

**Dr. Scott M. Soltis**  
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## Education

Ph D, The University of Kentucky, 2012.  
Major: Business Administration  
Supporting Areas of Emphasis: Human Resource Management & Social Network Analysis

MBA, The Pennsylvania State University at Erie, 2007.

BA, The Pennsylvania State University at Erie, 2005.  
Major: Social & Behavioral Sciences  
Supporting Areas of Emphasis: Political Science

## RESEARCH

### Research Publications

#### Book Chapters

Soltis, S. (2019). Person-environment fit and social networks: A social resource management perspective on organizational entry. *Brass, D.J. & S.P. Borgatti (Eds), Social Networks at Work* (pp. 251-274).

Mehra, A., Soltis, S., Floyd, T., Ofem, B., Halgin, D. (2014). Imaginary Worlds: Using Visual Network Scales to Capture Perceptions of Social Networks. *Research in the Sociology of Organizations: Contemporary Perspectives on Organizational Social Networks*. Emerald Group Publishing Ltd.

#### Refereed Journal Articles

Soltis, S., Sterling, C., Ferrier, W.J., Borgatti, S.P. (2024). College football recruiting: The role of relational rivalry in factor-market competition. *Group & Organization Management*, 51(3).  
<https://doi.org/10.1177/10596011241273377>

Soltis, S., Dineen, B. A., Wolfson, M. A. (2023). Contextualizing social networks: The role of person-organization fit in the network-job performance relationship. *Human Resource Management*, 62(4), 445-460.

Soltis, S., Methot, J. R., Gittell, J. H., Harris, T. B. (2023). Leveraging relational analytics in human resource research and practice. *Human Resource Management*, 62(4), 377-389.  
[https://www.researchgate.net/publication/370874637\\_Leveraging\\_relational\\_analytics\\_in\\_human\\_resource\\_research\\_and\\_practice](https://www.researchgate.net/publication/370874637_Leveraging_relational_analytics_in_human_resource_research_and_practice)

Yang, S. W., Soltis, S., Ross, J., Labianca, G. (2021). Dormant tie reactivation as an affiliative coping response to stressors during the COVID-19 crisis. *Journal of Applied Psychology*, 106(4), 489.

Causholli, M., Floyd, T., Jenkins, N. T., Soltis, S. (2021). The ties that bind: Knowledge-sharing networks and auditor performance. *Accounting, Organizations and Society*, 92(3).

Halgin, D. S., Borgatti, S. P., Mehra, A., Soltis, S. (2020). Audience perceptions of highstatus ties and network advantage: The market for coaching jobs in the NCAA. *Journal of Organizational Behavior*, 41(4), 332-347.

## Journal Articles

Soltis, S., Brass, D. J., Lepak, D. P. (2018). Social resource management: Integrating social network theory and human resource management. *Academy of Management Annals*, 12(2), 537-573.

Soltis, S., Agneessens, F., Sasovova, Z., Labianca, G. (2013). A Social Network Perspective on Turnover Intentions: The Role of Distributive Justice and Social Support. *Human Resource Management*, 52(4), 561-584.

Dineen, B. R., Ling, J., Soltis, S. (2011). Manager responses to internal transfer attempts: Managerial orientation, social capital, and perceived benefits as predictors of assisting, hindering, or refraining. *Organizational Psychology Review*, 1(4), 293-315.

Dineen, B. R., Soltis, S. (2010). Recruitment: A review of research and emerging directions. *APA Handbook of Industrial and Organizational Psychology*, 2, 43-66.

## Other

Soltis, S. (2026). *The Social Capital Imperative: Revealing, Developing, and Leveraging Organizational Networks: By Kristin L. CullenLester and Greg Pryor.*

Soltis, S., Patrick, B. (2023). Trust – A common ingredient in the best places to work. *Best Places to Work* (pp. 39-42).

## Presentations Given

Soltis, S., Gittell, J., HR Division Highlight Research-Related PDW, "Innovating the future of relational analytics: Bridging relational coordination and social networks," Academy of Management Annual Meeting, Chicago, Illinois. (2024).

Soltis, S. (Other), Trivedi, K., Gittell, J., Relational Coordination Collaborative Café, "Innovations in relational coordination and social network analysis." (2024).

Soltis, S., Samnani, A., Relational Coordination Collaborative Roundtable, "Relational climate, relational coordination and social networks: Developing an integrative relational theory," Berkeley, California. (2024).

