

Zihan Liu, Ph.D.

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Singapore Management University
Singapore
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ACADEMIC APPOINTMENTS

2025–Present *Assistant Professor*, Lee Kong Chian School of Business,
Singapore Management University

2023–2025 *Assistant Professor*, College of Business and Management,
University of Illinois Springfield

2022–2023 *Post-Doctoral Associate*, Department of Psychological Sciences,
Rice University

EDUCATION

Ph.D. *Industrial-Organizational Psychology*, University of Houston (2022)

M.A. *Industrial-Organizational Psychology*, University of Houston (2021)

B.S. *Psychology*, Beijing Normal University (2018)

RESEARCH INTERESTS

Employee-organization relationship; leadership; employee well-being; individual differences; psychometrics

HONORS AND AWARDS

2024 Scholar of the Year Award, College of Business and Management, University
of Illinois Springfield

GRANT ACTIVITY

- PI: **Liu, Z.** (2024-2025). *How diligent leaders fuel immoral acts: The influence of leader personality and cultural values on ethics* (\$3,600). University of Illinois Springfield Competitive Scholarly Research Grant. Status: Completed.

REFEREED JOURNAL PUBLICATIONS (* DENOTES CORRESPONDING AUTHORS)

Liu, Z., Hoff, K., Chu, C., Oswald, F., & Rounds, J. (2025). Towards whole-person fit assessment: Integrating interests, values, skills, knowledge, and personality using the O*NET. *Journal of Applied Psychology*, 110(5), 623–647. <https://doi.org/10.1037/apl0001232>
Selected as Journal of Applied Psychology Editor's Choice, May 2025

Wen, X., **Liu, Z.***, Qiu, F., Leavitt, K., Wang, X., & Tang, Z. (2025). A power dependence model of the impact of leader impostorism on supervisor support and undermining: The moderating role of power distance. *Journal of Applied Psychology*.
<https://doi.org/10.1037/apl0001265>

- Chu, C., Hoff, K., **Liu, Z.**, Heimpel, N.F., Greco, A., Oswald, F., & Rounds, J. (2025). Interest fit beyond the RIASEC: the comprehensive assessment of basic interests—O*NET (CABIN-NET). *Journal of Career Assessment*.
<https://doi.org/10.1177/106907272513225>
- Heimpel, N. F., Hoff, K., **Liu, Z.**, Chu, C., Oswald, F. L., & Rounds, J. (2025). Expanding links between work values and occupations: Development of the occupational values inventory (OVI). *Journal of Career Assessment*. Accepted for publication.
- Huai, M., Wen, X., **Liu, Z.**, Wang, X., Li, W., & Wang, M. (2024). Does voice endorsement by supervisors enhance or constrain voicer’s personal initiative? Countervailing effects via feeling pride and feeling envied. *Journal of Applied Psychology*, *109*(9), 1408–1430.
<https://doi.org/10.1037/apl0001191>
- Hotze, M.L., **Liu, Z.** *, Chu, C., Baranski, E., & Hoff, K. (2024). Short-term personality development and early career success: Two longitudinal studies during the post-graduation transition. *Journal of Personality*. <https://doi.org/10.1111/jopy.12922>
- Eisenberger, R., Wen, X., Zheng, D., Yu, J., **Liu, Z.**, Zhang, J., ... & Kim, T. H. (2025). Does felt obligation or gratitude better explain the relationship between perceived organizational support and outcomes?. *Group & Organization Management*, *50*(1), 243–288.
<https://doi.org/10.1177/10596011231180>
- Wang, X., Wen, X., **Liu, Z.**, Gao, Y. L., & Madera, J. M. (2025). When leaders self-sacrifice in the time of crisis: The roles of employee emotional suppression and leader coping styles. *Cornell Hospitality Quarterly*, *66*(1), 37–55.
<https://doi.org/10.1177/19389655231223370>
- Baranski, E., Martinez, R. L., **Liu, Z.**, & Hoff, K. (2024). Exploring the dynamics of volitional personality change: A psychoeducational intervention study with young adults transitioning to the workforce. *Journal of Research in Personality*, *114*, 104549.
<https://doi.org/10.1016/j.jrp.2024.104549>
- He, M., Xu, L., Li, C., **Liu, Z.**, Hu, J., Guo, X., ... & Zhang, J. (2024). Do real-time strategy video gamers have better attentional control?. *Human Factors*, *66*(1), 258–270.
<https://doi.org/10.1177/00187208211064683>
- Liu, Z.**, Hoff, K., Baranski, E., Snyder, G., Flin, R., Lindner, P., & Spitzmueller, C. (2023). Mindfulness and workplace safety: An integrative review. *Journal of Organizational Behavior*, *44*(8), 1263–1282. <https://doi.org/10.1002/job.2705>
- Oswald, F. L., Courey, K. A., & **Liu, Z.** (2023). Knowledge, skills, and workforce development: Commentary on Ackerman (2023). *American Psychologist*, *78*(3), 298–300. <https://doi.org/10.1037/amp0001127>
- Mesdaghinia, S., Eisenberger, R., Wen, X. *, **Liu, Z.** *, Lewis, B. A., Qiu, F., & Shapiro, D. L. (2023). How leaders drive followers’ unethical behavior. *Journal of Management*, *49*(7), 2318–2353. <https://doi.org/10.1177/01492063221104031>
- Wang, X., Wen, X., **Liu, Z.**, Jiang, Y., & Huai, M. (2023). Leader apology in the employee–organization relationship: The roles of subordinate power distance belief and leader competence. *Tourism Management*, *96*, 104694.
- Wang, X., **Liu, Z.**, Wen, X., & Xiao, Q. (2022). An implicit leadership theory lens on leader humility and employee outcomes: Examining individual and organizational contingencies. *Tourism Management*, *89*, 104448.

