **Kang, S.** (2025). Effects of autonomy support on innovation: Resolving the dilemma of participation in innovation with trust. *International Journal of Manpower*, 46(1), 150-167.
4. Jeong, S., **Kang, S.**, & Byron, K. (2022). Bottom-up effects of female executives: firm performance effects through middle and lower management. *Academy of Management Best Papers Proceedings*.
5. Son, E., **Kang, S.**, & Lepak, D. (2017). Impact of contingent employment trajectory on standard employees' attitude and firm performance. *Academy of Management Best Papers Proceedings*.
6. **Kang, S.** (2016). *The thought of work* (Translated from English to Korean, Written by John Budd, 2011, Cornell Press). Seoul: Ewho Press.
7. Heckscher, C. & **Kang, S.** (2016). Chapter 10. Survey (pp. 258-262). In Heckscher, C., *Trust in a complex world*. Oxford: Oxford University Press.
 - The winner of the Academy of Management's 2016 George R. Terry Book Award.

SELECTED RESEARCH IN PROGRESS

1. **Kang, S.** & Liu, S. [Family-friendly workplace practices]. Revise and resubmit at *Journal of Applied Psychology*.
2. Kim, A., **Kang, S.**, Han, K., Blasi, J., & Kim, Y. [Employee stock ownership plans]. Under second review at *Industrial and Labor Relations Review*.
3. Murphy, A., Jeong, S., & **Kang, S.** [CEO pay]. Reject and resubmit at *Strategic Management Journal*.
4. Zhao, Z., **Kang, S.**, Lee, Y., & Chen, W. [Workplace incivility]. Under review at *Organization Science*.
5. Oh, I-S., **Kang, S.**, & Jung, Y. [Personality]. Finalizing for submission to *Personnel Psychology*.
6. **Kang, S.**, Kruse, D., & Zhao, Z. [Pay for performance]. Finalizing for submission to *Journal of Management*.
7. **Kang, S.**, Yang, M., Wang, G., Keyes, A., Ni, D., & Chen, W. [High-performance work systems]. Writing stage.
8. **Kang, S.**, Kim, J., Weltmann, D., & Blasi, J. [Employee stock ownership plans]. Writing stage.
9. Son, E. & **Kang, S.**, & Lepak, D. [Nonstandard workforce]. Writing stage.
10. **Kang, S.**, Zhao, Z., & Yang, M. [Pay for individual performance]. Writing stage.
11. Lee, Y.E., **Kang, S.**, & Paik, S.W. [Citizenship pressure]. Writing stage.
12. **Kang, S.**, Zhao, Z., & Anya, P. [Compensation and firm performance]. Data collection stage.

