

Kenneth T.S. Tai

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ACADEMIC POSITIONS

Lee Kong Chian School of Business, Singapore Management University

Associate Professor, 2022-present

Assistant Professor, 2013-2022

EDUCATION

National University of Singapore

B.Soc.Sci. (Honours) Psychology, June 2008

PhD. Management & Organization, 2013

RESEARCH INTERESTS

Envy, Deviance

PUBLICATIONS: ARTICLES

Tai, K., Keem, S.J., Lee, K.Y., & Kim, E. (2022). Envy Influences Interpersonal Dynamics and Team Performance: Roles of Gender Congruence and Collective Team Identification. *Journal of Management*, 50, 556-587.

Anyi, M., Savani, K., Liu, F.Z., Tai, K., & Kay, A (2023). The Mutual Constitution of Person and Culture: The Bidirectional Relationship between Individuals' Perceived Control and Cultural Tightness-Looseness. *Journal of Personality and Social Psychology*, 124, 901-916.

Tai, K., Lin, K., Lam, C.K., & Wu, L. (2023). Biting the Hand That Feeds: A Status-Based Model of When and Why Receiving Help Motivates Social Undermining *Journal of Applied Psychology*, 108, 27-52. * *The first two authors contributed equally and their authorships were determined randomly.*

Tai, K.,* Lee, K.Y,* Kim, E.,* Johnson, T., Wang, W., Duffy, M.K., & Kim, S.S. (2022). Gender, Bottom-line Mentality, and Workplace Mistreatment: The Roles of Gender Norm Violation and Team Gender Composition. *Journal of Applied Psychology*, 107, 854-865. **The first three authors contributed equally to this work and are listed in reverse alphabetical order.*

Tai, K., Liu, Y.C., Pitesa, M., Lim, S., Tong, Y. K., & Arvey, R. D. (2022). Fit to be Good: Physical Fitness is Negatively Associated with Deviance. *Journal of Applied Psychology*, 107, 389-407.

- Lim, JH., Tai, K., & Kouchaki, M. Ambivalent Bosses: An Examination of Supervisor Expressed Emotional Ambivalence on Subordinate Task Engagement (2021). *Organizational Behavior and Human Decision Processes*, 165, 139-152.
- Lim, JH., Tai, K., Bamberger, P., & Morrison, E. W (2020). Soliciting resources from others: An integrative review. *Academy of Management Annals*, 14, 122-159.
- Zheng, X., Fehr, R., Tai, K., Narayanan, J., & Gelfand, M. J. (2015). The unburdening effects of forgiveness: Effects on slant perception and jumping height. *Social Psychological and Personality Science*, 6, 431-438.
- Wang, C. S., Ku, G., Tai, K & Galinsky, A. D. (2014). Stupid doctors and smart construction workers: Perspective-taking reduces stereotyping of both negative and positive targets. *Social Psychological and Personality Science*, 5, 430-436.
- Lim, S., & Tai, K. (2014). Family incivility and job performance: A moderated mediated model of core self-evaluations and psychological distress. *Journal of Applied Psychology*, 99, 351-359.
- Wang, C. S., Tai, K., Ku, G., & Galinsky, A. D. (2014). Perspective-taking increases willingness to engage in intergroup contact. *PLoS ONE* 9(1): e85681. doi:10.1371/journal.pone.0085681.
- Narayanan, J., Tai, K., & Kinias, Z. (2013) Power motivates interpersonal connection following social exclusion. *Organizational Behavior and Human Decision Processes*, 122, 257-265.
- Tai, K., Narayanan, J., & McAllister, D. (2012). Envy as pain: Rethinking the nature of envy and its implications for employees and organizations. *Academy of Management Review*, 37, 107-129.
- Tai, K., Zheng, X., & Narayanan, J. (2011). Touching a teddy bear mitigates the negative effects of social exclusion. *Social Psychological and Personality Science*, 2, 618-626.

PUBLICATIONS: CHAPTERS

- Tan, Y. W., Tai, K., & Wang, C. S. (2016). Culture and the elicitation, experience, and expression of envy. In U. Merlone, M. Duffy, M. Perini, & R. Smith (Eds.). *Envy at Work and in Organizations: Research, Theory, and Applications*. Oxford University Press.

MANUSCRIPTS UNDER REVIEW

- Paek, J., & Tai, K. Consistently Inconsistent: The Effect of Unsteady Task Performance and Promotability. *Invitation to revise and resubmit (1st Round) at Journal of Applied Psychology*.