Soltis, S. (Discussant), Gittell, J., Zhang, Q., Academy of Management Annual Meeting, "Relational human resource management," Boston, Massachusetts. (2023).

Soltis, S., HR Executive Roundtable, May Meeting, "How Relational Analytics Change HR," Lexington, Kentucky. (2023).

Soltis, S., Kentucky Society for Human Resource Management Annual Conference, "Relational Analytics in HR," Lexington, Kentucky. (2023).

Soltis, S., Patrick, B., Kentucky Society for Human Resource Management Annual Conference, "Using People Analytics to Predict & Solve HR's Toughest Challenges," Louisville, Kentucky. (2022).

- Soltis, S., Yang, S. W., Ross, J., Labianca, G., North American Regional Social Networks (NASN), "Dormant Tie Reactivation as an Affiliative Coping Response to Stressors During the COVID-19 Crisis." (2021).
- Soltis, S., Methot, J. M., Academy of Management Meetings, "Building a Research Community: Advancing the Social Network Paradigm in Human Resource Management," Boston, Massachusetts. (2020).
- Soltis, S., Methot, J. M., Academy of Management Meetings, "Relational Perspectives on Human Resource Management," Vancouver, Ontario, Canada. (2020).
- Soltis, S., Gladstone, E., Southern Management Association Annual Meeting, "Leveraging Archival Data in Social Network Analysis," Lexington, Kentucky. (2018).
- Soltis, S., Methot, J. M., Academy of Management Meetings, "Building a Research Community: Advancing a Social Network Perspective in Human Resource Management," Atlanta, Georgia. (2017).
- Soltis, S., Causholli, M., Floyd, T., Jenkins, N. T., American Accounting Association Auditing Section Mid-Year Meeting, "The Ties that Bind: Knowledge-Sharing Networks and Auditor Performance," Orlando, Florida. (2017).
- Soltis, S., Causholli, M., Floyd, T., Jenkins, N. T., University of Florida International Conference on Assurance and Governance, "The Ties that Bind: Knowledge-Sharing Networks and Auditor Performance," Gainesville, Florida. (2017).
- Soltis, S., 31st Annual Conference of the Society for Industrial and Organizational Psychology, "Leveraging Social Network Analysis in Person-Environment Fit Research," Anaheim, California. (2016).
- Soltis, S., Academy of Management Meetings, "Person-organization fit and employee performance: A social network perspective," Vancouver, British Columbia, Canada. (2015).
- Soltis, S., Academy of Management Meetings, "Contagion of organizational commitment in the context of contradictory influences," Lake Buena Vista, Florida. (2013).
- Soltis, S., Floyd, T., Academy of Management Meetings, "Network perceptions, contextual performance, and person-organization fit," Lake Buena Vista, Florida. (2013).
- Soltis, S., Mehra, A., Borgatti, S., Sun Belt Social Network Conference, "The cognition of structural holes: Implications for individual performance," Hamburg, Germany. (2013).
- Soltis, S., Floyd, T., Gerbasi, A., Borgatti, S., Sun Belt Social Network Conference, "The dynamics of contagion of workplace attitudes in the context of contradictory influences." (2013).
- Soltis, S., Sterling, C., Borgatti, S., Ferrier, W., European Group for Organizational Studies Colloquium, "NCAA football rivalry on and off the field: An early empirical test and extension of the theory of factor-market rivalry," Helsinki, Finland. (2012).
- Soltis, S., Sun Belt Social Network Conference, "Multiple ways of seeing networks: A comparison of visual scales and traditional cognitive social structure surveys," Redondo Beach, California. (2012).
- Soltis, S., Agneessens, F., Sasovova, Z., Labianca, G., Academy of Management Meetings, "Control and turnover intentions: A social network perspective," San Antonio, Texas. (2011).

