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EDUCATION

Ph.D.	2006
Cornell University	
School of Hotel Administration	
Specialization: Human Resource Management & Organizational Behavior	
M.Sc.	1998
London School of Economics and Political Science	
Department of Industrial Relations	
B.S.	1996
Cornell University	
School of Hotel Administration	

ACADEMIC EXPERIENCE

Associate Professor	July 2015 – present
The Pennsylvania State University	
School of Hospitality Management	
Assistant Professor	August 2009 – June 2015
The Pennsylvania State University	
School of Hospitality Management	
Assistant Professor	August 2006 – August 2009
The Ohio State University	
Department of Consumer Sciences	

- Michel, J. W., Tews, M. J., Pinsk, E., & Pons, S. T. (2026). The development and validation of the Multidimensional Coworker Socializing for Fun Scale. *Journal of Organizational Behavior*, 47, 595-626.
- Negoro, Y. M., Lei, Y., Yu, H., & Tews, M. J. (2026). Reasonable for others, but not for me: Perceived overqualification and the perception of illegitimate tasks in the hospitality industry. *International Journal of Hospitality Management*, 139, Article 104756.
- Pons, S. T., Quadri-Felitti, D., Jolly, P. M., & Tews, M. J. (2026). Second-chance employment as a 'win-win-win': An innovative stakeholder approach for hospitality practitioners. *International Hospitality Review*, 40, 111-123.
- Tews, M. J., Michel, J. W., & Pons, S. T. (2026). Beyond small talk: The impact of inclusion climate and fun on constituent attachment through deep conversation. *Journal of Hospitality & Tourism Research*, 50, 477-493.
- Tews, M. J., Pons, S. T., Cruz, L., & Weinstock, C. J. (2026). MiniCandidate: An innovative method for enhancing employee selection. *Management Teaching Review*, 11, 231-241.
- Tews, M. J., Michel, J. W., Yu, H., He, Z., & Wan, X. (2026). Strengthening workplace connections through coworker socializing and managerial support for fun. *Journal of Business and Psychology*, Advance online publication.
- Michel, J. W., Luvison, D., Tews, M. J., & Wynne, K. (2025). Servant leadership and cooperation: The moderating role of leader group prototypicality. *Journal of Business and Psychology*, 40, 533-550.
- Negoro, Y. M., Pons, S. T., Little, T. A., Tews, M. J., Quadri-Felitti, D., & Jolly, P. M. (2025). Exploring the untapped workforce potential of employees with intellectual and developmental disabilities in the hotel industry: Where to start. *ICHRIE Research Reports*, 10, Article 3.
- Shahvali, M., Kerstetter, D., Tews, M. J., Mitas, O., & Behrad Far, R. (2025). Couple vacations: Linking joint vacation experiences of romantic couples to satisfaction with relationship life. *Leisure Sciences*, 47, 1002-1021.
- Tews, M. J., Hoefnagels, A., Pons, S. T., & Beaumont-Perez, F. (2025). Examining the impact of fun in the workplace in hospitality internships. *International Hospitality Review*, Advance online publication.
- Tews, M. J., Yu, H., & Pons, S. T. (2025). Fun in the workplace and employee substance use: A double-edged sword? *Journal of Drug Issues*, 55, 104-118.

- Yu, H., Negoro, Y. M., Tews, M. J., Chen, X., & Zhang, Z. (2025). Coping with perceived overqualification: The effect of coping strategies on employee outcomes in the tourism and hospitality industry. *International Journal of Hospitality Management*, 129, Article 104208.
- Pons, S. T., Cruz, L., & Tews, M. J. (2024). Meta-space: An assessment of instructional design strategies for the spaces between. *Journal on Excellence in College Teaching*, 35, 9-21.
- Russen, M., Pasamehmetoglu, A., Guchait, P., & Tews, M. J. (2024). Coworker support in a sexual harassment climate: A conservation of resources perspective. *International Journal of Hospitality Management*, 119, 1-8.
- Tews, M. J., Michel, J. W., & Pons, S. T. (2024). Religion, politics, and jingle bells: Examining contextual factors influencing the impact of workplace holiday practices. *Employee Relations*, 46, 1744-1761.
- Tews, M. J., Stafford, K., & Pons, S. T. (2023). Applicant attraction to the restaurant industry: Examining the impact of compensation, scheduling, advancement, and fun. *Journal of Human Resources in Hospitality & Tourism*, 22, 662-684.
- Tews, M. J., Pons, S. T., & Yu, H. (2023). Marijuana use and perceptions of employment suitability. *Journal of Personnel Psychology*, 22, 201-214.
- Tews, M. J., Kudler, E. P., Michel, J. W., & Pons, S. T. (2023). 'Tis the season: Enhancing the workplace holiday party. *Employee Relations*, 45, 1324-1346.
- Tews, M. J., Jolly, P. M., & Stafford, K. (2021). Fun in the workplace and employee retention: Is less managed fun better? *Employee Relations*, 43, 979-995.
- Bowen, J., Tews, M. J., & Baloglu, S. (2020). Yielding the benefits of fun in the workplace: The devil's in the details. *Organizational Dynamics*, 49, 1-7.
- Michel, J. W., Tews, M. J., & Tracey, J. B. (2020). Validating dimensions of effective managerial behaviors for the hospitality industry. *International Journal of Contemporary Hospitality Management*, 32, 2175-2193.
- Tews, M. J., Stafford, K., & Jolly, P. M. (2020). An unintended consequence? Examining the relationship between visible tattoos and unwanted sexual attention. *Journal of Management & Organization*, 26, 152-167.
- Tews, M. J., Michel, J. W., & Stafford, K. (2020). Social support and turnover among entry-level service employees: Differentiating type, source, and basis of attachment. *Human Resource Management*, 59, 221-234.

