

Michael R. Bashshur – January 2024

Michael R. Bashshur

Associate Professor of Organizational Behavior & Human Resources
Lee Kong Chian School of Business
Singapore Management University
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EDUCATION

University of Illinois, Urbana-Champaign, IL, USA

Ph.D., October 2006, Industrial/Organizational Psychology
(Minor in Quantitative Psychology).

Dissertation: Modeling individual and environmental influences on performance determinants: The search for linear, quadratic, and multiplicative effects

Advisor: Dr. Charles L. Hulin

M.A., December 2004, Industrial/Organizational Psychology

University of Maryland, College Park, MD, USA

B.S., May 2000, Psychology (with honors)

RESEARCH INTERESTS

- Organizational Justice and Ethics
- Followership and Leadership
- Organizational Climate
- Person Organization Fit

PROFESSIONAL ACADEMIC EXPERIENCE

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|-------------------------|---|
| 7/2015 – Current | Associate Professor of Organizational Behavior & Human Resources,
Lee Kong Chian School of Business, Singapore Management University |
| 6/2017 – Current | Academic Director, Masters of Human Capital Leadership
Lee Kong Chian School of Business, Singapore Management University |
| 6/2016 – 6/2020 | PhD Program Coordinator OBHR Group
Lee Kong Chian School of Business, Singapore Management University |
| 7/2011 – 6/2015 | Assistant Professor of Organizational Behavior & Human Resources,
Lee Kong Chian School of Business, Singapore Management University |
| 8/2006 - 6/2011 | Assistant Professor, Department of Economics and Business, Universitat
Pompeu Fabra (UPF), Barcelona, Spain |
| 8/2008 - 7/2011 | Affiliated Professor, Barcelona Graduate School of Economics
(GSE) |

PUBLICATIONS

Peer reviewed journal articles (chronological order; most recent first).

Bashshur, M. R., Barclay, L. J., & Fortin, M. (2023). Of headlamps and marbles: A motivated perceptual approach to the dynamic and dialectic nature of fairness. *Organizational Psychology Review*, advance online publication. <https://doi.org/10.1177/20413866231199068>.

Chintakananda, K., Diefendorff, J., Oc, B., Daniels, M., Greguras, G. & Bashshur, M.R. (2023). Leader-Expressed Humility: Development and Validation of Scales Based on a Comprehensive Conceptualization. *Journal of Business Ethics*. 1-18. <https://doi.org/10.1007/s10551-023-05523-9>.

Oc, B., Chintakananda, K., Bashshur, M.R., Day, D. (2023). The study of followers in leadership research: A systematic and critical review, *The Leadership Quarterly*, 34 (1). <https://doi.org/10.1016/j.leaqua.2022.101674>.

Lyubykh, Z., Barclay, L. J., Fortin, M., Bashshur, M.R., Khakhar, M. (2022). Why, how, and when divergent perceptions become dysfunctional in organizations: A Motivated cognition perspective, *Research in Organizational Behavior*, 42, <https://doi.org/10.1016/j.riob.2022.100177>.

Oc, B., Daniels, M. A., Diefendorff, J. M., Bashshur, M. R., & Greguras, G. J. (2020). Humility breeds authenticity: How leader authentic humility shapes follower vulnerability and authenticity. *Organizational Behavior and Human Decision Processes*, 158, 112-125.

Oc, B., Bashshur, M. R., & Moore, C. (2019). Head above the parapet: How minority subordinates influence group outcomes and the consequences they face for doing so. *Journal of Applied Psychology*. 104(7), 929–945.

Oc, B., Moore, C., & Bashshur, M. R. (2018). When the tables are turned: The effects of the 2016 US Presidential election on in-group favoritism and out-group hostility. *PloS one*, 13(5), e0197848.

Barclay, L., Bashshur, M.R., & Fortin, M. (2017). Motivated cognition and fairness: Insights, integration, and creating a path forward. *Journal of Applied Psychology*, 102, 867-889.

Bashshur, M.R. & Oc, B. (2015). When voice matters: A multi-level review of the impact of voice in organizations. *Journal of Management*, 41, 1530-1554

Oc, B., Bashshur, M.R., Daniels, M. A., & Greguras, G. J., & Diefendorff, J. M. (2015). Leader humility in Singapore. *The Leadership Quarterly*, 26, 68-80.

Oc, B., Bashshur, M. R., & Moore, C. (2014). Speaking truth to power: The effect of candid feedback on how individuals with power allocate resources. *Journal of Applied Psychology*, 100, 450-463.

Oc, B., & Bashshur, M. R. (2013). Followership, leadership and social influence. *The Leadership Quarterly*, 24, 919-934.

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Cornelissen, G., Bashshur, M.R., Rode, J. & LeMenestrel, M. (2013). Rules or consequences? The role of ethical mind-sets in moral dynamics. *Psychological Science*, 24, 482-488.

Cojuharenco, I., Patient, D., & Bashshur, M.R. (2011). Seeing the “forest” or the “trees” of organizational justice: Effects of temporal perspective on employee concerns about unfair treatment at work. *Organizational Behavior and Human Decision Processes*, 116, 17-31.

