

**William I. MacKenzie, Jr., Ph.D.**

University of Alabama in Huntsville  
College of Business Administration  
Department of Management and Marketing  
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**RESEARCH INTERESTS**

Emerging technologies in management, augmented and virtual reality HR applications, communication strategic human resources, human capital resources

**EDUCATION**

Ph.D.	University of South Carolina, Moore School of Business Concentration: Organizational Behavior/Human Resource Management Dissertation: Human Capital: The Importance of Staffing Levels Committee: Robert E. Ployhart (Chair), Brian S. Klaas, Yasemin Y. Kor, Chad H. Van Iddekinge	2010
MBA	East Carolina University	2005
BSBA	East Carolina University Major: Management Concentration: Entrepreneurship	1998

**ACADEMIC WORK EXPERIENCE**

2016 – present	Associate Professor of Management College of Business Administration University of Alabama in Huntsville	Huntsville, AL
2017 – 2019	Associate Dean of Graduate Programs & Sponsored Projects College of Business Administration University of Alabama in Huntsville	Huntsville, AL
2016 – 2017	Interim Associate Dean of Undergraduate Programs College of Business Administration University of Alabama in Huntsville	Huntsville, AL
2010 – 2016	Assistant Professor of Management College of Business Administration University of Alabama in Huntsville	Huntsville, AL

**REFEREED JOURNAL PUBLICATIONS**

1. Weber, R., MacKenzie, W. I., & Lanius, C. The Impact of Source Credibility and Risk Perception Attitudes on Americans' Willingness to Participate in Contact Tracing Applications (2023).

*Journal of Applied Communication Research*, 51(3), 283-301.  
<https://doi.org/10.1080/00909882.2022.2143274>

2. Fernandez, K., Robichau, R. W., Alexander, J. K., MacKenzie, W. I., & Scherer, R. F. (2022). How a Nonprofit Orientation Influences Collective Civic Action: The Mediating Effects of Civic Engagement and Political Participation. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 33, 1051-1063. <https://doi.org/10.1007/s11266-021-00445-4>
3. Lanius, C., Weber, R., & MacKenzie, W. I. (2021). Use of Bot and Content Flags to Limit the Spread of Misinformation Among Social Networks: A Behavior and Attitude Survey. *Social Network Analysis and Mining*, 11(1), 1-15.
4. Klimchak, M., Ward-Bartlett, A.K., & MacKenzie, W. I. (2020). Building Trust and Commitment through Transparency and HR Competence: A Signaling Perspective. *Personnel Review*, 49(9), 1897-1917.
5. MacKenzie, W. I., Scherer, R. F., Wilkinson, T. J., & Soloman, R. (2019). A Systematic Review of AACSB International Accreditation Quality and Value Research. *Journal of Economic and Administrative Sciences*, 36(1), 1-15.
6. MacKenzie, W. I., and Scherer, R. F. (2019). Millennial Research on Fleek: Suggestions for Improving Generational Research Design. *The Journal of Social Psychology*, 159(2), 119-124. [Invited, editor-reviewed]
7. Klimchack, M., Carsten, M., Morrell, D. & MacKenzie, W. I. (2016). Employee Entitlement and Proactive Work Behaviors: The Moderating Effects of Narcissism and Organizational Identification. *Journal of Leadership & Organizational Studies*, 23(4), 387-396.
8. Lee, Y., MacKenzie, W. I., Fong, E. A. & Sherman, J. D. (2016). The Importance of Inter-temporal Integration in New Product Development. *International Journal of Innovation Management*, 20(3), 1-23.
9. Fong, E. A., Xing, X., Orman, W. H., & MacKenzie, W. I. (2015) Consequences of deviating from predicted CEO labor market compensation on long-term firm value. *Journal of Business Research*, 68(2), 299-305.
10. Campion, M. C., Ployhart, R. E., & MacKenzie, W. I. (2014). The State of Research on Situational Judgment Tests: A Content Analysis and Directions for Future Research. *Human Performance*, 27(4), 283-310.
11. MacKenzie, W. I., Klaas, B. S., & McClendon, J. (2012). Information Use in Counter-offers: Identifying factors that influence manager counter-offer decisions. *Journal of Labor Research*, 33, 370-387.
12. Morrell, D. L., and MacKenzie, W. I. (2011). The Five-Factor Model as it Defines Personalized versus Socialized Charismatic Leaders. *Leadership & Organizational Management Journal*, 2011(2), 16-28.
13. Ployhart, R. E., Van Iddekinge, C., and MacKenzie, W. I. (2011). Acquiring and Developing Human Capital in Service Contexts: The Interconnectedness of Human Capital Resources. *Academy of Management Journal*, 54(2), 353-368.