- Tews, M. J., & Stafford, K. (2020). Tattoos and perceptions of employment suitability in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 19, 148-167.
- Tews, M. J., & Stafford, K. (2020). Tattoos and unfavorable treatment among employees in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 32, 1925-1940.
- Tews, M. J., Stafford, K., & Kudler, E. P. (2020). The effects of negative content in social networking profiles on perceptions of employment suitability. *International Journal of Selection and Assessment*, 28, 17-30.
- Tews, M. J., & Stafford, K. (2020). The impact of abusive supervision and constituent attachment on entry-level employee turnover. *Journal of Hospitality & Tourism Research*, 44, 1318-1334.
- Tews, M. J., Stafford, K., & Kudler, E. P. (2020). The influence of tattoo content on perceptions of employment suitability across the generational divide. *Journal of Personnel Psychology*, 19, 4-13.
- Tews, M. J., Hoefnagels, A., Jolly, P. M., & Stafford, K. (2020). Turnover among young adults in the hospitality industry: Examining the impact of fun in the workplace and training climate. *Employee Relations*, 43, 245-261.
- King, C., Murillo, E., Wei, W., Madera, J., Tews, M. J., Israeli, A., & Kong, L. (2019). Towards a shared understanding of the service experience: A hospitality stakeholder approach. *Journal of Service Management*, 30, 410-428.
- Michel, J. W., Tews, M. J., & Allen, D. G. (2019). Fun in the workplace: A review and expanded theoretical perspective. *Human Resource Management Review*, 29, 98-110.
- Ozanne, M., Tews, M. J., & Mattila, A. S. (2019). Are tattoos still a taboo? The effect of employee tattoos on customers' service failure perceptions. *International Journal of Contemporary Hospitality Management*, 31, 873-889.
- Tews, M. J., Michel, J. W., & Stafford, K. (2019). Abusive coworker treatment, coworker support, and employee turnover. *Journal of Leadership & Organizational Studies*, 26, 413-423.
- Tews, M. J., & Noe, R. A. (2019). Does training have to be fun? A review and conceptual model of the role of fun in workplace training. *Human Resource Management Review*, 29, 226-238.
- Tews, M. J., Stafford, K., & Jolly, P. M. (2019). The dark side? Examining the relationship between fun in the workplace and unwanted sexual attention. *Employee Relations*, 41, 1162-1182.
- Tews, M. J., & Stafford, K. (2019). The relationship between tattoos and employee workplace deviance. *Journal of Hospitality & Tourism Research*, 43, 1025-1043.