Bashshur, M.R., Hernández, A., & González-Romá, V. (2011). When managers and their teams disagree: A longitudinal look at the consequences of differences in perceptions of organizational support. *Journal of Applied Psychology*, 96, 558-573.

Dalal, R. S., Bashshur, M.R., & Credé, M. (2010). The forgotten facet: Employee satisfaction with management above the level of immediate supervision. *Applied Psychology: An International Review*, 60, 183-209.

Credé, M., Bashshur, M.R. & Niehorster, S. (2010) Reference group effects in the measurement of personality and attitudes. *Journal of Personality Assessment*, 92, 390 – 399.

Credé, M., Chernyshenko, S., Stark, S., Dalal, R. S., & Bashshur, M. R. (2007). Job satisfaction as a mediator: An assessment of job satisfaction’s position within the nomological network. *Journal of Occupational and Organizational Psychology*, 80, 515-538.

Rupp, D.E., Baldwin, A.M., & Bashshur, M.R. (2006). Using developmental assessment centers to foster workplace fairness. *Psychologist-Manager Journal*, 9, 145-170.

Pope-Davis, D.P., Toporek, R.L., Ortega, L., Ligiero, D., Brittan-Powell, C. S., Liu, W., Bashshur, M.R. Codrington J. N., and Liang, C. T. H. (2002). Client perspectives of multicultural counseling competence: A Qualitative examination. *The Counseling Psychologist*, 31, 355-393.

Cases and Teaching Notes

Diez, F, Bashshur, M.R. & Cheah Sin Mei (2023). Malaysia Airlines: Culture Transformation While Flying Through Turbulence. SMU Case.

Bashshur, M.R., Daniels, M. Mathur, S. (2016). Olam International: Sowing the Seeds of Humility throughout the Organisation. SMU Case.

Bashshur, M.R., Daniels, M. Mathur, S. (2016). Olam International: Sowing the Seeds of Humility throughout the Organisation. SMU Teaching Note.

Book Chapters

Bashshur, M.R. & Hernández, A., Piero, J.M. (2011). The Impact of Underemployment on Individual and Organizational Performance. In *Underemployment: Psychological, Economic, and Social Challenges* (D. Maynard & D. Feldman, Eds.) 187-213. New York: Springer.

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Rupp, D.E., Bashshur, M.R., & Liao, H (2007). Justice climate, past, present, and future: Models of structure and emergence. In F. J. Dansereau & F. Yamarino (Eds.), *Research in Multi-Level-Issues, Vol 6*: 357-396. Oxford, U.K: Elsevier.

Rupp, D.E., Bashshur, M.R., & Liao, H. (2007). Justice climate: Consideration of source target, type, specificity and emergence. In F. J. Dansereau & F. Yamarino (Eds.), *Research in Multi-Level-Issues, Vol 6*: 439-459. Oxford, U.K: Elsevier.

Hernández, A., & Bashshur, M. R. (2004). Charles Hulin on the evolution of work and organizational psychology. *Revista de Psicología Social Aplicada, 14(3)*, 47-66.

Technical Reports

Daniels, M.A. Greguras, G.J., Diefendorff, J.M., Bashshur, M.R., Oc, B. (2014). *Leader humility: Development of scales*. Human Capital Leadership Institute (HCLI), Singapore.

Oc, B., Daniels, M.A., Bashshur, M.R., Greguras, G.J. & J. Diefendorff, J.M. (2013). *Leader Humility in Singapore*. Human Capital Leadership Institute (HCLI), Singapore.

Bashshur, M.R. & Le Menestrel, M. (2007). *COWI Values Survey*. Barcelona, Spain: MEDIAN, S.C.P. Barcelona, Spain.

Hulin, C. L., Dalal, R. S., & Bashshur, M. R. (2004). *Behavior and affect/emotions over time*. Urbana-Champaign, IL: Center for Human Resource Management (CHRM), University of Illinois. Chicago, Illinois.

WORKING PAPERS

Teo, L. & Bashshur, M.R. *Uniqueness neglect in AI decision-making*. Write up stage

Teo, L. & Bashshur, M.R. *The role of stakes in perceptions of AI as augmentating versus automating*. Final data collection

Chintakananda, K. & Bashshur, M.R., *Moral Adaptability*. Write up stage

Bashshur, M.R., Sim, S., Oc, B. Rupp, D.E., *Relative Justice: The effect of disparate treatment within groups on individual level outcomes*. Write up stage

Daniels, M. A., Greguras, G. J., Oc, B., & Bashshur, M.R. *Humble leaders and follower outcomes: The interactive effects of leader competency and power distance*. In Progress

SELECTED MEDIA

“Don’t Become Another Leadership Meltdown. Here are 4 Steps to Be a Better Leader”
<https://blog.smu.edu.sg/academic/schools/smulkcsb/dont-become-another-leadership-meltdown-4-steps-better-leader/>

“Speaking Truth to Power: The Effect of Candid Feedback”

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<https://podcasts.apple.com/my/podcast/speaking-truth-to-power-the-effect-of-candid-feedback/id1043375291?i=1000419880284>

“How Leadership Humility is Defined in the East and in the West”

<https://www.ideasforleaders.com/ideas/how-leadership-humility-is-defined-in-the-east-and-in-the-west>

“Humble Leaders” <https://research.smu.edu.sg/news/smuresearch/2015/02/18/humble-leaders#.Vxcu1mPKMy4>

“Willing to grow” Daniels, M.A. (2014). *HQ Asia*, 8, 48-53.