- Kwon, MJ., Pei, D., & Tai, K. Motivated to Undermine? How Intrinsic and Extrinsic Motivation Shape Appraisals of and Undermining Behavior toward High-Performing Coworkers. *Under review at Organization Science*. *The first two authors contributed equally to this work and their authorships were determined in alphabetical order.
- Lee, KY, Tai, K., Kim, E., Keem, SJ & Tian, YX. Keeping Up and Breaking Down: Financial Investment Effort and Wealth News Consumption Shape Wealth Envy to Influence Job Performance and Family Incivility. *Under review at Journal of Applied Psychology*
- Tian, YX, Tai, K., Anyi, M., Feng, ZY. Mind the Jokes You Tell: When and Why Affiliative Humor by High Power Senders Results in Unintended Consequences. *Under review at Organization Science*
- Li, S., Ng, J. W. X., Tai, K., & Lee, KY. Put the Spotlight on: A Self-Enhancement Perspective of How Being Envied Influences Autonomous- and Dependency-Oriented Help Giving. *Under review at Journal of Applied Psychology*.

MANUSCRIPTS IN PREPARATION

- Pei, D., Tai, K., & Vadera, A. K. Who is Gossiping? Interactive Effects of Status and Group Status Conflict on Negative Competence-Related Gossip. *Targeted for Journal of Applied Psychology*.
- Tian, YX, * Pei, D., * Chen, A, & Tai, K. The Glass Crown: Top-Level Female Leaders Are Punished More for Unethical Behavior. *Targeted for Organizational Behavior and Human Decision Processes*. *The first two authors contributed equally to this work and their authorships were determined in reverse alphabetical order.
- Pei, D., Yu, S., & Tai, K. Navigating Work Lives: The Role of Status in Effort Allocation Toward Work Activities. *Targeted for Organization Science*.
- Lee, KY, * Tai, K., * Kim, E., Lermoine, J., & Duffy, MK. When is Envy Beneficial for Performance? Exploring the Curvilinear Relation between Envy and Performance and the Moderating Role of Conscientiousness. *Targeted for Journal of Management*. *The first three authors contributed equally to this work and their authorships were determined randomly.
- Keem, SJ., Kim, E., Tai, K., Kim, Y., Kim, M., & Kim, D. When Breaking Rules Burns Bridges: A Status-Based Norm Violation Model of Unethical Behavior and Network Decay. *Targeted for Organizational Behavior and Human Decision Processes*.
- Lim, JH, Tai, K., Lee, KY., & Kim, E. Back Off! This Is My Territory: High Performers and Territorial Behavior. *Targeted for Journal of Applied Psychology*

Tai, K., Keem, S.J., Lee, K.Y., & Kim, E. A Social Comparison Model of Task Performance and Interpersonal Behaviors. *Targeted for Journal of Organizational Behavior*

Park, G.,* Tai, K.,* Oh, H. S., & Hinsz, V. The Impact of Feelings of Social Exclusion and Inclusion and Their Bases on Team Creativity. *Targeted for Academy of Management Journal* *The first two authors contributed equally to this work.

Li, Y., Kouchaki, M., & Tai, K. Moral Choice, Trust, and Status. *4 studies collected*

INVITED PRESENTATIONS

Symposium/PDW Discussant

Diamonds in the Rough Professional Development Workshop (2021): Academy of Management (Virtual Online)

Diamonds in the Rough Professional Development Workshop (2020): Academy of Management, Vancouver, British Columbia

Overcoming value judgments of affect: Adverse effects of feeling good and benefits of feeling bad (2018). Academy of Management, Chicago, Illinois.

Benefits and Challenges of Studying Discrete Emotions (2018). Academy of Management, Chicago, Illinois.

HRM and Socialization (2018). International Association for Chinese Management Research, Wuhan, China.

Benefits and challenges of studying discrete emotions (2017). Academy of Management, Atlanta, Georgia.

Different shades of green: Envy from the perspectives of individuals, groups, and organizations (2015). Academy of Management, Vancouver, Canada.

Invited Talks

2024: University of College London, School of Management

2024: Hong Kong Polytechnic, Department of Management and Marketing

2024: Nanjing University Business School

2024: China European International School of Business

2024: Shanghai Jiao Tong University, Antai College of Economics and Management

2022: James Cook University, School of Social and Health Sciences

2021: Yonsei University, School of Business

2019: Korea Advanced Institute of Science and Technology, Human Innovation Laboratory