14. MacKenzie, W. I., Ployhart, R. E., Weekley, J., and Ehlers, C. (2010). Contextual Effects on SJT Responses: An Examination of Construct Validity and Mean Differences across Applicant and Incumbent Contexts. *Human Performance*, 23(1), 1-21.
15. Harris, M., Grubb, W.L., and MacKenzie, W.I. (2006). Business students' perceptions of employment in small and medium-sized enterprises versus multinational corporations: Investigating the moderating effects of academic major, gender, and personality. *Journal of Small Business Strategy*, 17(2) 27-35.

## BOOK CHAPTERS

Ployhart, R. E., & MacKenzie, W. I. (2015). Two Waves of Measurement Do Not a Longitudinal Study Make. In C. E. Lance & R. J. Vandenberg (Eds.), *More Statistical and Methodological Myths and Urban Legends*. Routledge.

Ployhart, R. E., and MacKenzie, W. I. (2010). Situational Judgment Tests: A Critical Review and Agenda for the Future. In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology*. APA Books.

## ARTICLES UNDER REVIEW

MacKenzie, W. I., Lanius, C., Steidl, C., Orman, W., & Rhys, F. Essential Workers Deemed Dirty: Impact of Coronavirus Pandemic on Occupational Prestige (Under review *Management Communication Quarterly*)

MacKenzie, W. I., Scherer, R, & Colazo, J. Practice What you Preach: The Effects of Mission Alignment on Organizational Performance (Submitting to *Journal of Management Inquiry*)

## SELECTED WORK IN PROGRESS

MacKenzie, W. I. Implicit Bias VR Project (finalizing VR video, targeting *Personnel Psychology*)

MacKenzie, W. I. Diversity, Equity, & Inclusion Situational Judgment Test Development (data collection, targeting *International Journal of Selection and Assessment*)

MacKenzie, W. I. & Lanius, C. Leveraging Human Capital through Augmented Reality: Perspective-Taking Support in a Problem-Solving Task (data collection, targeting *Journal of Applied Psychology*)

MacKenzie, W. I., & Lanius, C. Exploring the Effectiveness of a Virtual Reality Situational Judgment Test. (recording VR video after COVID-19, targeting *Journal of Applied Psychology*)

MacKenzie, W. I., & Mahafza, H. Transcending Diversity in the Workplace: Developing a Diversity Responsive Scale to Determine Diversity Training Readiness of Employees (data collection, targeting *Personnel Psychology*)

MacKenzie, W. I., & Lanius, C. Resume Layout Eye Tracking Project (model development, targeting *Journal of Applied Psychology*)

MacKenzie, W. I., & Lanius, C. Augmented Reality - On-the-Job Training Effectiveness (model development, targeting *Personnel Psychology*)

Orman, W., Stiedel, C., & MacKenzie, W. I. Impact of Payday Lending Bans on Eviction Rates and Filings (analyzing data, targeting *Social Forces*)

Ragsdale, D., Argentina, V., Chung, H., & MacKenzie, W. I. Augmented Reality - Music Instruction Project (model development)

Tenhundfeld, N., Lanius, C., MacKenzie, W. I., & Weber, R. Identification and Source Attribution of Misinformation with Deepfake Stimuli (data collection, targeting *Journal of Applied Psychology*)