“Your ethical mindset” Markman, A. (2013, May 14). Psychologytoday.com. <http://www.psychologytoday.com/blog/ulterior-motives/201305/your-ethical-mindset>

“Does doing good lead to more good deeds? Or is ‘paying it forward’ a myth?” Bennet, A. (2013, March 31). responsibility-project.libertymutual.com. <http://responsibility-project.libertymutual.com/blog/the-moral-balancing-act>

“Why good deeds can cause moral backsliding” Ghose, T. (2013, March 7) Livescience.com <http://www.livescience.com/27729-morality-changes-ethical-behavior.html>

INVITED TALKS, WORKSHOPS AND OUTREACH

Bashshur, M.R. (2023). *The role of Followers in Leadership and (Sometimes) Positive Change*. Invited Keynote Speech. NEOMA Conference on Leadership and Positive Change in Organisations (Reims, France).

Bashshur, M.R. (2020). *Leadership and A.I.* Headhunt Fair Masterclass (Singapore).

Bashshur, M.R. (2019). *Leader Fairness in the age of A.I.* UBS Investment Bank, Big on Future Series (Singapore)

Bashshur, M.R. (2017). *Motivated Fairness*. University of Western Australia, (Perth, Australia)

Bashshur, M.R. (2017). *Voice, Justice and Power. Employee voice in the workplace*. National Healthcare Group HOMER Seminar Series (Singapore).

Bashshur, M.R. (2017). *Justice and Motives*. Emlyon School of Business, (Lyon, France).

Bashshur, M.R. (2017). *Speaking Truth to Power*. SMU Future Ready Forum (Singapore).

Bashshur, M.R. (2013). *Stooges and squeaky wheels: The role of followers in shaping leader fairness*, SMU Profiles of Excellence Lecture Series (Singapore).

Oc, B., Bashshur, M.R. & Paddock, E.L. (2013). *Consistency, reactivity and confidentiality: The role of leader behavior and follower confidentiality in the formation of group justice climate perceptions*.

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Invited presentation at the Third International Workshop on Organizational Justice and Behavioral Ethics (Toulouse, France).

Sajons, G., Oç, B., & Bashshur, M.R. (2012). *Strategic Justice*. Invited presentation at the Seventh International Round Table on Innovations in Organizational Justice (Nice, France).

Bashshur, M.R. (2012). Professional Development Workshop. *Research and Teaching Collaborations with Colleagues in Underrepresented Countries*.
Panelist. Presented at the annual meeting of the Academy of Management (Boston, MA).

Oç, B., Sajons, G., Bashshur, M.R. & Moore, C. (2011). *Follower effects on leader fairness – two potential approaches*. Invited presentation at the 2nd International Workshop on Organizational Justice and Behavioural Ethics (Birmingham, U.K.).

Bashshur, M.R. & Oç, B. (2010). *Follower voice and ethical leadership*. Invited presentation at the conference on Leading with Integrity: The Psychology of Ethical Leadership (Tilburg, Netherlands).

Sajons, G., Oç, B. & Bashshur, M.R. (2010). *The future of justice research: Dynamics, dynamics, dynamics*. Invited presentation at the Sixth International Round Table on Innovations in Organizational Justice (Orlando, Florida).

Bashshur, M.R. & Rupp, D.E. (2008). *Context and justice perceptions. The relative effect of job, industry, and country on the measurement of justice*. Invited presentation at the Fifth International Round Table on Innovations in Organizational Justice (Lisbon, Portugal).

Bashshur, M.R. (2008/2009). *Organizational Justice*. Invited workshop presented at the WOP Europeo en Psicología de Los Recursos Humanos (Work and Organizational Psychology European Doctoral Program) under the patronage of the Banco Santander Central Hispano and Vice Rrectorado de Postgrado Universitat de Valencia, Valencia, Spain.

Bashshur, M.R. (2007). *Alignment of perceptions and policies in the workplace*. Invited workshop presented at the WOP Europeo en Psicología de Los Recursos Humanos (Work and Organizational Psychology European Doctoral Program) under the patronage of the Banco Santander Central Hispano, Valencia, Spain.

CHAired AND DISCUSSANT SESSIONS

Chintakananda, K.P. & Bashshur, M.R. (Co-Chair) (2017). *New Perspectives on Moral Agents in the Workplace*. Symposium presented at the 77th Annual Meeting of the Academy of Management (Atlanta, Georgia).