- Liu, Z., Van Egdome, D., Flin, R., Spitzmueller, C., Adepoju, O., & Krishnamoorti, R. (2020). I don't want to go back: Examining the return to physical workspaces during COVID-19. *Journal of Occupational and Environmental Medicine*, 62(11), 953–958.
- Sheng, X., Liu, Z., Zhang, X., Guo, H., Da, S., & Zhou, S. (2018). Sleep and work: The interactive mechanism. *Advances in Psychological Science*, 26(10), 1844–1856.

MANUSCRIPTS UNDER REVIEW (Note: Manuscript titles redacted to protect blind peer-review)

- Liu, Z., Wen, X., Ellis, A. P. J., Tong, J., Qiu, F., & Wang, X. [Topic: Voice solicitation]. *Under 1st Revise & Resubmit: Journal of Applied Psychology*.
- Wen, X., Liu, Z., Leavitt, K., Wang, X., Qiu, F., & Tang, Z. [Topic: AI and social exchange]. *Under 1st Review: Journal of Applied Psychology*.

SELECTED WORKS IN PROGRESS

- Liu, Z., Wen, X., Qiu, F., & Wang, X. Leader immorality encouragement and power dynamics. *Manuscript writing stage. Target journal: Journal of Applied Psychology*.
- Liu, Z., Wen, X., Qiu, F., Wang, X., Huai, M., & Shapiro, D. L. Error quieting behaviors at work. *Manuscript writing stage. Target journal: Journal of Applied Psychology*.
- Liu, Z., Wen, X., Mesdaghinia, S., & Eisenberger, R. Leader bottom-line mentality and employee work meaninglessness. *Manuscript writing stage. Target journal: Academy of Management Journal*.
- Liu, Z., Li, A., & Wang, X. A cross-cultural comparison of leader immorality encouragement. *Data collection stage. Target journal: Journal of Applied Psychology*.
- Wen, X., Liu, Z., Qiu, F., & Leavitt, K. Witnessing work-family conflict. *Manuscript writing stage. Target journal: Academy of Management Journal*.
- Qiu, F., Wen X., Liu, Z., & Barnes, C. Leadership and procreation. *Manuscript writing stage. Target journal: Journal of Applied Psychology*.
- Simcox, C., Hoff, K., Liu, Z., Baranski, E., & Oswald, F. Workplace skills in the new era. *Manuscript writing stage. Target journal: American Psychologist*.
- Chen, Y. R., Wu, F. Y., Courey, K. A., Mulfinger, E., Liu, Z., Behrend, T. S., Handler, C. A., & Oswald, F. AI technologies in talent management systems]. *Manuscript writing stage. Target journal: Personnel Psychology*.
- De Jong, B., Choi, J. Y., Resick, C. J., Shin, N., Hyatt, E., Booms, M. C., Vu, C., Liu, Z., & Nieberle, K. Taking it to the next level: A multi-level perspective and meta-analytic integration of organizational trust and performance outcomes. *Manuscript writing stage. Target Journal: Personnel Psychology*.