2019: Yonsei University, School of Business

2019: Tan Tock Seng Hospital, National Healthcare Group
2018: Hong Kong Polytechnic, Department of Management and Marketing
2021: Singapore Management University, Behavioral Sciences Institute
2019: Singapore Management University, Behavioral Sciences Institute
2017: Singapore Management University, Behavioral Sciences Institute
2015: Singapore Management University, Behavioral Sciences Institute
2014: Singapore Management University, Behavioral Sciences Institute
2012: Singapore Management University, Department of Organizational Behavior and Human Resources
London Business School, Department of Organizational Behavior
The University of Hong Kong, Human Resources Management and Organizational Behavior
Indian School of Business, Department of Organizational Behavior

CONFERENCE PRESENTATIONS

- Kwon, MJ., Pei, D., & Tai, K. (2024). Intrinsic Motivation, Extrinsic Motivation, and Envy. Presented at Academy of Management, Chicago, Illinois.
- Pei, D., Tai, K., & Vadera, A. K. (2024). Who is Gossiping? Interactive Effects of Status and Status conflict on Competence-related Gossip. Presented at Academy of Management, Chicago, Illinois.
- Zhu, J., Tai, K., & Tatachari, S (2024). Newcomer Exclusion and Socialization. Presented at Academy of Management, Chicago, Illinois.
- Paek, J., & Tai, K. (2024). Consistently Inconsistent: The Effect of Unsteady Task Performance and Promotability. Presented at Academy of Management, Chicago, Illinois.
- Lee, KY.,* Tai, K.,* Kim, E.*, Lermoine, J., & Duffy, MK (2024). When is Envy Beneficial for Performance? Exploring the Curvilinear Relation between Envy and Performance and the Moderating Role of Conscientiousness. **The first three authors contributed equally to this work and their authorships were determined randomly.* Presented at International Society of Research in Emotions, Belfast, Northern Ireland.
- Tai, K., Liu, YC, Lim, J. H, & Tangirala, S (2020). Have You Heard? Examining the Relationship Between Leader Positive Gossip and Prosocial Behavior. Presented at Academy of Management, Vancouver, Canada.
- Deng, YL., Tai, K., Huang, S., & Wang, C. S (2020). Enshrouding the Evil Eye: Relational Mobility Mitigates Harmful Effects of Envy on Engagement. Presented at the International Association of Conflict Management, Charleston, South Carolina.

- Tai, K., & Kouchaki, M (2019). When Do Employees Speak Up Against Unethical Conduct? Team Stage and Moral Objection. Presented at Academy of Management, Boston, Massachusetts.
- Tai, K., Lin, K., & Lam, CK (2019). Envy in Response to Help: A Helping as Status Relations Model. Presented at Academy of Management, Boston, Massachusetts.
- Anyi, M., Savani, K., Tai, K., & Kay, A (2019). On the Mutual Constitution of Person and Culture: Examining the Link between Perceived Control and Cultural Tightness-Looseness. Presented at Society of Personality and Social Psychology, Portland, Oregon
- Xue, Z., Schuh, S. C., Tai, K., Xin, K. R., & van Dijke, M (2017). When and why envious leaders become laissez-faire Leaders. Presented at Academy of Management, Atlanta, Georgia
- Tai, K., Lee, KY., Kim, E., & Keem, SJ (2017). A social comparison model of high performers and interpersonal behaviors. Presented at Academy of Management, Atlanta, Georgia
- Mehr, S. M., Gloor, J. L., Morf, M., & Tai, K. (2016). The interplay between newcomers' leader perceptions and perceived team exclusion during institutionalized newcomer socialization. Presented at Academy of Management, Anaheim, California.
- Xue, Z., Tan, J., Tai, K., Xin, K. R., Schuh, S. C., van Dijke, M., & Xin, K. R (2016). The effects of status motivation on leader's envy and distributive justice. Presented at Academy of Management, Anaheim, California.
- Tai, K., Lim, S., Tong, Y. K., & Arvey, R. D. (2016). Effects of physical fitness and personality on counterproductive work behaviors. Presented at Society of Industrial and Organizational Psychology, Anaheim, California.
- Jin, MZ., Lu, C. H., & Tai, K. (2016). Type of trust violations influences effects of forgiveness and relationship repair. Presented at Society of Personality and Social Psychology, San Diego, California.
- Tai, K., Narayanan, J., & Nai, J. (2015). Warmth-based exclusion feels more painful than competence-based exclusion. Presented at Academy of Management, Vancouver, Canada.
- Tai, K., Narayanan, J., & Savani, K. (2014). The effects of ostracism on pro-social behaviors and social undermining: The moderating role of envy. Presented at Academy of Management, Philadelphia, Pennsylvania.