Bashshur, M.R. (2017) (Discussant). *Antecedents and Consequences of Formal and Informal Voice*. Symposium presented at the 77th Annual Meeting of the Academy of Management (Atlanta, Georgia).

Daniels, M.A. & Bashshur, M.R. (Co-Chair) (2016). *Leader Humility: Outcomes, Moderators, And Assessment At Multiple Levels*. Symposium presented at the 76th Annual Meeting of the Academy of Management (Anaheim, California).

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Bashshur, M.R. (Chair) (2011). *Broadening the Conceptualization of Fit: Multi-Dimension and MultiType Consideration*. Symposium presented at the 71st Annual Meeting of the Academy of Management (San Antonio, TX).

Paul Jimenez (Chair) & Bashshur, M.R (Co-Chair) (2007). *Organizational Climate*. Symposium presented at the conference of the European Association for Work and Organizational Psychology (Stockholm, Sweden).

PANEL DISCUSSIONS

Thinking of a Position Outside the US? Dos and Don'ts of International Business Schools (2019). Discussants: Michael Bashshur, SMU, Dan Vasile Caprar, U. Of Sydney, Julija Mell, Rotterdam School of Management, Erasmus U., Shainaz Firfiray, Warwick Business School, Jill Waymire Paine, IE Business School, Markus Groth, UNSW Sydney, Celine Abecassis-Moedas, UCP. At the annual meeting of the Academy of Management (Boston, MA)

Motivation and Strategy: Rationality, Goals, Emotions, Passion, Opportunism and Value Creation (2010). Michael Bashshur, UPF. At the annual meeting of the Academy of Management (Montreal, Canada).

Assessment in a multicultural context: Multiple Languages, Multiple Decisions. (2008). Discussants: Michael Bashshur, UPF; Rob Baily, OPP; Richard Thompson, CPP, Inc.; Dianne Rienhold, Center for Creative Leadership; Gary Schmidt, Savile Consulting, North America. At the annual meeting of the Academy of Management (Anaheim, CA).

CONFERENCE PRESENTATIONS

Starzyk, A., Bashshur, M.R., Bledow, R. (2019). *Unfavorable managerial responses to employee voice: How employees react matters for their well-being*. Paper presented at the 78th Annual Meeting of the Academy of Management (Chicago, IL).

Starzyk, A., Bashshur, M.R., Bledow, R. (2019). *Your voice is not needed (or heeded): How employees experience, appraise and manage unfavourable managerial responses to their voice and how they decide to voice again*. Paper presented at the European Association for Work and Organizational Psychology (Turin, Italy).

Oc, B., Daniels, M. A., Diefendorff, J. M., Bashshur, M. R., & Greguras, G. J. (2018). *Leader humility breeds follower authenticity: How humble leaders shape follower authenticity and job performance*. Paper presented at the 78th Annual Meeting of the Academy of Management, (Chicago, IL).

Chintakananda, K., & Bashshur, M. R. (2018). *Moral adaptability*. Paper presented at the 78th Annual Meeting of the Academy of Management (Chicago, Illinois).

Oc, B., Bashshur, M.R., Greguras, G.J. (2018). *An upside of narcissism: Leaders who think highly of themselves are less reactive to threats to their power*. Paper presented at the 3rd Interdisciplinary Perspectives on Leadership (Chania, Greece).

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Chintakananda, K.P. & Bashshur, M.R. (2017). Moral Flexibility. In K.P. Chintakananda & M.R. Bashshur, M.R. (Chairs). *New Perspectives on Moral Agents in the Workplace*. Symposium presented at the 77th Annual Meeting of the Academy of Management (Atlanta, Georgia).

Oc, B., Bashshur, M. R., & Moore, C. (2017). *Head Above the Parapet: The Influence of Minority Subordinates on Group Outcomes*. Paper presented at the 77th Annual Meeting of the Academy of Management (Atlanta, Georgia).

Bashshur, M. R., Barclay, L. J., & Fortin, M. (2017). *Understanding the dynamic and dyadic influence of fairness motives*. Paper presented at the European Association for Work and Organizational Psychology (Dublin, Ireland).

Daniels, M. A., Greguras, G. J., Bashshur, M. R., & Oc, B. (2016). Who's Judging?: Humility and Competence as Sources of Leader Legitimacy. In M. A. Daniels & M. R. Bashshur (Chairs), *Leader Humility: Outcomes, Moderators, And Assessment At Multiple Levels*. Symposium presented at the 76th Annual Meeting of the Academy of Management (Anaheim, California).

Daniels, M. A., Greguras, G. J., Bashshur, M. R., & Oc, B. (2016). *Humility and Competence as Sources of Leader Legitimacy: The Role of Power Distance Orientation*. Paper presented at the Annual Meeting of the European Academy of Management (Paris, France).

Bashshur, M. R., Daniels, M. A., Greguras, G. J., Diefendorff, J. M., & Oc, B. (2015). *Leader humility in Singapore: An inductively developed measure*. Paper presented at the 75th Annual Meeting of the Academy of Management (Vancouver, BC, Canada).