- Tews, M. J., Stafford, K., & Michel, J. W. (2018). Interview etiquette and hiring outcomes: Does it really matter? *International Journal of Selection and Assessment*, 26, 164-175.
- Tews, M. J., Frager, K., Citarella, A. I., & Orndorff, R. M. (2018). What is etiquette today? Interviewing etiquette for today's college student. *Journal of Advances in Education Research*, 3, 160-168.
- Xu, S., Martinez, L., Van Hoof, H. B., Tews, M. J., Torres, L., & Farfan, K. (2018). The impact of abusive supervision and co-worker support on hospitality and tourism student employees' turnover intentions in Ecuador. *Current Issues in Tourism*, 21, 775-790.
- Dachner, A. M., Ellingson, J. E., & Tews, M. J. (2017). Clarifying the association between personality and interpersonal citizenship behavior. *SAM Advanced Management Journal*, 82, 36-47.
- Noe, R. A., Tews, M. J., & Michel, J. W. (2017). Informal learning among managers: Its antecedents and performance impact. *International Journal of Training and Development*, 21, 1-17.
- Tews, M. J., Michel, J. W., & Noe, R. A. (2017). Does fun promote learning? The relationship between fun in the workplace and informal learning. *Journal of Vocational Behavior*, 98, 46-55.
- Becker, F. W., & Tews, M. J. (2016). Fun activities at work: Do they matter to hospitality employees? *Journal of Human Resources in Hospitality & Tourism*, 15, 279-296.
- Ellingson, J. E., Tews, M. J., & Dachner, A. M. (2016). Constituent attachment and voluntary turnover in low-wage/low-skill service work. *Journal of Applied Psychology*, 101, 129-140.
- Guchait, P., Lei, P., & Tews, M. J. (2016). Making teamwork work: Team knowledge for team effectiveness. *The Journal of Psychology: Interdisciplinary and Applied*, 150, 300-317.
- Michel, J. W., & Tews, M. J. (2016). Does leader-member exchange accentuate subordinate ratings of leader behaviors and subsequent organizational citizenship behaviors? *Journal of Leadership & Organizational Studies*, 23, 13-26.
- Tews, M. J., Noe, R. A., Scheurer, A., & Michel, J. W. (2016). The impact of work-family conflict and core self-evaluations on informal learning in a managerial context. *Journal of Occupational and Organizational Psychology*, 89, 92-110.
- Tews, M. J., Michel, J. W., Xu, S., & Drost, A. (2015). Workplace fun matters ... but what else? *Employee Relations*, 37, 248-267.
- Tews, M. J., Jackson, K., Ramsay, C., & Michel, J. W. (2015). Fun in the college classroom: Examining its nature and relationship with student engagement. *College Teaching*, 63, 16-26.

- Guchait, P., Tews, M. J., & Simons, T. (2014). The influence of transactive memory systems and psychological safety on effectiveness of service management teams in a restaurant setting. *Journal of Human Resources in Hospitality & Tourism*, 13, 234-256.
- Michel, J. W., Tews, M. J., & Kavanagh, M. J. (2014). Development and validation of a multidimensional measure of customer-centered employee behavior. *The Service Industries Journal*, 34, 1075-1091.
- Tews, M. J., Michel, J. W., & Allen, D. G. (2014). Fun and friends: The impact of workplace fun and constituent attachment on turnover in a hospitality context. *Human Relations*, 67, 923-946.
- Tews, M. J., Stafford, K., & Michel, J. W. (2014). Life happens and people matter: Critical events, constituent attachment, and turnover among part-time hospitality employees. *International Journal of Hospitality Management*, 38, 99-105.
- Noe, R. A., Tews, M. J., & Marand, A. D. (2013). Individual differences and informal learning in the workplace. *Journal of Vocational Behavior*, 83, 327-335.
- Tews, M. J., Michel, J. W., & Stafford, K. (2013). Does fun pay? The impact of workplace fun on employee turnover and performance. *Cornell Hospitality Quarterly*, 54, 370-382.
- Tews, M. J., Michel, J. W., & Ellingson, J. E. (2013). The impact of coworker support on employee turnover in the hospitality industry. *Group & Organization Management*, 38, 630-653.
- Noe, R. A., & Tews, M. J. (2012). Realigning training and development research to contribute to the psychology of competitive advantage. *Industrial and Organizational Psychology*, 5, 101-104.
- Tews, M. J., Michel, J. W., & Bartlett, A. L. (2012). The fundamental role of workplace fun in applicant attraction. *Journal of Leadership & Organizational Studies*, 19, 103-111.
- Sydnor-Bousso, S., Stafford, K., Tews, M. J., & Adler, H. (2011). Toward a resilience model for the hospitality and tourism industry. *Journal of Human Resources in Hospitality & Tourism*, 10, 195-217.
- Tews, M. J., Michel, J. W., & Noe, R. A. (2011). Beyond objectivity: The performance impact of the perceived ability to learn and solve problems. *Journal of Vocational Behavior*, 79, 484-495.
- Tews, M. J., & Van Hoof, H. B. (2011). Fighting words: A case in favor of hospitality management education. *FIU Hospitality and Tourism Review*, 29, 121-129.
- Tews, M. J., Stafford, K., & Tracey, J. B. (2011). What matters most? The perceived importance of ability and personality for hiring decisions. *Cornell Hospitality Quarterly*, 52, 94-101.

