

SHEREEN FATIMAH

Lee Kong Chian School of Business
 Singapore Management University
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ACADEMIC POSITIONS**Assistant Professor of Organisational Behaviour & Human Resources**

Singapore Management University

July 2017

EDUCATION

The Pennsylvania State University, University Park, PA, USA

2012 - 2017

Doctor of Philosophy in Business Administration

Committee: Lance Ferris (Chair), Stephen Humphrey, Forrest Briscoe, and Alicia Grandey

National University of Singapore

2006 - 2010

Bachelor of Social Sciences (Psychology), 2nd Class (Upper) Honours

RESEARCH PROGRAM

My program of research is centered on the study of workplace proactivity and motivation. Through my research I aim to both extend and challenge current understanding of 1) what motivates employees to be proactive; 2) how employees navigate the processual dynamics inherent in implementing proactive initiatives; and 3) the socio-political consequences of proactive behaviors. Notably, to create fundamental knowledge for how employees may successfully initiate and implement change, I adopt an interdisciplinary approach and integrate the proactivity literature with (and contribute to) research on social movements and employee activism. From a practical standpoint, by shedding light on the socio-political consequences of proactive behaviors (e.g., psychological power, managerial trust), my research offers a toolkit for employees to gain influence while challenging the status quo at work.

PUBLICATIONS

*PhD student co-author when the project was initiated

Peer-Reviewed Journal Articles

Lin, S., **Fatimah, S.**, *Poulton, E., Ho, M., Ferris, L., & Johnson, R. 2024. Every voice has its bright and dark sides: Understanding observers' reactions to coworkers' voice behaviors. *Journal of Occupational and Organizational Psychology*. DOI: [10.1111/joop.12546](https://doi.org/10.1111/joop.12546)

Fatimah, S., *Lee, H., Ferris, L., & *Young, H. 2024. A regulatory focus theory perspective on the dynamics between action and power. *Journal of Applied Psychology*, 109: 1397-1407. DOI: [10.1037/apl0001198](https://doi.org/10.1037/apl0001198)

- Selected to be showcased on APA's Research Showcase Kudos:
<https://link.growkudos.com/1f8vhql4o3k>

*Poulton, E., Lin, S., **Fatimah, S.**, Ho, M., Ferris, L., & Johnson, R. 2024. My manager endorsed my coworkers' voice: Understanding observers' positive and negative reactions

to managerial endorsement of coworker voice. *Journal of Applied Psychology*, 109: 1250-1270. DOI: [10.1037/apl0001180](https://doi.org/10.1037/apl0001180)

Ferris, D. L., **Fatimah, S.**, Yan, M., Liang, L. H., Lian, H., & Brown, D. J. 2019. Being sensitive to positives has its negatives: An approach/avoidance perspective on reactivity to ostracism. *Organizational Behavior and Human Decision Processes*, 152: 138-149. DOI: [10.1016/j.obhdp.2019.05.001](https://doi.org/10.1016/j.obhdp.2019.05.001)

Ferris, D. L., Yan, M., Lim, V. K. G., Chen, Y., & **Fatimah, S.** 2016. An approach-avoidance framework of workplace aggression. *Academy of Management Journal*, 59: 1777-1800. DOI: [10.5465/amj.2014.0221](https://doi.org/10.5465/amj.2014.0221)

Spitzmuller, M., Sin, H. P., Howe, M., & **Fatimah, S.** 2015. Investigating the uniqueness and usefulness of proactive personality in organizational research – A meta-analytic review. *Human Performance*, 28: 351-379. DOI: [10.1080/08959285.2015.1021041](https://doi.org/10.1080/08959285.2015.1021041)

- Mentioned in Forbes (August 2023): “The power of being proactive: 5 ways to develop this surprising skill”

PRESENTATIONS

Invited Talks

University of Washington (2016)

University of Arkansas (2016)

Wilfred Laurier University (2016)

Singapore Management University (2016)

Conference on Proactive Behaviors – Consequences of Proactive Behaviors at Work (2016)

Conference – Chair/Discussant

Fatimah, S. (Discussant, 2023, May). *The importance of interpersonal relations for proactive actions and their outcomes*. Discussant in symposium presented at the annual meeting of the European Association of Work and Organizational Psychology, Katowice, Poland.

Fatimah, S., & Starzky, A. (Co-chair, 2023, May). *Proactivity in the context of time*. Symposium presented at the annual meeting of the European Association of Work and Organizational Psychology, Katowice, Poland.

Fatimah, S., & Ferris, D. L. (Co-chair, 2016, August). *Proactivity research: New directions and concepts*. Symposium presented at the annual meeting of the Academy of Management, Anaheim, CA.