INVITED TALKS

- Liu, Z. (2024, May). *A Whole-Person Perspective in Assessments of Person-Occupation Fit*. Beijing Normal University, School of Psychology Brown Bag.
- Liu, Z. (2024, March). *A Holistic Perspective in Assessments of Person-Occupation Fit*. University of Houston, Department of Psychology Brown Bag.
- Liu, Z. (2023, March). *How leaders drive followers' unethical behavior*. Rice University, School of Social Sciences Research Relay.

Liu, Z. (2022, September). *Integrative career assessments: Assessing fit using interests, personality, values, knowledge, and skills*. East China University of Science and Technology, School of Business Brown Bag.

REFEREED CONFERENCE PROCEEDINGS

De Jong, B., Choi, J. Y., Resick, C. J., Shin, N., Hyatt, E., Booms, M. C., Vu, C., **Liu, Z.**, & Nieberle, K. (2025, June). *Taking it to the next level: A multi-level perspective and meta-analytic integration of organizational trust and performance outcomes*. Paper to be presented at the 2025 First International Network on Trust (FINT) Conference, Genoa, Italy.

Liu, Z., Wen, X., Qiu, F., Leavitt, K., Wang, X., & Tang, Z. (2025, April). *A power dependence model of the impact of leader impostorism*. Poster to be presented at the 2025 Annual Meeting of Society for Industrial and Organizational Psychology, Denver, CO.

Mesdaghinia, S., & **Liu, Z.** (2024, August). *Leader bottom-line mentality and the meaning of work*. Paper presented by the Annual Conference of the Academy of Management, Chicago, IL.

Wen, X., Qiu, F., Yu, L., & **Liu, Z.** (2024, August). *The double-edged effects of subordinate jealousy display on leader justice rule adherence*. Paper presented by the Annual Conference of the Academy of Management, Chicago, IL.

Liu, Z., & Tong, J. (2024, April). *De-escalating or escalating workplace conflict: The role of employee voice*. Poster presented at the 2024 Annual Meeting of Society for Industrial and Organizational Psychology, Chicago, IL.

Chen, Y. R., Wu, F. Y., Mulfinger, E., **Liu, Z.**, Courey, K. A., Behrend, T. S., Handler, C. A., & Oswald, F. L. (2024, April). *AI technologies in talent management systems: It glitters, but is it gold?* Symposium conducted at the 2024 Annual Meeting of Society for Industrial and Organizational Psychology, Chicago, IL.

Qiu, F., Wen, X., & **Liu, Z.** (2023, August). *The "life" consequences of abusive supervision: Abusive supervision and employee procreation*. Paper presented at the Annual Conference of the Academy of Management, Boston, MA.

Wang, X., Wen, X., **Liu, Z.**, Jiang, Y., & Huai, M. (2022, November). *The effectiveness of leader apology among hospitality employees: An employee-organization relationship perspective*. Paper presented at the EuroCHRIE 2022 Conference, Apeldoorn, Netherland.

Liu, Z., Wen, X., Qiu, F., Wang, X., & Huai, M. (2022, August). *Harm or harmony? Error cover-up behaviors at work*. Paper presented at the Annual Conference of the Academy of Management, Seattle, WA.

Mesdaghinia, S., Eisenberger, R., Wen, X., **Liu, Z.**, Lewis, B.A., Qiu, F., & Shapiro, D.L. (2022, August). *How leaders drive followers' unethical behavior*. Paper presented at the Annual Conference of the Academy of Management, Seattle, WA.

Liu, Z., Wen, X., Eisenberger, R., Shore., L., Audenaert, M., & Decramer, A. (2022, April). *Combatting COVID-induced stress at work: The role of perceived government competence*. Poster presented at the 2022 Annual Meeting of Society for Industrial and Organizational Psychology, Seattle, WA.

Liu, Z., Van Egdom, D., Marcinec, J., Murphy, L.D., & Thomas, C.L. (2022, April). *The weaning process: A qualitative examination of quitting workplace lactation*. In C.