- Zhu, J., Tews, M. J., Stafford, K., & George, R. T. (2011). Alcohol and illicit substance use in the foodservice industry: Assessing self-selection and job-related risk factors. *Journal of Hospitality & Tourism Research*, 35, 45-63.
- Noe, R. A., Tews, M. J., & Dachner, A. M. (2010). Learner engagement: A new perspective for enhancing our understanding of learner motivation and workplace learning. *Academy of Management Annals*, 4, 279-315.
- Tews, M. J., Michel, J. W., & Lyons, B. D. (2010). Beyond personality: The impact of GMA on performance for entry-level service employees. *Journal of Service Management*, 21, 344-362.
- Stafford, K., & Tews, M. J. (2009). Enhancing work-family balance research in family businesses. *Family Business Review*, 22, 235-238.
- Tews, M. J., Stafford, K., & Zhu, J. (2009). Beauty revisited: The impact of attractiveness, ability, and personality in the assessment of employment suitability. *International Journal of Selection and Assessment*, 17, 92-100.
- Tews, M. J., & Tracey, J. B. (2009). Helping managers help themselves: The use and utility of on-the-job interventions to improve the impact of interpersonal skills training. *Cornell Hospitality Quarterly*, 50, 245-258.
- Tews, M. J., & Tracey, J. B. (2008). An empirical examination of posttraining on-the-job supplements for enhancing the effectiveness of interpersonal skills training. *Personnel Psychology*, 61, 375-401.
- Tracey, J. B., Sturman, M. C., & Tews, M. J. (2007). Ability versus personality: Factors that predict employee job performance. *Cornell Hotel and Restaurant Administration Quarterly*, 48, 313-322.
- Tracey, J. B., & Tews, M. J. (2005). Construct validity of a general training climate scale. *Organizational Research Methods*, 8, 353-374.
- Glomb, T. M., & Tews, M. J. (2004). Emotional labor: A conceptualization and scale development. *Journal of Vocational Behavior*, 64, 1-23.
- Tracey, J. B., & Tews, M. J. (2004). An empirical investigation of the relationships among climate, capabilities, and unit performance. *Journal of Hospitality & Tourism Research*, 28, 298-312.
- Tracey, J. B., & Tews, M. J. (1995). Training effectiveness: Accounting for individual differences and the work environment. *Cornell Hotel and Restaurant Administration Quarterly*, 36, 36-42.

BOOK

Tews, M. J. (2027). *Human resource management briefs*. Cognella. (under contract)

BOOK CHAPTERS

Tews, M. J., & Michel, J. W. (in press). Fun is not the activity: The role of social weight. In B. Plester (Ed.), *Live, laugh, labour: Humour, fun and play in the workplace*. Routledge.

Tews, M. J., Michel, J. W., & Negoro, Y. M. (in press). Social fun at work: Activities, relationships, and conditions. In S. Gordon & C. King (Eds.), *A research agenda for employee well-being in service industries*. Edward Elgar.

Tews, M. J., & Burke-Smalley, L. A. (2018). Enhancing training transfer by promoting accountability in different work contexts: An integrative framework. In K. G. Brown (Ed.), *The Cambridge handbook of workplace training and employee development* (pp. 201–227). Cambridge University Press.

Ruth, G. A., & Tews, M. J. (2016). Food service industry. In R. A. Brymer, R. A. Brymer, & L. N. Cain (Eds.), *Hospitality: An introduction* (pp. 265–275). Kendall Hunt.

Noe, R. A., & Tews, M. J. (2014). Employee development and growth. In A. Day, E. K. Kelloway, & J. J. Hurrell, Jr. (Eds.), *Workplace well-being: How to build psychologically healthy workplaces* (pp. 124–160). Wiley.

Tracey, J. B., Sturman, M. C., Shao, L., & Tews, M. J. (2010). The role of personality and general mental ability in predicting performance for new and experienced employees. In C. A. Enz (Ed.), *Handbook of applied hospitality strategy* (pp. 415–428). Sage.

Noe, R. A., & Tews, M. J. (2009). Strategic training and development. In J. Storey, P. M. Wright, & D. Ulrich (Eds.), *The Routledge companion to strategic human resource management* (pp. 262–284). Routledge.

Tracey, J. B., Way, S. A., & Tews, M. J. (2008). Human resources in the hospitality industry: Strategic frameworks and priorities. In D. Tesone (Ed.), *Handbook of hospitality human resource management* (pp. 3–22). Elsevier.

MANUSCRIPTS UNDER REVIEW

Ding, A., Tews, M. J., & Huang, Y. When fun meets sustainability: Enhancing tourist engagement in green initiatives. *Journal of Hospitality & Tourism Research*.

Negoro, Y. M., Yu, H., & Tews, M. J. Recruiter perceptions of overqualification: The role of stereotypes and impression management in hospitality hiring. *Journal of Hospitality & Tourism Research*.

Pons, S. T., & Tews, M. J. From margin to mainstream: A practical framework for inclusive hiring and management. *International Hospitality Review*.