SELECTED CONFERENCE PRESENTATIONS

1. Oh, I-S., **Kang, S.**, & Jung, Y. *Self–Other (In)Congruence in Conscientiousness and Job Performance*, Paper will be presented at the Academy of Management Annual Meeting, Philadelphia, PA, 2026.
2. Zhao, Z., & **Kang, S.**, *How Does PFIP Affect Employees’ Intrinsic Motivation?* Paper will be presented at the Academy of Management Annual Meeting, Philadelphia, PA, 2026.
3. **Kang, S.** & Liu, S. *When Care Fits Culture: How Family-Friendly Practices Shape Productivity, Turnover and Profitability*. Paper will be presented at the Academy of Management Annual Meeting, Philadelphia, PA, 2026.
4. Zhao, Z., **Kang, S.**, & Yang, M. *How Does PFIP Affect Employees’ Intrinsic Motivation?* Paper presented at the Society for Industrial and Organizational Psychology Annual Meeting, New Orleans, LA, 2026.
5. Lee, Y., **Kang, S.**, & Paik, S. W. *The Paradox of Citizenship Pressure: Voluntary Yet Expected*, Paper presented at the Southern Management Association Annual Meeting, Greenville, SC, 2025.
6. Zhao, Z., **Kang, S.**, Lee, Y., & Chen, W. *Was It on Purpose? Antecedents and Consequences of Perceived Intentionality in Workplace Incivility*. Paper presented at the Academy of Management Annual Meeting, Copenhagen, Denmark, 2025.
7. Zhao, Z., **Kang, S.**, Lee, Y., & Chen, W. *An Eye for an Eye or a Good for an Evil? The Dual Attribution Process of Workplace Incivility*. Poster presented at the Society for Industrial and Organizational Psychology Annual Meeting, Denver, CO, 2025.
8. **Kang, S.**, Zhao, Z., & Yang, M. *Pay for Individual Performance, Motivation, and Performance*. Poster presented at the Society for Industrial and Organizational Psychology Annual Meeting, Denver, CO, 2025.
9. Zhao, Z., **Kang, S.**, Lee, Y., & Chen, W. *An Eye for an Eye or a Good for an Evil? The Dual Attribution Process of Workplace Incivility*. Paper presented at the Southern Management Association Annual Meeting, San Antonio, TX, 2024.
10. **Kang, S.**, Zhao, Z., & Yang, M. *Pay for Individual Performance, Motivation, and Performance*. Paper presented at the Academy of Management Annual Meeting, Chicago, IL, 2024.
11. Lee, Y., **Kang, S.**, & Paik, S.W. *The Contrasting Effects of Gender Upon Experiencing Citizenship Pressure*, Paper presented at the Academy of Management Annual Meeting, Chicago, IL, 2024.
12. Jeong, S., Murphy, A., & **Kang, S.** *The East Asian CEO Pay Discount*. Paper presented at the Strategic Management Society Annual Conference, Toronto, Canada, 2023.
13. Jeong, S., Murphy, A., & **Kang, S.** *The East Asian CEO Pay Discount*. Paper presented at the Academy of Management Annual Meeting, Boston, MA, 2023.
14. Han, J., **Kang, S.**, Allen, D., Pan, Y. *High-Performance Work Practices and Firm Performance in the Context of National Human Capital and Labor Markets: A Cross-National Meta-Analysis*. Paper presented at the 4th International Conference of the Human Resource Division of the Academy of Management, 2023.
15. Yang, M., **Kang, S.**, Wang, G., Keyes, A., & Chen, W. *Making Sure Everyone is on the Same Page: HPWS, Manager Proactivity, and Service Performance*. Paper presented at the Academy of Management Annual Meeting, Seattle, WA, 2022.
16. Jeong, S., **Kang, S.**, & Byron, K. *Bottom-Up Effects of Female Executives: Firm Performance Effects through Middle and Lower Management*. Paper presented at the Academy of Management Annual Meeting, Seattle, WA, 2022.
17. Han, J., **Kang, S.**, Allen, D., & Pan, Y. *High-Performance Work Systems and Firm Performance: A Cross-National Meta-Analysis*. Paper presented at the Academy of Management Annual Meeting, 2021.

18. **Kang, S., & Yang, M.** *Are We All in the Same Boat? Congruence Effects of HPWS for Leaders and Followers.* Paper presented at the Academy of Management Annual Meeting, 2020.
19. Son, E., **Kang, S., & Lepak, D.** *Impact of Growth in Nonstandard Workforce on Standard Employees' Attitudes and Firm Performance.* Paper presented at the Labor and Employment Relations Association Annual Meeting, Portland, OR, 2020.
20. **Kang, S.** *What Do You Mean When You Pay for Performance? Effects of Pay-for-Performance on Employees' Job Satisfaction and Organizational Performance.* Paper presented at the Labor and Employment Relations Association Annual Meeting, Portland, OR, 2020.
21. Jeong, S., **Kang, S., & Byron, K.** *Bottom-Up Effects of Top Women: Female Executives' Impact on Firm Performance Through Middle Managers and Frontline Employees.* Paper presented at the Strategic Management Society Conference, Las Vegas, NV, 2019.
22. **Kang, S.** *The Conditional Effects of Pay-for-Performance on Job Satisfaction and Organizational Performance.* Paper presented at the Academy of Management Annual Meeting, Chicago, IL, 2018.
23. **Kang, S.** *What Do You Mean When You Pay for Performance? Effects of Pay-for-Performance on Employees' Collective Job Satisfaction and Organizational Performance.* Paper presented at the International Labor and Employment Relations Association World Congress, Seoul, Korea, 2018.
24. **Kang, S., Han, J., Ok, C., & Oh, I-S.** *Internal Fit Effects Between and Within Ability, Motivation, and Opportunity Domains of HR Practices.* Paper presented at the Academy of Management Annual Meeting, Atlanta, GA, 2017.
25. **Kang, S. & Kruse, D.** *Employee Ownership and Job Attitudes: Investigating the Moderating Effect of Occupational Characteristics.* Paper presented at the Labor and Employment Relations Association Annual Meeting, Anaheim, CA, 2017.
26. Son, E., **Kang, S., & Lepak, D.** *Impact of Contingent Employment Trajectory on Standard Employees' Attitudes and Firm Performance.* Paper presented at the Academy of Management Annual Meeting, Atlanta, GA, 2017.
27. Han, J., **Kang, S., Lepak, D., & Oh, I-S.** *Are High-Performance Work Systems Always Effective? Matching Firms' HR Systems to their Innovation Strategy Implementation.* Paper presented at the Strategic Management Society Conference, Milan, Italy, 2017.
28. **Kang, S. & Kruse D.** *Employee Ownership and Job Attitudes: Investigating the Moderating Effect of Occupational Characteristics.* Paper presented at the International Association for the Economics of Participation Conference, Copenhagen, Denmark, 2016.
29. Kruse D., Blasi J., Weltmann D., **Kang, S., & Kim, J.** *Are Employee Owners Properly Diversified?* Paper presented at the International Association for the Economics of Participation Conference, Copenhagen, Denmark, 2016.
30. **Kang, S.** *Does Employee Stock Ownership Work across Cultures?* Paper presented at the Academy of Management Annual Meeting, Vancouver, Canada, 2015.
31. Jeong, H., Kim, Y., **Kang, S., & Son, E.** *The Effect of Perceived CSR on Behavioral Outcomes in Contingent Work Arrangements.* Paper presented at the Academy of Management Annual Meeting, Vancouver, Canada, 2015.
32. **Kang, S.** *Is It a Fair Tournament? Effects of Pay Dispersion on Employee Attitudes and Productivity.* Paper presented at the Labor and Employment Relations Association Annual Meeting, Pittsburgh, PA, 2015.
33. Jeong, H., & **Kang, S.** *Work Attitudes of Returned Victims. The Mediating Role of Trust and The Moderating Role of IR climate and Perceived HIWS.* Paper presented at the Labor and Employment Relations Association Annual Meeting, Portland, OR, 2014.