- Tai, K., Narayanan, J., & Savani, K. (2014). Two negatives make a positive: Ostracism increases pro-social behavior and decreases social undermining in the presence of envy. Presented at the Society of Industrial and Organizational Psychology, Honolulu, Hawaii.
- Tai, K., Zou, X., & Nai, J. (2014). Excluding others and social self-esteem: The role of trait anxiety. Presented at the Society of Personality and Social Psychology, Austin, Texas.
- Tai, K., Narayanan, J., & Wang, C. S. (2013). Misprediction errors of the envied: Envied individuals underestimate how positively others view them. Presented at the Society of Personality and Social Psychology, New Orleans, Louisiana.
- Narayanan, J., Tai, K., Wang, C. S., & Pillutla, M. (2013). The dual effects of mirrors: Increasing prosocial versus spiteful behavior. Presented at the Society of Personality and Social Psychology, New Orleans, Louisiana.
- Fehr, R., Zheng, X., Tai, K., Narayanan, J., & Gelfand, M. (2013). Forgiveness empowers victims after conflict. Presented at the Society of Personality and Social Psychology, New Orleans, Louisiana.
- Fehr, R., Zheng, X., Tai, K., Narayanan, J., & Gelfand, M. (2012). Barriers and gateways to forgiveness in the workplace: New directions in theory and research. Presented at the Academy of Management Meeting, Boston, Massachusetts.
- Narayanan, J., Tai, K., & Kinias, Z (2012). Power motivates interpersonal connection following exclusion. Presented at the Society of Personality and Social Psychology, San Diego, California.
- Tai, K., Narayanan, J., Xiuping, L., Nai, J., & Totlani, H. (2012). Smelling vanilla increases feelings of connectedness. Presented at the Society of Personality and Social Psychology, San Diego, California.
- Lim, S., & Tai, K. (2011). Family incivility and job performance: A moderated mediated model of core self-evaluations and psychological distress. Presented at the Academy of Management, San Antonio, Texas.
- Tai, K., Wang, C. S., Zheng, X., & Ku, G. (2011). First offers as anchors. Does timing matter? Presented at the International Association of Conflict Management, Istanbul, Turkey.
- Narayanan, J., Tai, K., & Kinias, Z (2011). Power and the desire to reconnect. Presented at the International Association of Conflict Management, Istanbul, Turkey.

- Zheng, X., Tai, K., & Narayanan, J. (2011). The unforgiven: Not forgiving distorts visual perception of the physical world. Presented at the International Association of Conflict Management, Istanbul, Turkey.
- Lim, S., & Tai, K. (2011). CSE and Neuroticism: Moderating the incivility-psychological health relationship. Presented at the Society of Industrial and Organizational Psychology, Chicago, Illinois.
- Zheng, X., Tai, K., & Narayanan, J. (2011). The unforgiven: Not forgiving distorts visual perception of the physical world. Presented at the Society of Personality and Social Psychology, San Antonio, Texas.
- Wang, C. S., Tai, K., Ku, G., & Galinsky, A. (2011). Perspective-taking increases willingness to engage in intergroup contact. Presented at the Society of Personality and Social Psychology, San Antonio, Texas.
- Tai, K., Narayanan, J., & McAllister, D. (2010). Envy as pain: How self-appraisals and referent cognitions moderate the effects of envy on discretionary behavior at work. Presented at the Academy of Management, Montreal, Canada
- Tai, K., Zheng, X., Narayanan, J. (2010). Physical comfort mitigates negative effects of social exclusion to increase pro-social behavior. Presented at the Society of Personality and Social Psychology, Las Vegas, Nevada.
- Narayanan, J., Tai, K., Wang, C. S. (2008). Morality and Self Awareness in Dictator Games. Asia Pacific Economic Science Association, Singapore.

SELECTED MEDIA COVERAGE

- The power of a teddy bear, April 29, 2011, *The Wall Street Journal*.
- Teddy bears soften pain of social exclusion, April 14, 2011, *Miller-McCune*.
- Abrasive family can affect your job performance, November 15, 2013, *Vancouver Sun*
- Forgive and leap high, January 8, 2015, *Boston Globe*
- Holding a grudge may literally weigh you down, January 9, 2015, *New York Magazine*
- The Forgiveness boost, January 28, 2015, *The Atlantic*
- Close friendships at work are lifelines that have frayed during the pandemic, October 18, 2021, *Channel News Asia*
- People think the boss is always right: Workplace bullying not uncommon in Singapore, experts say, November 21, 2021, *Channel News Asia*
- Why do people hold grudges? December 17, 2021 (Radio Chat), *Channel News Asia*
- Physically fit people are less likely to engage in deviant behaviors, according to new research. April 30, 2022, *PsycPost*
- Tech layoffs' missing humanity. January 28, 2023, *The Business Times*

- Too soft or too fierce? How to be an assertive woman at work without being stereotyped. November 29, 2024. *Channel News Asia*

HONORS, AWARDS & GRANTS

President's Graduate Fellowship, National University of Singapore, University-wide award in recognition of outstanding performance from 2010 to 2012.