Tews, M. J., Huang, X., & Yu, H. The show must go on: Managing when labor is tight. *International Journal of Contemporary Hospitality Management*.

Tews, M. J., & Michel, J. W. When fun is short: Episodic reach and the misread case against fun activities. *Human Resource Management Review*.

CONFERENCE PRESENTATIONS & WORKSHOPS

Negoro, Y. M., Yu, H., & Tews, M. J. (2026, August). *Antecedents of newcomers' perceived overqualification in the adjustment phase*. Paper presented at the Annual Meeting of the Academy of Management, Philadelphia, PA. Selected for the Best Paper Proceedings, Organizational Behavior Division.

Little, T. A., Negoro, Y. M., Pons, S. T., Jolly, P. M., Tews, M. J., & Quadri-Felitti, D. (2026, January). *Peeling the onion: Understanding the layers of workplace stigma for employees with intellectual disabilities, a job coaches' perspective*. Paper presented at the Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Auburn, AL.

Huang, X., Yu, H., & Tews, M. J. (2026, January). *Re-humanizing the frontline employees: The effect of fun activities on self-objectification at work*. Poster presented at the Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Auburn, AL.

Tews, M. J., & Pons, S. T. (2025, October). *U.S. politics and American higher education*. Presentation at the Hotel Management School Maastricht, Maastricht, The Netherlands.

Pons, S. T., Tews, M. J., & Negoro, Y. M. (2025, January). *Diversity and mini-figures: Using LEGO to understand intersectionality in a hospitality context*. Paper presented at the Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Houston, TX.

- Negoro, Y. M., Lei, Y., Yu, H., & Tews, M. J. (2025, January). *Reasonable for my coworkers, but not for me: Perceived overqualification and the perception of illegitimate tasks in the hospitality industry*. Paper presented at the Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Houston, TX.
- Lei, Y., Negoro, Y. M., Yu, H., & Tews, M. J. (2025, January). *The influence of service climate on perceived illegitimate tasks in the restaurant industry: The mediating effect of customer orientation*. Paper presented at the Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Houston, TX.
- Michel, J. W., Pinsk, E., & Tews, M. J. (2025, April). *Uncomfortable small talk and social isolation: A social exclusion theory perspective*. Poster presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Denver, CO. Top Poster, SIOP 2025.
- Little, T. A., Negoro, Y. M., Pons, S. T., Tews, M. J., Jolly, P. M., & Quadri-Felitti, D. (2025, March). *Overlooked talent in hospitality: Job coaches as the bridge to EIDD employee success*. Poster presented at the NENA ICHRIE Annual Conference, Atlantic City, NJ.
- Little, T. A., Tews, M. J., Jolly, P. M., & Noone, B. (2025, January). *Too legit to quit: An investigation into the moderating role of perceived external prestige on the relationship between abusive supervision and voluntary turnover*. Poster presented at the Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Houston, TX.
- Tews, M. J., & Pons, S. T. (2025, October). *Building belonging: Strategies for student engagement and inclusion*. Workshop presented at the Education & Research Day of the Dutch Hotel Schools, Hotel Management School Maastricht, Maastricht, The Netherlands. MiniCandidate-based intercultural learning workshop for hospitality educators from the Dutch hotel schools.
- Tews, M. J., & Pons, S. T. (2025, October). *Diversity & inclusion build*. Workshop presented at the Hotel Management School Maastricht, Maastricht, The Netherlands. MiniCandidate-based intercultural learning session with undergraduate students.
- Tews, M. J., & Pons, S. T. (2025, October). *From intuition to evidence: Validating educational interventions*. Workshop presented at the Hotel Management School Maastricht, Maastricht, The Netherlands.
- Tews, M. J., Pons, S. T., & Little, T. A. (2025, March). *Play, build, engage: Using LEGO to enhance student engagement strategies*. Workshop presented at the NENA ICHRIE Annual Conference, Atlantic City, NJ. MiniCandidate-based intercultural learning session with undergraduate students.