Conference – Presentations

Humphrey, S. E., Aime, F., Fu, S., **Fatimah, S.**, & Dimotakis, N. (2023, August). *Information exchange as a public good: A team development study*. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Fatimah, S., Lee, H. W., & Ferris, D. L. (2020, August). *Does proactivity beget proactivity? The role of power and status*. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC.

Fatimah, S., & Ferris, D. L. (2016, August). *Proactivity: A system justification perspective*. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA.

Fatimah, S., & Ferris, D. L. (2016, July). *Proactivity: A collective action process for change implementation*. Paper presented at the Conference on Proactive Behaviors – Consequences of Proactive Behaviors at Work: New Directions, Hong Kong.

Ferris, D. L., Yan, M., Lim, V. K. G., Chen, Y., & **Fatimah, S.** (2015, April). *An approach/avoidance framework of workplace aggression*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

- Featured top rated poster

Fatimah, S., & Ferris, D. L. (2014, August). *What makes proactive employees proactive? The integration of proactive personality within an approach/avoidance framework*. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA.

Ferris, D. L., & **Fatimah, S.** (2014, May). *Ostracism: An approach/avoidance perspective*. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.

MEDIA MENTIONS

New boss? Start by understanding what is important to your new superior. *The Straits Times*. (3 March 2025) <https://www.straitstimes.com/singapore/jobs/askst-jobs-have-a-new-boss-start-by-understanding-what-is-important-to-your-new-superior>

‘I earn \$300K annually’: How younger workers are using social media to push for pay transparency. *The Straits Times*. (2 December 2024) <https://www.straitstimes.com/singapore/i-earn-300k-annually-how-younger-workers-are-using-social-media-to-push-for-pay-transparency>

Using positive voice to gain power at work. *APA Research Showcase Kudos* (April 2024) <https://link.growkudos.com/1f8vhql4o3k>

The power of being proactive: 5 ways to develop this surprising skill. *Forbes* (20 August 2023) <https://www.forbes.com/sites/tracybrower/2023/08/20/the-power-of-being-proactive-5-ways-to-develop-this-surprising-skill/>

ACADEMIC GRANTS & AWARDS

Singapore Management University

- Dean’s Office Research Grant (\$21,000)

2025

- Ministry of Education Singapore Research Grant (\$36,000) 2022
- Ministry of Education Singapore Research Grant (\$30,550) 2019
- Ministry of Education Singapore Research Grant (\$34,700) 2018
- Dean's Teaching Honor List 2017, 2019
- Faculty Start-Up Grant (\$10,000) 2017

The Pennsylvania State University

- Grace G. Albrecht Scholarship for Women in Management 2016-2017
- Ossian R. MacKenzie Teaching Award Nominee 2016
- Smeal College of Business, Small Research Grant (\$5000) 2013, 2015-2017
- Frank and Mary Jean Smeal Endowment Fund 2013-2014
- Management and Organization Excellence Fund 2012-2017

National University of Singapore

- Overseas Student Exchange Award (\$3500) 2007
- Faculty of Arts and Social Sciences Dean's List (awarded to top 5%) 2006

TEACHING EXPERIENCE

Singapore Management University

- OBHR637: Leading and Managing Change (MBA Elective)
- OBHR101: Managing People at Work (Undergraduate Core)
- OBHR730: Pro-Seminar in OBHR (PhD Core)

The Pennsylvania State University

- MGMT 326: Organizational Behavior and Design (Undergraduate Core)
- MGMT 461: International Management (Undergraduate Elective)

PROFESSIONAL SERVICE

Editorial Review Board

- Journal of Management

Ad-hoc Reviewer

- Journal of Applied Psychology
- Organizational Behavior and Human Decision Processes
- European Journal of Work and Organizational Psychology
- Journal of Organizational Behavior

Dissertation Committees

- Eun Hye Jung, SMU PhD Committee Member (2019-2021)
- Ho Ngai Meng, SMU DBA Co-Advisor with Prof Donald Ferrin (2018-2020)

Singapore Management University

- Lecturer Recruitment Committee (2024-)
- PhD Program Committee (2020-)

- Lim Kim San Fellowship Coordinator (2018-2020)
- Research/Teaching Assistant Coordinator (2017-2018)

Conference

- Conference on Proactive Behaviors – Consequences of Proactive Behaviors at Work: New Directions (July 2016, The Hong Kong Polytechnic University)
Incubator Committee Member, Reviewer

Professional Affiliations

- Academy of Management
- European Association of Work and Organizational Psychology
- Society for Industrial and Organizational Psychology