Singapore Management University Research Grant, 2013, 2017, 2018, 2021

Dean's Teaching Honor List, 2013-2015, 2021-2025

Most Promising Teacher Award 2015 (Nominee)

Della Suantio Fellowship, 2017-2018

Lee Kong Chian Fellowship, 2022-2023, 2024-2025

TEACHING AND MENTORING EXPERIENCE

Singapore Management University, Department of Organizational Behavior and Human Resources

Undergraduate

Leadership and Team Building, 2014-2019 (Best Instructor Rating: 6.5/7.0)

Management of People at Work (OB), 2020-present (Best Instructor Rating: 6.7/7.0)

Group Dynamics in Organisations, 2022-present (Best Instructor Rating: 6.9/7.0)

Postgraduate

Managing Teams (MBA, MEI), 2021-present (Best Instructor Rating: 6.8/7.0)

PhD

Seminar in OB (PhD), 2014-present (Best Instructor Rating: 6.8/7.0)

National University of Singapore, NUS Business School

Instructor

Experimental Design, 2009

Management and Organization 1001, Semester 2009/2010

Mentor

Undergraduate honors thesis student:

Ang Yang Ting 2011-2012

Min Xuan Lee, Gabriel Chong 2010-2011

Gilbert Heng Keng Hua 2007-2008

Teaching Assistant (MBA)

Negotiation and Conflict Management, 2009-2010

TEACHING INTERESTS

Organizational Behavior

Leadership

Managing Teams

Negotiation and Conflict Management

ACADEMIC/PROFESSIONAL SERVICE

Doctoral Committee Chair

Xu Guoxing (DBA, 2025)

Dong Pei (OBHR, 2026)

Tian Yixin (OBHR, 2026)

Doctoral Committee Member

Ang Yang Ting (OBHR, 2017); Michal Franc (Psychology; 2017); Jose Yong (Psychology; 2017); Jin Mengzi (OBHR, 2019); Jermaine Lim (Psychology; 2021); Zhao Na (OBHR, 2022); Eva Katherine Peters (OBHR, 2024); Nguyen Hoang Bao (OBHR, 2025)

Research and Teaching Assistant Coordinator, 2013-2016, 2020-2024

PhD Coordinator, 2025-present

PhD Committee Member, 2014-2020, 2023-present

Lim Kim San Fellowship Coordinator, 2014-2016

External Visitor Brown Bag Coordinator, 2022-present

Committee Member of Curriculum Review (University Level), 2017

IRB Board Member (University Level), 2020-present

Faculty Senate Member (University Level), 2022-present

School Evaluation Committee Member (School Level), 2023-2026

Editorial Board

Associate Editor: Organizational Behavior and Human Decision Processes (2024-2027)

Member: Journal of Applied Psychology (2024-present)

Member: Journal of Management (2024-present)

Ad Hoc Journal Reviewer

Academy of Management Review, Academy of Management Journal, Organization Science, Personnel Psychology, Personality and Social Psychological Bulletin, Journal of Experimental Social Psychology, Journal of Cross Cultural Psychology, Journal of Behavioral Decision Making, British Journal of Social Psychology, Journal of Occupational and Organizational Psychology, Applied Psychology: An International Review, Journal of Community and Applied Social Psychology, Asian Pacific Journal of Management, Human Relations, Asian Journal of Social Psychology, Social Cognition, Journal of Individual Differences

PROFESSIONAL AFFILIATIONS

Academy of Management, Society of Personality and Social Psychology, Society of Industrial and Organizational Psychology, International Association of Conflict Management

EXECUTIVE EDUCATION AND CONSULTING

CUSTOM PROGRAMMES

ST Electronics Ltd, International Coaching Community, UOB, SembCorp, Infineon Technologies, Zuellig Pharma, Great Eastern, Borouge, United Board, Building Construction Authority, Kateon Natie, Boehringer Ingelheim, Trusted Services, Enterprise Singapore, SingHealth, AIC Singapore, Standard Chartered x Prudential Bank, Singapore Institute of Directors

PUBLIC PROGRAMMES

Dynamics of Negotiation and Influence (Programme Director)
EXCEL Leadership Programme
The Team Lead Programme

LANGUAGES

Mandarin Chinese, fluent; English, fluent

REFERENCES

Associate Professor Jayanth Narayanan

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