Oc, B., Bashshur, M. R., & Paddock, E. L. (2015). *Shaping voice: How powerholder's self-interest impacts subordinates' justice-oriented voice over time*. Paper presented at the 75th Annual Meeting of the Academy of Management (Vancouver, BC, Canada).

Oc, B., Bashshur, M. R., & Paddock, E. L. (2015). *Justice climate emergence: The unexplored role of causal attributions and impression management tactics*. In D. D. Steiner (Chair), *Organizational justice: The roles of power and authority*. Invited Symposium presented at the 17th conference of the European Association of Work and Organizational Psychology (Oslo, Norway).

Greguras, G. J., Daniels, M. A., Bashshur, M., Oc, B., Diefendorff, J. M., & Ramakrishnan, M. (2015). *Leader humility, LMX, and subordinate need satisfaction: The role of power distance values. "Using self-determination theory to understand respectful leadership in turbulent times"* Symposium presented at the 17th European Congress of Work and Organizational Psychology (Oslo, Norway).

Daniels, M.A., Greguras, G.J., Bashshur, M.R. & Oc, B (2014). *Do humble leaders affect all followers similarly? The role of power distance*. In C. Chiu, B. Owens & J. Emrich, "Leader humility: The boundary conditions, cross-cultural comparisons, and practical implications" Symposium presented at the 74th annual meeting of the Academy of Management (Philadelphia, PA).

Oc, B., Bashshur, M. R., & Paddock, L.E. (2014). *Concurrent effects of top-down and bottom-up processes on justice climate*. In H. Park, K. McAlpine & D. Day, "Trust in Leadership: New Insights and Empirical Evidence" Symposium presented at the 74th annual meeting of the Academy of Management (Philadelphia, PA).

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Oc, B., Bashshur, M. R., Daniels M. A., Greguras, G. J., & Ramakrishnan, M. (2014). *Leader humility: A Singaporean perspective*. In B. J. Hoffman & A. L. Hetrick (Chairs), The narcissistic leadership paradox: Causes, consequences, and responses. Symposium presented at the 29th Annual Meeting of the Society for Industrial and Organizational Psychology (Honolulu, HI).

Daniels, M.A., Oc, B., Bashshur, M.R., & Greguras, G.J. (2013). *To be effective, incompetent leaders should at least be humble*. In M. A. Daniels & B. Oc, Leading from the back or the front: A look at humble and narcissistic leadership. Symposium presented at the 73rd annual meeting of the Academy of Management (Orlando, FL).

Oc, B., Bashshur, M. R., & Moore, C. (2013). *Stooges and squeaky wheels: The role of followers in shaping leader fairness*. Paper presented at the 73rd annual meeting of the Academy of Management (Orlando, Florida).

Oc, B., Bashshur, M. R., & Paddock, E. L. (2013). *Consistency, reactivity and confidentiality: The role of leader behavior and follower confidentiality in the formation of group justice climate perceptions*. Paper presented at 3rd International Workshop on Insights in Organisational Justice and Behavioural Ethics (Toulouse, France).

Bashshur, M. R., Rupp, D., & Oc, B. (2013). *Relative justice: The effect of differences in individual and group treatment*. In M. Fortin & N. Cugueró-Escofet (Chairs), What's considered fair in teams? Justice, norms, and teams. Symposium presented at the 16th conference of the European Association of Work and Organizational Psychology (Münster, Germany).

Bashshur, M.R. & Sajons, G., (2012). *A temporal perspective on predicting performance with employee justice perceptions*. Presented at the annual meeting of the Academy of Management (Boston, MA).

Oç, B. & Bashshur, M.R. (2011). *Activist followers & fairer leaders: The upward effect of justice climate*. Paper presented at the annual meeting of the Academy of Management (San Antonio, TX).

Hernández, A., Bashshur, M.R., & Piero, J.M. (2011). *Overeducation: Permanent or transitory? The role of time and voluntary turnover*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Chicago, IL).

Oç, B. & Bashshur, M.R. (2011). *Top-down effects of leader style on justice climate emergence over time: An experimental study*. Presented at the bi annual meeting of the European Association of Work and Organizational Psychology (Maastricht, Netherlands).

Hernández, A., Bashshur, M.R., & González-Romá, V. (2011). *Predicting team-manager perceptual agreement: The persuasive effects of team climate strength*. Presented at the bi annual meeting of the European Association of Work and Organizational Psychology (Maastricht, Netherlands).

Credé, M. & Bashshur, M.R.(2010). *Reference group effects on self evaluations of personality*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Atlanta, GA).

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Bashshur, M.R., & Cojuharenco, I. (2009). *When Fair is Unfair: Halo, Negativity and Uniqueness Biases in Justice Perceptions over Time*. Presented at the annual meeting of the Academy of Management (Chicago, IL).