- Michel, J. W., Fluegge, E., Karl, K., McDowell, T., Peluchette, J., Plester, B., & Tews, M. J. (2024, August). *Fun in the workplace: A discussion of the extant literature and exploration of future research*. Panel symposium at the Annual Meeting of the Academy of Management, Chicago, IL.
- Pinsk, E., Michel, J. W., & Tews, M. J. (2024, April). *Emotions matter: Why how we chat matters more than what we say*. Poster presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Pons, S. T., Bao, S., Atanga, B., Jolly, P. M., & Tews, M. J. (2024, January). *Stereotype confirmation during service failures: The impact of Euro-centric beauty standards on African-American front-line employees*. Poster presented at the Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Miami, FL.
- Negoro, Y. M., Yu, H., & Tews, M. J. (2024, January). *The coping mechanism of perceived overqualification in the hospitality industry*. Poster presented at the Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Miami, FL.
- Negoro, Y. M., Pons, S. T., Little, T. A., & Tews, M. J. (2024, January). *The mediating role of authentic living: Exploring emotional labor with coworkers in the hospitality industry*. Poster presented at the Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism, Miami, FL.
- Tews, M. J., & Pons, S. T. (2024, April). *LegoRecruit: Using LEGO to enhance employee selection*. Workshop presented at the NENA ICHRIE Annual Conference, Portland, ME.
- Tews, M. J., & Pons, S. T. (2024, April). *Serious fun: LEGO Serious Play in the classroom*. Workshop presented at the NENA ICHRIE Annual Conference, Portland, ME.
- Pons, S. T., & Tews, M. J. (2023, June). *Employee-customer small talk during the service delivery process*. Presentation at the Frontiers in Service, Maastricht, The Netherlands.
- Jolly, P. M., Johnson, L. U., & Tews, M. J. (2023, August). *Together, we stay: Constituent attachment as a predictor of turnover*. Paper presented at the Annual Meeting of the Academy of Management, Atlanta, GA.
- Pasamehmetoglu, A., Russen, M., Guchait, P., & Tews, M. J. (2023, March). *The role of coworker support in a sexual harassment climate: Measuring employees' burnout and employee engagement*. Paper presented at the Managing Tourism Across Continents, Istanbul, Turkey.
- Pons, S. T., & Tews, M. J. (2023, March). *Enhancing the meta-space: Exploring techniques of virtual student engagement*. Workshop presented at the NENA ICHRIE Annual Conference, Morgantown, WV.

- Pons, S. T., Cruz, L., & Tews, M. J. (2022, August). *Liminal learning: Strategies for enhancing the pedagogy of meta-space(s)*. Paper presented at the ITLC Lilly Asheville Conference, Asheville, NC.
- Caligiuri, M., Jolly, P. M., & Tews, M. J. (2022, August). *Linking family-supportive supervisor behaviors to employee turnover in front-line, part-time employees: The role of affective commitment*. Paper presented at the Annual International CHRIE Conference, Washington, DC.
- Tews, M. J., & Cruz, L. (2021, April). *Reconfiguring: Emerging models of integrated course design for the post-COVID world*. Presentation at the ITLC Lilly Conference, Virtual.
- Tews, M. J., Hoefnagels, A., & Beaumont-Perez, F. (2019, May). *Factors to enhance hospitality internship success*. Paper presented at the APacCHRIE & EuroCHRIE Joint Conference, Hong Kong, China.
- Tews, M. J. (2019, May). *Minding your manners: Interviewing etiquette for today's hospitality undergraduate*. Paper presented at the APacCHRIE & EuroCHRIE Joint Conference, Hong Kong, China.
- Tews, M. J. (2019, May). *Tattoos and employee personality: Is the devil in the details?*. Paper presented at the APacCHRIE & EuroCHRIE Joint Conference, Hong Kong, China.
- Maravich, K. E., & Tews, M. J. (2019, March). *Enhancing employee engagement in fun activities*. Paper presented at the NENA ICHRIE Annual Conference, University Park, PA.
- Tews, M. J., Hoefnagels, A., & Odekerken, A. (2018, November). *Does genre matter? Examining the impact of tattoo content on perceptions of employment suitability*. Paper presented at the Annual EuroCHRIE Conference, Dublin, Ireland.
- Tews, M. J. (2018, July). *Beyond the surface: Examining the relationship between tattoos, personality, and workplace deviance*. Paper presented at the Annual International CHRIE Conference, Palm Springs, CA.
- Tews, M. J., & Michel, J. W. (2018, April). *Tattoos, personality and workplace deviance*. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Tews, M. J. (2017, May). *Fun in the workplace, support, and other evidence-based strategies to enhance employee retention*. Presentation at the Pennsylvania Restaurant and Lodging Association Spring Conference, State College, PA.
- Tews, M. J. (2017, April). *Fun at work: Clarifying its impact in today's workplace*. Presentation at the Shaner GM / DOS Conference, Shaner Hotel Group, Pittsburgh, PA.