- Soltis, S., Dineen, B. R., Ling, J., Academy of Management Meetings, "Manager responses to internal transfer attempts: Assistance, hindrance, or refraining," San Antonio, Texas. (2011).
- Soltis, S., Borgatti, S., Mehra, A., Sun Belt Social Network Conference, "A measure of acuity of structural hole perception," St. Pete Beach, Florida. (2011).
- Soltis, S., Sterling, C., Borgatti, S., Ferrier, W., Academy of Management Meetings, "College football recruiting: A test of factor market competition theory," Montreal, Quebec City, Canada. (2010).
- Soltis, S., Halgin, D., American Association of Budget and Policy Analysts Spring Symposium, "Social networks and career development," Washington, DC. (2010).
- Soltis, S., Mehra, A., Borgatti, S. P., Kidwell, G., Floyd, T., Intra-Organizational Networks (ION) Conference, "Seeing networks in organizations: A novel approach to assessing the accuracy of network perceptions," Lexington, Kentucky. (2010).
- Soltis, S., Mehra, A., Borgatti, S. P., Academy of Management Meetings, "Seeing holes: The performance benefits of cognitive accuracy in the perception of structural holes," Chicago, Illinois. (2009).

## Research Currently in Progress

### "Description of Research Program" (On-Going).

My primary interest is in advancing the field of human resource management via relational analytics. My work to date has primarily focused on leveraging social network theories and methods to explore outcomes such as job performance and turnover.

Secondary interests which bridge HR and OB include understanding the role of workplace uniplex ties (such as when an employee is an advisor but not a friend), network cognition, and various forms of person-environment fit.

### "Mitigating Quiet Quitting through Job Resources and Waste of Time: A JD-R Perspective on the Moderating Role of HRM Practices." (Writing Results).

Quiet quitting – a form of psychological withdrawal in which employees limit their effort to the minimum required – has recently emerged as a significant organizational concern. Drawing on the Job Demands–Resources model, this study examines how a job resource (work-life balance), a job demand (wasted time), and a multifaceted element (career growth opportunities) affect quiet quitting. The study investigates whether employees' perceptions of human resource management (HRM) practices moderate the link between job resources, demands, and dual-path characteristics. Using time-lagged data from 522 full-time employees, the findings illuminate elements of the job that increase or decrease the likelihood of quiet quitting and how HRM plays a role in shaping these effects. We find that work-life balance (a resource) reduces quiet quitting; perceptions of wasted time (a demand) increase quiet quitting; and career growth opportunities operate primarily as a resource, decreasing quiet quitting. Perceptions of HRM practices moderate the negative relationships between resources (work-life balance and career growth opportunities) and quiet quitting, but not the positive relationship between demands (perceptions of wasted time) and quiet quitting. This research extends theoretical and practical understandings of quiet quitting by highlighting the psychological conditions under which employee engagement can be sustained.

### "Newcomer social capital development and socialization outcomes" (Writing Results).

Despite newcomer onboarding/socialization being an inherently social process, remarkably little is still known about the antecedents and outcomes around the various types of ties

formed by new hires (Soltis, Brass, & Lepak, 2018; Bannya, Bainbridge, & Chan-Serafin, 2023). A review of extant literature juxtaposed with the social capital model of organizational socialization (Fang, Duffy, & Shaw, 2011) highlights several shortcomings. First, "Social Capital" has been defined in a limited number of (often imprecise) ways regarding both structure and resources. Second, individual (human capital) moderating variables have been rarely identified with no studies exploring contextual moderators. Finally, within the limited literature of workplace relationships and newcomer socialization "Newcomer Adjustment" is most often explored via traditional self-report data on learning and assimilation. Our study addresses each of these shortcomings by employing measures of social capital grounded in overlapping and non-overlapping newcomer ties, assessing to whom these ties are sent (or from whom they are received), adding to the literature on the role of personality in social capital development, and employing a variety of self- and other-reported measures of adjustment.

"On the emergence of performance enhancing ties for auditors." (Planning).

This project explores the antecedents of ties that have been shown to be beneficial for various types of auditor performance. This idea was originally the front end of "The Ties that Bind: Knowledge-Sharing Networks and Auditor Performance" which won the 2017 Best Conference Paper Award at the American Accounting Association Auditing Section (and was later published in *Accounting, Organizations, and Society*). We are awaiting publication of another paper from a similar dataset (currently under review at *Contemporary Accounting Review*) at which point we will weave in analyses from this manuscript and submit.

"Understanding peer comparisons during the job search process: A social network perspective." (On-Going).

Longitudinal job search study exploring social comparisons and job search outcomes.

## **TEACHING**

### **Teaching Experience**

#### **The University of Vermont**

BUS 2300, Leadership & Org Behavior, 3 courses.

BUS 3310, Human Resource Management, 2 courses.

BUS 3990, Human Resource Management, 1 course.