

**Zihan Liu, Ph.D.**

Lee Kong Chian School of Business  
 Singapore Management University  
 Singapore  
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**ACADEMIC APPOINTMENTS**

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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**

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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**

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

**HONORS AND AWARDS**

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

**GRANT ACTIVITY**

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- 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)**

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**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 Egdom, 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.

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

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

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#### **SELECTED WORKS IN PROGRESS**

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- 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*.

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#### **INVITED TALKS**

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- 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**

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- 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, Netherlands.
- 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). *Combating 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. Nitttrouer (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/uenergy/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**

2023–2025 Spring 2025	Instructor	University of Illinois Springfield
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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

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

- 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**

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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**

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- 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**

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### **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