Hernández, A., Bashshur, M.R., González-Romá, V., Tomás, I., Ferreres, D. & Lloret, S. (2009). *Ajuste y divergencia en las organizaciones: la regresión polinómica como alternativa a las diferencias de puntuaciones*. Presented at X Congreso de Metodología de las CC. Sociales y de la Salud (Málaga, Spain).

Bashshur, M.R. & Rupp, D.E. (2009). *Relative Justice: The effect of disparate treatment within groups on individual level outcomes*. Presented at the bi annual meeting of the European Association of Work and Organizational Psychology (Santiago de Compostela, Spain).

Bashshur, M.R. & Hernández, A. (2009). *Overqualification, job knowledge, skill, and motivation*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (New Orleans, LA).

Cojuharenco, I., Patient, D. & Bashshur, M.R. & (2009). *A theory of time: Temporal perspective and unfair events at work*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (New Orleans, LA).

Bashshur, M.R., Patient, D.L., Cojuharenco, I. (2008). *Time will tell: Temporal effects on the anticipation and recall of unfair events*. Presented at the annual meeting of the Academy of Management (Anaheim, CA).

Bashshur, M.R., Cojuharenco, I., & Hernández, A. (2008) *Justice in memory: Changes in justice perceptions over time*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (San Francisco, CA).

Bashshur, M.R. & Hernández, A. (2008). *What leads to differences in climate perceptions across levels? A longitudinal study on organizational support*. Presented at the Biannual Conference of the Institute of Work Psychology (Sheffield, England).

Bashshur, M.R., Hernández, A., & González-Romá, V. (2007) *The consequences of misestimating a climate for organizational support: A longitudinal study*. Presented at the annual meeting of the Academy of Management (Philadelphia, PA).

Bashshur, M.R. (2007). *The Joint Impact of Environment and Individual Differences on Motivation, Job Knowledge and Job Skill*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (New York, NY).

Bashshur, M.R. (2007). *Modeling Individual and Environmental Influences on Performance Determinants: The Search for Linear, Quadratic, and Multiplicative Effects*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (New York, NY).

Bashshur, M.R., Hernández, A., & González-Romá, V. (2007). *When Supervisors and Their Teams Disagree: The Effect of Climate Misperceptions on Team Outcomes*. Presented at the bi annual meeting of the European Association of Work and Organizational Psychology (Stockholm, Sweden).

Bashshur, M.R., & Rupp, D.E. (2006). *Dealing with Multiple Sources of Justice Climate: A Response Surface Methodology Approach*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Dallas, TX).

Hernández, A., González-Romá, V., Peiró, J.M., West, M., & Bashshur, M.R. (2005). *Comparison of Four Measures of Work Team Performance: Objective Financial Measures vs. Employee's Supervisor's and External Rater's Subjective Ratings*. Presented at the bi-annual meeting of the European Association of Work and Organizational Psychology (Istanbul, Turkey).

Baldwin, A.M. & Bashshur, M.R. (2005). *Managerial Justice Training: An Application of Developmental Assessment Centers*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Los Angeles, CA).

Mattern, K.D., Bashshur, M.R., Bedwell, S., & Sims, C.S. (2005). *The Job Satisfaction–Job Performance Link Revisited: Specificity Matters*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Los Angeles, CA).

Sims, C.S., Dalal, R.S., Bedwell, S., Bashshur, M.R., & Mattern, K.D. (2005). *To Label or Not to Label (Discrimination): Does It Matter?* Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Los Angeles, CA).

Liao, H., Rupp, D.E., Ko, J., Nam, K., & Bashshur, M.R. (2005). *Justice Climate: The Effects of Moral Values and Measurement Strategies*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Los Angeles, CA).

Bashshur, M.R., Rupp, D.E., & Christopher, J. (2004). *Theoretically-Based Strategies for Defining and Measuring Justice Climate: Implications for Multilevel Research in Organizational Justice*. Presented at 64th annual meeting of the Academy of Management (New Orleans, LA).

Bashshur, M.R., Rupp, D.E. (2004). *Social Exchange as a Mediator of Justice Effects Across Cultures*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Chicago, IL).

Rupp, D.E., Bashshur, M.R., Smith, S., Mattern, K., Spencer, S., Holub, S., Credé, M., & Baldwin, A. (2004). *Person and Situational Antecedents to Social Exchange-Based Justice Effects: A Consideration of Multiple Perpetrators*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Chicago, IL).

Sims, C.S., Dalal, R.S., Bashshur, M.R., Bedwell, S., & Rupp, D.E. (2004). *A Common Measure for a Common Problem: Generalized Discrimination*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Chicago, IL).

Bashshur, M.R. & Sims, C.S. (2003). *Stressed out: The complex relationship of general stress, job attitudes, and performance*. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Orlando, FL).

Credé, M., Dalal, R. S., & Bashshur, M. R. (2003). *From qualitative to quantitative: construction of*

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a satisfaction with management scale. Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Orlando, FL).

Credé, M., Stark, S., Chernyshenko, S., Bashshur, M. R., Dalal, R. S., & Do, B.R. (2003). *Development of an Integrative Model of the Antecedents and Consequences of Job Satisfaction.* Presented at the annual meeting of the Society for Industrial and Organizational Psychology (Orlando, FL).