CHAired CONFERENCE SESSIONS

- **Kang, S., & Ko, Y. H.** (2024, August). *Navigating the Intended and Unintended Consequences of Compensation Strategies in Organizations*. Symposium chaired at the 84th Annual Conference of the Academy of Management, Chicago, IL.
- **Kang, S.** (2024, January). *Job Quality at ESOP Companies*. Paper session chaired at the Kelso Workshop, New Brunswick, NJ.
- **Kang, S.** (2023, January). *ESG, Corporate Social Responsibility, and Employee Share Ownership*. Paper session chaired at the Kelso Workshop, New Brunswick, NJ.
- **Kang, S.** (2018, July). *Shared Capitalism: The Ancient Future of Work*, Symposium chaired at the 18th International Labor and Employment Relations Association World Congress, Seoul, Korea.
- **Kang, S.** (2016, June). *ESG, Corporate Social Responsibility, and Employee Share Ownership*. Paper session chaired at the Kelso Workshop, New Brunswick, NJ.

INVITED PANELIST AND DISCUSSANT

- *HR Division New Faculty Consortium*, Academy of Management Annual Meeting, Boston, 2023
- *HR Division Late-Stage Doctoral Student Consortium*, Academy of Management Annual Meeting, Boston, 2023
- *Creating Inclusive High-Performing Companies by Sharing Ownership & Profits: Teaching Strategies*, Academy of Management Annual Meeting, Seattle, WA, 2022
- *Teaching Employee Share Ownership and Equity Compensation in the Contemporary Business School*, Academy of Management Annual Meeting, 2021
- *Doctoral Student Consortium*, Association of Korean Management Scholars Annual Meeting, 2021
- *Doctoral Student Consortium*, Labor and Employment Relations Annual Meeting, 2020
- *Investigating Workplace Behavior at Firms with Employee Financial Participation*, Kelso Workshop, New Brunswick, NJ, 2020
- *Broadening Capital Acquisition with the Earnings of Capital as a Means of Sustainable Growth and Environmental Sustainability*, Kelso Workshop, New Brunswick, NJ, 2016
- *Are Social Banks Really Different? Evidence from Europe*, The International Association for the Economics of Participation Conference, Copenhagen, 2016