- Citarella, A. I., Orndorff, R. M., Tews, M. J., & Frager, K. (2017, June). *Contemporary interviewing etiquette and recruiting practices for college students*. Paper presented at the Eastern Association of Colleges and Employers, Niagara Falls, NY.
- Tews, M. J., Michel, J. W., & Noe, R. A. (2016, November). *Does fun promote informal learning?*. Paper presented at the Annual Meeting of the Southern Management Association, Charlotte, NC.
- Bartlett, A. L., & Tews, M. J. (2015, July). *Hospitality internships in senior living communities: Best practices to maximize benefits for employer and intern*. Poster presented at the Annual International CHRIE Conference, Orlando, FL.
- Tews, M. J., Stafford, K., & Michel, J. W. (2013, July). *Life events, constituent attachment, and voluntary employee turnover*. Paper presented at the Annual International CHRIE Conference, St. Louis, MO. Best Paper Award, 2013 ICHRIE Annual Conference.

MANAGEMENT & EXECUTIVE DEVELOPMENT

- Who Gets Grace? The Quiet Courage Behind Leadership Decisions. RTRX, Columbus, OH (July 2026). Two interactive leadership masterclasses for approximately 150 participants using MiniCandidate to examine how leaders make decisions about employee support, mentoring, and advancement.
- Building Stronger Teams: Supervisory Development Workshop. Penn State Housing and Food Services, University Park, PA (November 2025). Half-day workshop for 50 supervisors on team effectiveness, inclusion, and perspective taking.
- Building Inclusive Leadership through Fun, Connection, and Support. Thomas E. Strauss, Inc. Hospitality Group, Lancaster, PA (October–November 2025). Two sessions for 50 supervisors and managers across hotel, restaurant, and retail operations.
- Building Your Power. AHLA Foundation FORWARD Conference, Atlanta, GA (May 2025). Two workshops for more than 120 hospitality professionals on personal power, leadership, and influence.
- LEGO Your Limits and Elevate Your Leadership. The Lodging Conference, sponsored by the AHLA Foundation FORWARD, Phoenix, AZ (October 2024). Two LEGO-based leadership sessions with approximately 200 participants.

GRANTS & FUNDED PROJECTS

- Tews, M. J. (PI), & Wilkinson, K. M. (Co-PI). Play-based interventions to reduce stigma toward individuals with IDD in hospitality workplaces. Cross-Unit Research Collaboration Incentive Program, College of Health and Human Development, Penn State. \$40,000 (2025–2027).
- Jolly, P. M. (PI), Quadri-Felitti, D., Tews, M. J., & Wilkinson, K. M. Developing resources to recruit, select, and retain employees with intellectual and developmental disabilities in the hotel industry. The Statler Foundation. \$100,700 (2025–2026). Co-Investigator.
- Jolly, P. M. (PI), Quadri-Felitti, D., & Tews, M. J. Understanding employment in the hotel industry for people with disabilities: Current strengths, weaknesses, and opportunities for expanding the hotel industry labor pool. The Statler Foundation. \$62,500 (2024–2025). Co-Investigator.
- Tews, M. J. (PI). LEGO learning initiative for hospitality management education. Schreyer Institute for Teaching Excellence, Penn State. \$1,609 (2023).
- Tews, M. J. (PI). The impact of workplace fun and coworker friendships on turnover among entry-level employees in the hospitality industry. University of Nevada, Las Vegas. \$28,106 (2011–2012).

DOCTORAL & GRADUATE ADVISING

Dissertations Chaired

- Sydney T. Pons (Chair, Ph.D. expected 2026). *Before the content begins: Pre-training interventions and the psychological conditions of engagement.*
- Tom Little (Chair, Ph.D. expected 2027). *Yah or neigh: A qualitative inquiry into workplace horseplay and its effects on environment and relationships.*
- Xiaolu Huang (Co-Chair, Ph.D. expected 2029).
- Yoko M. Negoro (Chair, Ph.D. 2026). *Leaving or staying? A latent profile analysis of occupational turnover motivation profiles among hospitality employees.* Now Assistant Professor, University of Houston.
- Fred Becker (Chair, Ph.D. 2012). *The impact of fun in the workplace on experienced fun, work engagement, constituent attachment, and turnover among entry-level service employees.*
- Priyanko Guchait (Chair, Ph.D. 2011). *Examining the influence of shared mental models and transactive memory systems on the effectiveness of service management teams.*

Committee Member

Penn State: Khoa Tang (Ph.D., 2025); Shashan Bao (Ph.D., 2024); Jung Kuk Jang (Ph.D., 2024); Michael Caligiuri (Ph.D., 2023); Bi Yang (Ph.D., 2021); Olaf Hermans (Ph.D., 2019); Marie Ozanne (Ph.D., 2018); Moji Shahvali (Ph.D., 2018); Matthew Bakowicz (M.S., 2016); Eunjin Kwon (Ph.D., 2016); Alinda Kokkinou (Ph.D., 2010). University of Pennsylvania: Janet Duligia (Ed.D., 2018). The Ohio State University: Sandra Sydnor-Bousso (Ph.D., 2009); JinFei Zhu (Chair, M.S., 2008).