TEACHING

Graduate Level

- “Research Methods and Multivariate Statistics” Ph.D. in Business GM (2021, 2024)
- “Ethics and Corporate Social Responsibility” *SMU Specialized Masters Suite* (2020-22)
- “HR Analytics” *SMU Masters of Human Capital Leadership* (2019-2022)
- “OBHR Proseminar” *SMU OBHR Ph.D. Program* (2015-2016, 2018-2020)
- “Managing People & Organisations” *SMU Masters of Science in Management* (2016/2017)
- “Leading, Managing and Developing People” *SMU Masters of Human Capital Leadership* (2017) (Designed and Developed Course)
- “Advanced Research Topics - Leadership” *SMU OBHR Ph.D. Program* (2015/2019)
- “Research Topics in Management II” *UPF Graduate Program of Economics Finance and Management* (2010-2011)
- “Management and Organization Studies Seminar” *UPF UPF Graduate Program of Economics Finance and Management* (2006 - 2011) (Designed and Coordinated)
- “Organizational Behavior” *Barcelona Graduate School of Economics, UPF Graduate Program of Economics Finance and Management GPEFM* (2008-2011)
- “Organizational Behavior” *UPF Graduate Program of Economics Finance and Management* (2007)

MBA Level and Executive Education

- “Competing to Win” Executive Education, (Developed Client and Taught)
- “Human Capital Analytics and Research for Management Insights” MBA (Designed and Taught)
- “Ethics and Communication” Executive Education (Designed and Taught)
- “Responsible Leadership” MBA (Designed and Taught)
- “Persuasion, Influence and Cooperation” Executive Education (Designed and Taught)
- “Evidence Based Management & Organizational Behavior” MBA (Designed and Taught)

Undergraduate Level

- “Ethics and Corporate Responsibility” *SMU* (2017 – present)
- “Managing People at Work” *SMU* (2011 – 2018)
- “Social Psychology of Organizations” *UPF* (2006 - 2010)
- “Introduction to Social Psychology” *UIUC* (2003- 2006)
- “Laboratory Methods in Social Psychology” *UIUC* (2005)
- “Industrial/Organizational Psychology” *UIUC* (2001 - 2006)
- “Theory and Method in the Cross-Cultural Study of Individual Social Behavior” *UIUC* (Summer 2002)

Student Supervision

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- Ph.D. Thesis Advisor:

Burak Oc (Management, UPF, Barcelona, Spain, Graduated 2014)
 Gwendolyn Sajons (Management, UPF, Barcelona, Spain, Graduated 2014)
 Kraivin Paripont Chintakananda (OBHR, SMU, Singapore, Graduated 2019)
 Laurel Teo (OBHR, SMU, Singapore, Graduated 2022)
 Shangyun Chen (OBHR, SMU, Singapore, current)
 Jenny TAN (SMU, PhDGM, current)

- Ph.D. Thesis Reader/Committee Member

Stefan Jurg Wermelinger (SMU, Singapore)
 Srishti Banerjee (SMU, Singapore)
 Deddi Tedjakumara (SMU, Singapore)
 Theodore Charles Masters-Waage (SMU, Singapore)
 Bek Wuay Tang (SMU, Singapore)
 Josephine Kang Poh Tin (SMU, Singapore)
 Yuchun Liu (SMU, Singapore)
 Drew Mallory (Purdue University, USA)
 Josie Kang (Escr PhD, SMU)
 Gloria Pang (Monash, Australia)
 Samantha Sim (OBHR, SMU, Singapore)
 Hayley German (Durham Business School, Durham University, U.K.)
 Ipek Aktar (Management, UPF, Barcelona, Spain)
 Xavier Palacios (Management, UPF, Barcelona, Spain)
 Andriy Ivchenko (Management, UPF, Barcelona, Spain)

- Ph.D. Tribunal President

Mitja Pirc (Management, UPF, Barcelona, Spain)

CONSULTING

- Hidden Returns on Investment - PR Campaign (Edelman) (2012, Europe, Africa and Middle East).
- Interpersonal Trust, Social Capital and Banking (La Caixa) (2010-2011, Barcelona, Spain).
- COWI Survey of Ethical Climate (Summer 2007, Copenhagen, Denmark)
- Facilities and Services (University of Illinois) Survey of Job Attitudes and Work Experiences (Spring 2004, Summer 2006, Champaign, Illinois)
- Office of the Vice Chancellor for Human Relations (University of Illinois) Survey of Job Attitudes and Work Experiences (Spring 2002 to Fall 2003, Champaign, Illinois)
- American Community School Study of Teacher and Administrator Attitudes and Behaviors (Summer 2002, Beirut, Lebanon)

SERVICE

Group

- PhD Program Coordinator, OBHR Group, SMU
- Visitor coordinator for OBHR Group, SMU
- Coordinator, “Organizational Behavior & Human Resources Research Seminar Series”
- Host, Lim Kim San Fellowship for PhD students