## CONFERENCE PROCEEDINGS AND PRESENTATIONS

1. Fernandez, K., Robichau, R. W., Alexander, J. K., MacKenzie, W. I., & Scherer, R. F. (2021) *How a Nonprofit Orientation Influences Collective Civic Action: The Mediating Effects of Civic Engagement and Political Participation*. Paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Atlanta, Georgia.
2. Paynayakuni, R., & MacKenzie, W. I. (2019). *Human Resources Analytics Adoption: A Motivation, Opportunity and Ability Model*. Paper presented at the annual meeting of the Americas Conference on Information Systems, Cancun, Mexico.
3. Klimchak, M. Ward, A.K., & MacKenzie, W. I. (2017). *Transparency and HR Competence as Signals to Build Trust and Commitment*. Paper presented at the annual meeting of the Southern Management Association, St. Petersburg Beach, Florida.
4. Sherman, J. D., MacKenzie, W. I., & Fong, E. A. (2013). *The Reduction of Product Development Cycle Time: Building Dynamic Capabilities through HR Practices*. Paper presented at the annual meeting of the Academy of Management, Lake Buena Vista, Florida.
5. Klimchak, M., Sherman, J. D., MacKenzie, W. I., & Ward, A. K. (2013). *Effects of Communication Media, Trust, Accuracy and Completeness on Organizational Commitment*. Paper presented at the annual meeting of the Academy of Management, Lake Buena Vista, Florida.
6. Saliashvili, S., MacKenzie, W. I., & Sherman, J. D. (2012). Identifying Technical Management Areas that Affect Performance to Increase Project Efficiency. Paper presented at the 63<sup>rd</sup> International Astronautical Congress, Naples, Italy.
7. Fong, E. A., Xing, X., & MacKenzie, W. I. (2012). *The Diminishing Returns of CEO Pay*. Paper presented at the annual meeting of the Academy of Management, Boston, Massachusetts.
8. Campion, M. C., Ployhart, R. E., & MacKenzie, W. I. (2012). *Reliability and Situational Judgment Tests: A Review of the Literature*. Paper presented at the annual conference for the Society for Industrial and Organizational Psychology, San Diego, California.
9. MacKenzie, W. I., Klaas, B. S., & McClendon, J. (2011). *Information Use in Counter-offers: Identifying factors that influence manager counter-offer decisions*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas.

10. MacKenzie, W. I., Ployhart, R. E., & Van Iddekinge, C. (2011). *Human Capital: The Importance of Staffing Levels*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas.
11. Ployhart, R. E., & MacKenzie, W. I. (2011). *Longitudinal Research Requires Three Time Periods*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Chicago, Illinois.
12. MacKenzie, W. I., Ployhart, R. E., & Van Iddekinge, C. (2010). *Single Autoregressive Latent Trajectory Models: Controlling for Prior Time Periods*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Atlanta, Georgia.
13. MacKenzie, W. I., Hawks, D. Ployhart, R. E., & Hakel, M. D. (2009) *Demographic Differences in Latent Performance Trajectories*. Paper presented at the annual meeting of the Academy of Management, Chicago, Illinois.
14. Ployhart, R. E., Van Iddekinge, C., and MacKenzie, W. I. (2009) *Human Resources in the Service Context: A Unit Level Model*. Paper presented at the annual meeting of the Academy of Management, Chicago, Illinois.
15. MacKenzie, W. I., Jeong, S. S., & Beckman, J. E. (2009). *Anticipated Bias and Performance: When Individuals Expect an Uphill Battle*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana.
16. MacKenzie, W. I., Ployhart, R. E., Weekley, J., and Ehlers, C. (2009). *An Examination of SJT Construct Validity across Employment Contexts*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana.
17. Ployhart, R. E., MacKenzie, W. I., & Van Iddekinge, C. (2009). *Mediated Latent Growth Models*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, New Orleans, Louisiana.
18. MacKenzie, W. I., Ployhart, R. E., and Weekley, J. A. (2007). *The relationship between culture and situational judgment responses*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, New York, New York.
19. Harris, M., Grubb, W.L., and MacKenzie, W.I. (2006). *Business students' perceptions of employment in small and medium-sized enterprises versus multinational corporations: Investigating the moderating effects of academic major, gender, and personality*. Paper presented at the annual meeting of the United States Association for Small Business and Entrepreneurship/Small Business Institute, Tucson, Arizona.
20. Morrell, D.L. and Mackenzie, W.I. (2006). *The five-factor model as it defines personalized from socialized charismatic leaders*. Paper presented at the annual meeting of the Southern Management Association, Clearwater Beach, Florida.
21. MacKenzie, W.I., Grubb, W.L., and Harris, M.L. (2005). *Business students' perceptions of employment in small- and medium-sized enterprises versus multinational corporations: Investigating the moderating effects of academic major and personality*. Paper presented at the annual meeting of the Southeast Decision Sciences Institute, Raleigh, North Carolina.