RESEARCH COLLABORATORS (INDUSTRY)

ACR Homes (Minneapolis, MN); American Food & Vending (Syracuse, NY); ClubCorp (Dallas, TX); Concord Hospitality Enterprises (Raleigh, NC); Crimson Cup Coffee & Tea (Columbus, OH); JoAnn Fabrics (Hudson, OH); MasterCare (Madison, NJ); Max & Erma's Restaurants (Columbus, OH); Minneapolis Metropolitan Police Force (Minneapolis, MN); Mise en Place (Maastricht, The Netherlands); MOD Pizza (Seattle, WA); Pennsylvania Restaurant & Lodging Association (Harrisburg, PA); Rainforest Cafe, Inc. (Minneapolis, MN); Shaner Hotel Group (State College, PA); Six Continents Hotels (Plano, TX); Uno Chicago Grill (Boston, MA).

COURSES TAUGHT

Penn State: Human Resource Management; Organizational Behavior; Hospitality People & Teams (graduate); Professional Development; Colloquium on Teaching Effectiveness (graduate); First-Year Seminar.

The Ohio State University: Personnel and Organization Management; Staffing, Training & Development; Theories and Models in Consumer Sciences.

Cornell University: Human Resource Management; Training & Development; Organizational Behavior (teaching assistant).

PROFESSIONAL MEMBERSHIPS

Academy of Management (2000–present); International Council on Hotel, Restaurant, and Institutional Education (2006–present); American Psychological Association.

PROFESSIONAL SERVICE

Editorial Boards

Cornell Hospitality Quarterly (2010–present)

Journal of Hospitality & Tourism Research (2018–present)

Personnel Review (2024–present)

Ad Hoc Reviewer

Academy of Management Learning & Education; Academy of Management Perspectives; Employee Relations; Human Performance; Human Relations; Human Resource Management; Human Resource Management Review; ICHRIE Reports; International Journal of Contemporary Hospitality Management; International Journal of Hospitality Management; International Journal of Selection & Assessment; Journal of Drug Issues; Journal of Hospitality & Tourism Management; Journal of Management; Journal of Management & Organization; Journal of Management Studies; Journal of Organizational Behavior; Journal of Positive Psychology; Journal of Vocational Behavior; Managing Service Quality; Organizational Dynamics; Organizational Psychology Review; Personnel Psychology; Studies in Continuing Education.

Professional Associations

North Eastern North American Federation of ICHRIE — Director of Education (2025–present); Board Member (2024–present). Leads the Rise & Grind professional development series; contributes to ICHRIE’s Pedagogy On-The-Go.

International CHRIE — Chair, Human Resource Management track paper review (2015–2020).

Conference reviewer: Hospitality Management Graduate Conference (2021–present); West Federation ICHRIE (2022); APacCHRIE & EuroCHRIE Joint Conference (2019).

INDUSTRY EXPERIENCE

Recruiting Specialist (Contractor), Holland Systems Corporation, Lansing, MI
February–August 1999

Staffing Manager, Applied Biosystems, Foster City, CA
February 1996 – March 1997

Personnel and Training Manager (Internship), Hotel Nikko London, London, England
January–July 1995

Corporate Human Resources Intern, Nikko Hotels International, New York, NY
May–August 1994

AWARDS & RECOGNITION

Teaching

Penn State University College of Health and Human Development Teaching Excellence Award,
Academic Year 2017–2018

Ohio State University College of Education and Human Ecology Teaching Excellence Award
Finalist, Academic Years 2006–2007 and 2007–2008

Research

Walter J. Conti Faculty Fellow, Penn State School of Hospitality Management, 2025–2027
(inaugural fellow)

2026 Academy of Management, Organizational Behavior Division, Best Paper Proceedings —
Negoro, Y. M., Yu, H., & Tews, M. J., Antecedents of newcomers' perceived
overqualification in the adjustment phase

2025 Society for Industrial and Organizational Psychology Top Poster — Michel, J. W., Pinski,
E., & Tews, M. J., Uncomfortable small talk and social isolation: A social exclusion theory
perspective

2013 Cornell Hospitality Quarterly Article of the Year — Tews, M. J., Michel, J. W., & Stafford,
K., Does fun pay? The impact of workplace fun on employee turnover and performance

2013 CHRIE Conference Best Paper — Tews, M. J., Stafford, K., & Michel, J. W., Life events,
constituent attachment, and voluntary employee turnover

2011 Cornell Hospitality Quarterly Article of the Year — Tews, M. J., Stafford, K., & Tracey, J.
B., What matters most? The perceived importance of ability and personality for hiring
decisions