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- Recruitment Chair OB Group, UPF, Barcelona

School

- Recruitment Chair OBHR, SMU 2023/2024
- Academic Director, Masters in Human Capital Leadership
- Reading Evaluation Committee for Mandatory Tenure Review/Reappointment and Promotion
- SMU representative AMRC 2018 Seoul Korea
- Co-Host, Asian Management Research Consortium, 2017
- Co-Host Academy of Management Journal Conference, 2015
- Subject Pool Coordinator, LKCSB, SMU
- Member, Department of Economics and Management Recruitment Committee, UPF 2007-2009
- Member, Curriculum Development Committee, IDEC, 2008-2009

University

- Member Academic Research Council, Institute for Societal Leadership (Singapore)
- Member, Institutional Review Board, SMU
- Undergraduate Student Admissions Interviewer, SMU
- Open House Faculty Representative, SMU

International

- External Reviewer Tenure Committee
- Committee Member, Academy of Management, OB Division's Best Paper Award Committee
- Editorial Board Member, Journal of Management (Ft 50)
- Editorial Board Member, Journal of Applied Psychology (Ft 50)
- Editorial Board Member, Leadership Quarterly
- Ad Hoc Reviewer, Academy of Management Journal (FT 50)
- Ad Hoc Reviewer, Journal of Management Studies (FT 50)
- Ad Hoc Reviewer, Journal of Business Ethics (FT 50)
- Ad Hoc Reviewer, Organizational Behavior and Human Decision Processes (FT 50)
- Ad Hoc Reviewer, Human Relations (FT 50)
- Ad Hoc Reviewer, Journal of Organizational Behavior
- Ad Hoc Reviewer, Research on Social Issues in Management
- Ad Hoc Reviewer, European Journal of Work and Organizational Psychology
- Ad Hoc Reviewer, Management and Organization Review
- Ad Hoc Reviewer, Social Justice Research
- Ad Hoc Reviewer, Journal of Management and Organizaitons
- Ad Hoc Reviewer, Human Performance
- Reviewer: Academy of Management Annual Conference
- Reviewer: Society of Industrial Organizational Psychology Annual Conference
- Reviewer: European Academy of Work and Organizational Psychology, Biannual Conference
- Reviewer, Sistema Español de Investigación, Spanish State Research Grants (2006-2010)

MEMBERSHIPS AND COMMITTEES

- Foundation for New Ethical Business, Fellow
- Academy of Management, Member
- European Association of Work and Organizational Psychology, Member

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- Society of Industrial Organizational Psychology, Member
- Executive Board, Alumni Association, American Community School, Secretary

FELLOWSHIPS AND GRANTS

- ASEAN Business Research Initiative (ABRI) (8,200 SGD), 2023
- Lee Kong Chian Fellowship (40,000 SGD), 2020-2023
- Research Grant, Category B, SMU (144,506.48 SGD) “Positive Leadership: Leader Humility, Moral Identity and Ethical Leadership”, 2015-2017
- Sing Lun Fellow (10,000 SGD), 2012-2013
- Juan De La Cierva Fellow (approx. 40,000 Euros) Spanish Ministry of Education and Science, 2007- 2010
- Research Grant, SMU (34,980 SGD) “Lab Based Investigation of the Reciprocal Effects of Followers and Leaders over Time”, 2011-2012
- Research Grant, “Experimentation, Markets and Behavior” (ECO2008-01116), (198,000 Euros) Spanish Ministry of Education and Science, 2009 – 2011
- Programma Presenta, Universitat Pompeu Fabra, 2007, 2008
- Programma Comenca, Universitat Pompeu Fabra, 2006
- Departmental Summer Fellowship, University of Illinois 2003, 2005

AWARDS AND TEACHING HONORS

- Dean’s Teaching Honor List, LKCSB, Singapore Management University (2022)
- Dean’s Teaching Honor List, LKCSB, Singapore Management University (2021)
- Dean’s Teaching Honor List, LKCSB, Singapore Management University (2020)
- Dean’s Teaching Honor List, LKCSB, Singapore Management University (2019)
- Dean’s Teaching Honor List, LKCSB, Singapore Management University (2018)
- Dean’s Teaching Honor List, LKCSB, Singapore Management University (2016-2017)
- Dean’s Teaching Honor List, LKCSB, Singapore Management University (2015-2016)
- Ranked in top 5% of instructors in the UPF MBA program (2008, 2009)
- Ranked in top 5% of instructors in the Graduate Program of Economics, Finance, and Management (GPEFM - Universitat Pompeu Fabra, 2007 – 2010)
- Ranked in top 5% of instructors in the Undergraduate Management Program (Universitat Pompeu Fabra, 2006, 2007, 2008, 2009, 2010)
- Ranked in the top 10% of all instructors and teaching assistants (University of Illinois, Fall 2004, Fall 2005)
- Named to the list of teachers ranked as excellent by their students (University of Illinois, Fall 2001, Fall 2003, Fall 2004, Spring 2004, Spring 2005)