## **WORKSHOP PRESENTATIONS**

- MacKenzie, W. I. (2017). HR metrics. Invited presentation, NASHRM Mentor University, Huntsville, Alabama.
- Holmes, J. J & MacKenzie, W. I. (2015). Breaking bad: Halting the cycle of scandal in nonprofit governance. Caucus, Academy of Management, Vancouver, Canada.
- MacKenzie, W. I. (2014). Getting HR Smart. Invited presentation, Decatur SHRM, Decatur, Alabama.
- MacKenzie, W. I. (2014). Getting HR Smart. Invited presentation, Decatur Chamber of Commerce, Decatur, Alabama.
- MacKenzie, W. I. (2014). HR metrics. Invited presentation, ALACUPA, Huntsville, Alabama.
- MacKenzie, W. I., Hayton, J., & Schleicher, D. (2014). Career Development and Career Choices. Professional Development Workshop, Academy of Management, Philadelphia, Pennsylvania.
- MacKenzie, W. I. (2014). Interactive workshop on strategic HR and HR metrics. Invited presentation, ALACUPA, Huntsville, Alabama.
- MacKenzie, W. I. (2013). HR metrics. Invited presentation, North Alabama Society of Human Resource Management Strategic HR Workshop, Huntsville, Alabama.
- Chadwick, C., Farndale, E., MacKenzie, W. I., & Tzafrir, S. (2013). *Career choices: What should I be doing now to prepare for the job market and my future career?* Professional Development Workshop, Academy of Management, Lake Buena Vista, Florida.
- Joyce, L., MacKenzie, W. I., Moriarity, D. M. (2013). Lecture capture pilot panel discussion. University of Alabama System Scholars Institute, Huntsville, Alabama.
- MacKenzie, W. I. (2013). Strategic HR management. Invited presentation, North Alabama Society of Human Resource Management Spring Workshop, Huntsville, Alabama.
- MacKenzie, W. I. (2013). *Strategic human resources*. Invited presentation, North Alabama Society of Human Resource Management Mentor University, Huntsville, Alabama.
- Chadwick, C., Molloy, J., & MacKenzie, W. I. (2012). *Selling yourself in the academic job market*. Professional Development Workshop, Academy of Management, Boston, Massachusetts.
- Chadwick, C., Kryscynski, D., & MacKenzie, W. I. (2011). *Selling yourself in the academic job market*. Professional Development Workshop, Academy of Management, San Antonio, Texas.
- MacKenzie, W. I. (2011). *Strategic human resources*. Invited presentation, North Alabama Society of Human Resource Management Mentor University, Huntsville, Alabama.

## PATENTS

UAH-P-22023 covers Augmented Reality Instruction - AR instruction using different perspectives, AR instruction with ghost hands/AR objects, AR social instruction with gamification, AR learning for movement-based skills, AR assessment & feedback - Provisional patent applied for November 4, 2022

UAH-P-22028 covers AI Feedback & Lessons - Provisional patent applied for November 4, 2022

UAH-P-22030 covers Object and Orientation Recognition / QR codes - Provisional patent applied for November 4, 2022

## **AWARDS AND HONORS**

College of Business Faculty Service Award, 2023  
Honor Roll for the College of Business Students' Choice Award for Teaching in Undergraduate Courses, 2021 & 2022  
Honor Roll for the College of Business Students' Choice Award for Teaching in Graduate Courses, 2022  
UAH Graduate School Mentor of the Year, 2019  
UAH College of Business Administration SAP Mini-Grant Award, 2017  
C. David Billings Faculty Fellowship, 2014  
SHRM Student Chapter, Superior Merit Award – for excellence and achievement during the 2013-2014 academic year. Faculty advisor.  
SHRM Student Chapter, Superior Merit Award – for excellence and achievement during the 2012-2013 academic year. Faculty advisor.  
Witmond Faculty Award, 2012  
UAH College of Business Administration Mini-Grant Award, 2012  
UAH College of Business Administration Best Paper Research Award, 2011-2012  
Mark McDaniel, Henry McDaniel & Robert Cramer Faculty Award, 2011  
UAH College of Business Administration Undergraduate Teaching Award Nominee, 2011  
Moore School of Business Promising Researcher Award, 2010  
Moore School of Business Outstanding Student Fellowship, 2009  
Riegel and Emory HR Center Fellowship, 2008  
Frank B. Lane Fund Award Recipient, 2007  
Best Empirical Paper – Journal of Small Business Strategy Editor's Choice Award, 2006  
Darla Moore Fellowship, 2005 - 2009

## **EDITORIAL BOARDS**

Executive Editor, <i>The Journal of Social Psychology</i>	2019 – present
Guest Co-Editor, <i>The Journal of Social Psychology</i>	2017 – 2019

## **ACADEMIC SERVICE**

Academy of Management, New Doctoral Student Consortium Lunch Facilitator 2009, 2011  
Reviewer for Academy of Management Annual Meeting  
Reviewer for The Journal of Social Psychology  
Reviewer for The International Journal of Human Resource Management  
Reviewer for Human Resource Management  
Reviewer for Group & Organization Management  
Reviewer for Scientific Reports  
Reviewer for Social Network Analysis and Mining  
Reviewer for Personnel Review

## **SELECTED DEPARTMENT, COLLEGE, & UNIVERSITY SERVICE**

University Service:

- UAH IRB 2022 - present
- Sport & Fitness Management Search Committee 2022 - 2023
- Matthew Poarch - informal Thesis advisor 2022 - 2023
- QEP Survey Committee 2022 - 2023
- Sport Management Reappointment Committee 2022
- Strategic Plan - DEI Thematic Area Committee 2021
- UAH Campus Planning Committee 2020 – 2021
- Environmental Health & Safety Committee 2016 – 2020
- EPSCoR Funding Review Group 2016 – 2019
- Assessment Peer Review Committee 2018
- College of PCS Hiring Committee (Chair) 2016
- Quality Enhancement Plan (QEP) 2014 – 2015
- Library Committee 2013 – 2015
- Phi Kappa Phi, President 2015 – 2016
- Faculty Senate, semester proxy 2015, 2021
- Orientation Advisory Board 2014 – 2015
- Strategic Planning Task Force – new faculty recruiting 2012 – 2013
- Scholars Institute Advisory Committee 2012

College Service:

- Society for Human Resource Management
- Faculty advisor/co-advisor 2011 – 2016, 2019 – present
- Promotion and Tenure Advisory Committee Chair 2022 - 2023
- Promotion and Tenure Advisory Committee Member 2021 - 2023
- COB Faculty Space Commerce Group 2019
- Promotion and Tenure Advisory Committee – Mahalingam 2019
- Career Development Task Force 2019
- CBA Curriculum and Assessment Committee 2014 – 2019
- College of Business Strategic Planning Committee (Chair) 2017 – 2018
- MBA Steering Committee (Chair) 2017 – 2018
- UAH HR Forum – Director 2017 – 2018
- College of Business Dean Search Committee 2016
- COB Executive Scholars Mentoring Program 2014 – 2018
- MS in Management Committee 2013 – 2015
- FastStart Committee 2015
- DBA Committee 2013
- MBA Curriculum Review Committee 2012 – 2013
- Undergraduate Curriculum Review Committee 2013 – 2014

Departmental Service:

- Department Promotion Review (Chair) – Mullins 2021
- Peer Review Committee - Park 2021
- Peer Review Committee - Mullins 2021
- Management Search Committee 2012, 2013, 2016, 2017, 2021
- Department Promotion Review – Fong 2019
- Department Promotion Review – Lee 2019

Relevant Community Service:

- BSA Merit Badge Instructor for Citizenship in Society, Communication, and Personnel Management



## TEACHING EXPERIENCE

### Undergraduate:

- Career Development
- Leadership, Personal Development, and Organizations
- Special Topics Seminar in Management
- Strategic Compensation Management
- Charger Success – Business (FYE)
- Intro to Business
- Employee Staffing and Development
- Organizational Behavior
- Competitive Strategy
- Human Resources and Labor Relations Management
- Management of Human Resources
- Principles of Management

### Graduate:

- Strategic Management
- Managing Human Capital
- Leadership: Theory & Practice
- Special Topics Seminar in Management of Technology
- Management Practicum
- Strategic Compensation Management
- Employee Staffing and Development
- Human Resource Management & Organizational Behavior
- Strategic Human Resource Management in a Technological Environment
- Strategic Management

## PROFESSIONAL SERVICE

North Alabama Society of Human Resource Management (NASHRM)  
Officer – Director of Mentor University 2016

## ADVISORY BOARDS

Tactical Athlete - Leadership Board 2022 - present  
Tribal 2019 – 2020

## CONSULTING ACTIVITIES

Prudent American Technologies, Inc., Decatur, AL 2019 – 2022  
Project: Employee satisfaction survey.

Social Media 23 (through UAH), Huntsville, AL 2017 – 2019  
Project: Social media screening service for human resources.

Huntsville Rehabilitation Foundation, Inc. (Phoenix Industries), Huntsville, AL 2014-2015  
Project: Conduct a compensation analysis and develop a pay structure.

## MANAGERIAL EXPERIENCE

Vice President of Product Innovation, RAGASEDU, Huntsville, AL  
September 2022 - present

Cofounder, MacKenzie Security of North Carolina, LLC, Greenville, NC  
April 1997 to June 2005

**PROFESSIONAL MEMBERSHIPS AND CERTIFICATIONS**

Academy of Management  
American Psychological Association  
Senior Professional in Human Resource (SPHR) – HR Certification Institute (2015 - 2021)  
SHRM Senior Certified Professional (SHRM-SCP)  
Society for Human Resource Management  
Society for Industrial and Organizational Psychology  
Southern Management Association