- Thomas (Chair), Integrating Work and Parenthood: A Mixed-Methods Look at Return-to-Work Behaviors. Symposium conducted at the 2022 Annual Meeting of Society for Industrial and Organizational Psychology, Seattle, WA.
- Thomas, K.N., **Liu, Z.**, Hoff, K., Chu, C., & Oswald, F. (2022, April). *The occupational skills and knowledge inventory: Measure development study*. Poster presented at the 2022 Annual Meeting of Society for Industrial and Organizational Psychology, Seattle, WA.
- Torres, F. J., Gu, W., **Liu, Z.**, & Edema-Sillo, E. (2022, April). *Will an extra degree help? A study of doctoral admissions for stigmatized applicants*. Poster presented at the 2022 Annual Meeting of Society for Industrial and Organizational Psychology, Seattle, WA.
- Hoff, K., **Liu, Z.**, Chu, C., Heimpel, N., Rounds, J., & Oswald, F. (2022, April). A whole-person assessment based on O*NET. In S. Zhou (Chair), *Putting the O*NET to Good Use: A Critical Evaluation of the Use and Misuse of O*NET*. Symposium conducted at the 2022 Annual Meeting of Society for Industrial and Organizational Psychology, Seattle, WA.
- Liu, Z.**, Baranski, E., Snyder, G., Hoff, K., Flin, R.H., Babalola, O., & Jeff-Eke, E. (2021, April). *A meta-analytic review of trait mindfulness and workplace safety*. Poster presented at the 2021 Annual Meeting of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Schoolfield, L. K., Torres, F. J., **Liu, Z.**, Wilson, D. E., & Gu, W. (2021, April). *Understanding family-to-work conflict and psychological strain in light of COVID-19*. Poster presented at the 2021 Annual Meeting of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Jeff-Eke, E., Kazmi, M. A., Samaniego, C., & **Liu, Z.** (2021, April). *Gender, network composition, and productivity: An analysis of collaborative ties*. In C. Samaniego & C. Nittrouer (Chairs), *A Taxonomy of Negative Interpersonal Behaviors and Implications in Academia*. Symposium conducted at the 2021 Annual Meeting of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Wen, X., Lewis, B. A., **Liu, Z.**, Simcox, C., & Eisenberger, R. (2020, April). *Benefits of upward perceived support: The roles of gratitude and indebtedness*. Poster presented at the 2020 Annual Conference of Society for Industrial and Organizational Psychology, Austin, TX.
- Huang, P., **Liu, Z.**, Kathmandu, A., & Zhang, X. (2019, February). *Otherishness based intervention on sleep quality*. Poster presented at the 2019 Annual Convention of Society for Personality and Social Psychology, Portland, OR.

PUBLISHED TECHNICAL REPORTS

- University of Houston Energy. (2020). *Mindfulness and Workplace Safety: Implications for Offshore Drilling and Operations in the Gulf of Mexico* [White paper]. <https://uh.edu/uh-energy/research/nasem/content/white-paper-10232020.pdf>
- Samaniego, C., Jeff-Eke, E., Snyder, G., **Liu, Z.**, Schoolfield, L., Torres, F., & Spitzmueller, C. *Slips, Trips, and Falls (STFs): What Can Be Learned from Academic and Industry Research?* [White paper].

TEACHING EXPERIENCE

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|-------------|-------------------|------------------------------------|
| 2023–2025 | <i>Instructor</i> | University of Illinois Springfield |
| Spring 2025 | | |

Fall 2024	MGT 310 Managing Organizational Behavior (Online)	4.83/5.00
	MGT 536 Human Resource Analytics (Online)	4.56/5.00
Spring 2024	MGT 310 Managing Organizational Behavior (In-Person)	5.00/5.00
	MGT 310 Managing Organizational Behavior (In-Person)	3.50/5.00
	MGT 475 People Analytics (Online)	4.50/5.00
Fall 2023	MGT 310 Managing Organizational Behavior (In-Person)	4.70/5.00
	MGT 310 Managing Organizational Behavior (Online)	4.25/5.00
	MGT 474 Leadership and Motivation (In-Person)	5.00/5.00
Fall 2023	MGT 310 Managing Organizational Behavior (In-Person)	4.38/5.00
	MGT 475 Human Resource Analytics (Online)	3.88/5.00
2021	<i>Instructor</i>	University of Houston
	PSYC 3310 Industrial-Organizational Psychology (Online)	5.00/5.00
	PSYC 3301 Introduction to Psychological Statistics (Online)	4.26/5.00
2018–2019	<i>Teaching Assistant</i>	University of Houston
	PSYC 2301 Introduction to Methods in Psychology (In-Person)	
	PSYC 3301 Introduction to Psychological Statistics (In-Person)	
	PSYC 3310 Industrial-Organizational Psychology (In-Person)	