GRANTS AND FELLOWSHIPS

- *First Year Assistant Professor Award* (\$20,000), Florida State University, 2022
- *Mini-Grant* (\$1,200), Marquette University, 2019
- *Louis O. Kelso Fellowship* (\$12,500), Employee Ownership Foundation, 2019-2020
- *ILERA Scholarship* (\$1,000), International Labor and Employment Relations Association, 2018
- *Corey Rosen Fellowship* (\$5,000), Rosen Ownership Opportunity Fund, 2017-2018
- *Professional Development Fund Award* (\$925), Rutgers School of Graduate Studies, 2017
- *Conference Travel Grant* (\$1,200), Rutgers School of Management and Labor Relations, 2013–2018
- *Conference Travel Award* (\$250), Rutgers School of Graduate Studies, 2018

AWARDS AND RECOGNITIONS

- *Undergraduate Teaching Award Nominee*, Herbert Wertheim College of Business, 2026
- *Best Paper Award*, Kinsey-Kelley Center, 2025
- *Outstanding Teaching in the Major Award Nominee*, Florida State University, 2025
- *Undergraduate Teaching Award Nominee*, Herbert Wertheim College of Business, 2025
- *Outstanding Teaching in the Major Award Nominee*, Florida State University, 2024
- *Undergraduate Teaching Award Nominee*, Herbert Wertheim College of Business, 2024
- *Graduate Teaching Award Nominee*, Herbert Wertheim College of Business, 2024
- *Thank-a-Professor Program Recognition*, Center for the Advancement of Teaching, 2024
- *STR Best Paper Award*, Academy of Management, 2022
- *Ralph Alexander Best Dissertation Award*, Academy of Management, 2021
- *Thank-a-Professor Program Recognition*, Center for the Advancement of Teaching, 2021
- *Emerging Scholar Award in Employee Participation and Ownership*, Academy of Management, 2020
- *SHRM Dissertation Award*, Academy of Management, 2018

TEACHING EXPERIENCE

Institution	Course	Years	Level	Average Instructor Rating
Florida State University	Human Resource Management	2025–Present	PhD	5.0 / 5.0
	Staffing	2021–Present	MBA	5.0 / 5.0
	Compensation Management	2026–Present	MBA	4.9 / 5.0
	Staffing	2021–Present	UG	4.8 / 5.0
	Compensation	2021–Present	UG	4.8 / 5.0
	Training	2025	UG	4.9 / 5.0
Marquette University	Management of Human Resources	2019–2020	UG	5.7 / 6.0
Rutgers University	Intro to Human Resource Management	2019	UG	4.8 / 5.0
	People, Work, and Organizations	2018–2019	UG	4.9 / 5.0
	Organizational Behavior and Work	2017–2018	UG	4.7 / 5.0

PROFESSIONAL AFFILIATIONS

- Academy of Management
- Labor and Employment Relations Association
- Society for Human Resource Management

UNIVERSITY AND PROFESSIONAL SERVICE

Academy of Management

- Committee Member, *OB Division Best Dissertation-Based Paper Award*, 2025
- Committee Member, *HR Division Best Convention Paper Award*, 2025
- Committee Member, *HR Division Ralph Alexander Best Dissertation Award*, 2024
- Committee Member, *OB Division Best Dissertation-Based Paper Award*, 2024
- Committee Member, *HR Division Employee Participation and Ownership Scholarly Research Award*, 2024
- Committee Member, *OB Division Best Dissertation-Based Paper Award*, 2023
- Committee Member, *HR Division Employee Participation and Ownership Scholarly Research Award*, 2023
- Committee Chair, *HR Division Ralph Alexander Best Dissertation Award*, 2022
- Committee Member, *HR Division SHRM Foundation Dissertation Grants Award*, 2022
- Committee Chair, *HR Division Early Career Award in Employee Participation and Ownership*, 2021

Society for Human Resource Management

- Faculty Advisor, Student Chapter of SHRM, Florida State University, 2022–Present
- Faculty Advisor, Student Chapter of SHRM, Marquette University, 2020–2021

Association of Korean Management Scholars

- Scholarship Committee Co-Chair, 2025–2027
- Scholarship Committee Member, *Best Doctoral Conference Paper Award*, 2020

Florida State University

- Scholarship Committee Member, Herbert Wertheim College of Business, 2025–Present

Ad-Hoc Reviewer

- Academy of Management Annual Meeting
- Applied Psychology: An International Review
- Business Ethics: A European Review
- Human Resource Management
- Human Resource Management Journal
- Human Resource Management Review
- Journal of Applied Psychology
- Journal of Business Research
- Journal of Management Scientific Reports
- Journal of Participation and Employee Ownership
- Leadership Quarterly
- Personnel Psychology