RESEARCH EXPERIENCE

2021–2022	<i>Research Assistant</i>	University of Houston
	Career Development Laboratory Advisor: Dr. Kevin Hoff	
	<ul style="list-style-type: none"> Assisted with the design and validation of an integrative career assessment tool based on Occupational Information Network Collected, managed, and analyzed data for multiple longitudinal projects 	
2018–2022	<i>Research Assistant</i>	University of Houston
	Organizational Productivity Research Group Advisor: Dr. Robert Eisenberger	
	<ul style="list-style-type: none"> Collaborated with public and private organizations (e.g., New Zealand Fire and Emergency, Wanda Hotels) for research and consulting projects Led data collection, data analyses, and manuscript writing for studies on employee attitudes, well-being and performance 	
2020–2021	<i>Research Assistant</i>	University of Houston
	Diversity and Occupational Health Psychology Laboratory Advisor: Dr. Christiane Spitzmueller	
	<ul style="list-style-type: none"> Coordinated and arranged regular discussions and workshops with organizations including Diamond Offshore Drilling and Baker Hughes Performed task analysis, designed in-depth structured interviews, and drafted industry-oriented technical reports 	

- Assisted with the design and implementation of mindfulness-based interventions in energy organizations
- Managed and analyzed longitudinal and experience sampling data
- Mentored undergraduate research assistants

2016–2018 *Research Assistant* Beijing Normal University
Occupational Health Psychology Lab
 Advisor: Dr. Xichao Zhang

- Assisted with data collection and data analysis for projects on the health and well-being of Chinese professional women
- Designed and conducted research to examine the role of psychological contract breach in counterproductive work behavior (senior thesis)

WORK EXPERIENCE

2017–2018 *Human Resource Intern* Beijing, China
 Founder Security Co.

- Collected and analyzed data gathered via employee satisfaction survey and provided recommendations on modifying existing policies
- Drafted technical reports and presentations

SELECTED AWARDS AND HONORS

- 2018–2022: Graduate Tuition Fellowship; University of Houston
- 2018–2020: President Graduate Fellowship; University of Houston
- 2014–2018: National Distinguished Student Scholarship, Undergraduate Fellowship; Beijing Normal University
- 2016–2017: Student Scientific Research Project Grant, Beijing Normal University

SERVICE TO THE FIELD

Editorial Board Member

- *Management and Organization Review*

Ad Hoc Journal Reviewer

- *Journal of Management Studies*
- *Journal of Organizational Behavior*
- *Journal of Occupational and Organizational Psychology*
- *Applied Psychology: Health and Well-Being*
- *International Journal of Human Resource Management*
- *Stress and Health*
- *Human Performance*
- *Tourism Management*
- *Management and Organization Review*
- *Current Psychology*
- *Human Development*

Grant Reviewing

- *Hebl Grant for Reducing Gender Inequities in the Workplace (2023, 2024)*
- *SIOP International Research and Collaboration Small Grant (2023, 2024)*

Professional Review Committees

- Chair, Best Dissertation-Based Paper Award, Academy of Management Organizational Behavior Division (2025)
- Member, Best Dissertation-Based Paper Award, Academy of Management Organizational Behavior Division (2025)

Conference Program Reviewing

- *Academy of Management (AOM) Annual Meeting (2021–Present)*
- *Society for Industrial-Organizational Psychology (SIOP) Annual Meeting (2021–Present)*

University and Departmental Service

- Social Impact Committee, College of Business and Management, University of Illinois Springfield (2023-2025)
- Institutional Review Board, University of Illinois Springfield (2023-2025)
- Academic Technology Committee, University of Illinois Springfield (2024-2025)
- Center for Faculty Excellence Advisory Board, University of Illinois Springfield (2024-2025)

PROFESSIONAL AFFILIATIONS

- 2024–Present: Member of the Women’s Inclusion Network (WIN) of the Society for Industrial-Organizational Psychology (SIOP)
- 2023–Present: Member of the International Affairs Committee of the Society for Industrial-Organizational Psychology (SIOP)
- 2021–Present: Academy of Management (AOM), Organizational Behavior Divisions
- 2018–Present: Society for Industrial-Organizational Psychology (SIOP)
- 2021–2023: Association of Research in Personality (ARP)

COURSEWORK AND SKILLS

Selected Graduate Courses

- Multilevel Modeling
- Structural Equation Modeling
- Applied Psychological Measurement
- Legal Issues
- Theory Building

Advanced Research and Computer Skills

- Proficient with Mplus, R, SPSS, SAS, and Qualtrics
- Fluent in statistical analyses such as structural equation modeling, confirmatory factor analysis, growth curve modeling, and hierarchical linear regression
- Fluent in research methodologies such as surveying, meta-analysis, and experience sampling