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MARKO PITESA

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Faculty webpage • Google Scholar • ORCID • Open Science Framework

PROFESSIONAL PROFILE AND IMPACT

I study how organizational and economic contexts shape opportunity, evaluation, and ethical conduct at work. I develop and evaluate interventions to improve selection, compensation, and culture, drawing on lab and field experiments and archival analyses, often in partnership with employers and public agencies (including in non-Western contexts such as India and Singapore). I build capacity through teaching and close mentoring, including co-authorship with students and junior scholars. I contribute to field development through editorial service and funded projects that connect behavioral science to practice on issues such as socioeconomic mobility and caste.

ACADEMIC APPOINTMENTS

2016–	Associate Professor, Organisational Behaviour & Human Resources, Singapore Management University, Lee Kong Chian School of Business
2014–2016	Assistant Professor, Management & Organization, University of Maryland, Robert H. Smith School of Business

EDUCATION

2014	Grenoble Ecole de Management; Ph.D. in Business Administration
2012	London Business School; Visiting Ph.D. student, Organisational Behaviour
2010	Grenoble Ecole de Management; Master in International Business
2009	Faculty of Humanities and Social Sciences, University of Zagreb; B.A. in Philosophy
2007	Faculty of Economics and Business, University of Zagreb; B.S. in Economics

PUBLICATIONS (links included)

In press	Lim, G.J.H., Pitesa, M. Bridging the social class capital gap: A psychological intervention in the newcomer adjustment context. <i>Journal of Applied Psychology</i>
2024	Hussain, I., Pitesa, M., Thau, S., Schaerer, M. Pay suppression in social impact contexts: How framing work around the greater good inhibits job candidate compensation demands. <i>Organization Science</i>

- 2023 Lim, G.J.H., Pitesa, M., Vadera, A. Cheating constraint decisions and discrimination against workers with lower financial standing. *Organizational Behavior and Human Decision Processes*
- 2023 Pitesa, M., Gelfand, J.M. Going beyond Western, Educated, Industrialized, Rich, and Democratic (WEIRD) samples and problems in organizational research. *Organizational Behavior and Human Decision Processes*. (Editorial)
- 2021 Tai, K., Liu, Y., Pitesa, M., Lim, S., Kwan, T.Y., Arvey, R. Fit to be good: Physical fitness is negatively associated with deviance. *Journal of Applied Psychology*
- 2020 Nault, K., Pitesa, M., Thau, S. The attractiveness advantage at work: A cross-disciplinary integrative review. *Academy of Management Annals*
- 2020 Derfler-Rozin, R., Pitesa, M. Motivation purity bias: Expression of extrinsic motivation undermines perceived intrinsic motivation and engenders bias in selection decisions. *Academy of Management Journal*
- 2020 He, T., Derfler-Rozin, R., Pitesa, M. Financial vulnerability and the reproduction of disadvantage in economic exchanges. *Journal of Applied Psychology*
- 2019 Pitesa, M., Pillutla, M.M. Socioeconomic mobility and talent utilization of workers from poorer backgrounds: The overlooked importance of within-organization dynamics. *Academy of Management Annals*
- 2019 Baker, B., Derfler-Rozin, R., Pitesa, M., Johnson, M. Stock market responses to unethical behavior in organizations: An organizational context model. *Organization Science*
- 2018 Pitesa, M., Goh, Z., Thau, S. Mandates of dishonesty: The psychological and social costs of mandated attitude expression. *Organization Science*
- 2018 Sirola, N., Pitesa, M. The macroeconomic environment and the psychology of work evaluation. *Organizational Behavior and Human Decision Processes*
- 2018 Lee, M., Pitesa, M., Pillutla, M.M., Thau, S. Perceived entitlement causes discrimination against attractive job candidates in the domain of relatively less desirable jobs. *Journal of Personality and Social Psychology*
- 2018 Pitesa, M., Thau, S. Resource scarcity, effort, and performance in physically demanding jobs: An evolutionary explanation. *Journal of Applied Psychology*
- 2017 Pitesa, M., Thau, S., Pillutla, M.M. Workplace trust as a mechanism of employee (dis)advantage: The case of employee socioeconomic status. *Research in Organizational Behavior*
- 2017 Lee, M., Pitesa, M., Pillutla, M.M., Thau, S. Male immorality: An evolutionary account of sex differences in unethical negotiation behavior. *Academy of Management Journal*

- 2017 Sirola, N., Pitesa, M. Economic downturns undermine workplace helping by promoting a zero-sum construal of success. *Academy of Management Journal*
- 2015 Lee, S.Y., Pitesa, M., Pillutla, M.M., Thau, S. When beauty helps and when it hurts: An organizational context theory of attractiveness discrimination in selection decisions. *Organizational Behavior and Human Decision Processes*
- 2015 Lee, S.Y., Pitesa, M., Thau, S., Pillutla, M.M. Discrimination in selection decisions: Integrating stereotype fit and interdependence theories. *Academy of Management Journal*
- 2015 Thau, S., Derfler-Rozin, R., Pitesa, M., Mitchell, M.S., Pillutla, M.M. Unethical for the sake of the group: Risk of social exclusion and pro-group unethical behavior. *Journal of Applied Psychology*
- 2014 Pitesa, M., Thau, S. A lack of material resources causes harsher moral judgments. *Psychological Science*
- 2014 Pitesa, M., Thau, S., Pillutla, M.M. Cognitive control and socially desirable behavior: The role of interpersonal impact. *Organizational Behavior and Human Decision Processes*
- 2013 Pitesa, M., Thau, S. Compliant sinners, obstinate saints: How power and self-focus determine the effectiveness of (un)ethical social influences. *Academy of Management Journal*
- 2013 Pitesa, M., Thau, S. Masters of the universe: How power and accountability influence self-serving decisions under moral hazard. *Journal of Applied Psychology*

TEACHING

- 2016– **Singapore Management University:** Management of People at Work (Bachelor of Science), Business Ethics (Bachelor of Science), Statistics (PhD program), Evolutionary Perspective on Organizational Behavior (PhD program), Psychological Interventions in Organizations (PhD program), Theories in Social Psychology 1 & 2 (PhD program), Advanced Research Topics (PhD program)
- 2016–2018 **Indian School of Business:** Management of Organizations (MBA)
- 2014–2016 **University of Maryland:** Managing People and Organizations (Bachelor of Science)
- 2010–2013 **Grenoble Ecole de Management:** Managing People and Organizations (Master in International Business), Business Ethics (Bachelor in International Business), Organizational Theory (Grande Ecole)

ADVISING

2025	Rhoda Yap Jin Lyn, Singapore Management University (PhD General Management). Ongoing
2022	Kelly Nault, INSEAD. (<i>Member</i>). Now Assistant Professor at <i>IE Business School</i>
2021	Grace Jia Hui Lim, Singapore Management University (<i>Chair</i>). Now Assistant Professor at <i>Nanyang Business School</i>
2021	Hye Jung Eun, Singapore Management University (<i>Member</i>). Now Assistant Professor at <i>NEOMA Business School</i>
2020	Yuchuan Liu, Singapore Management University (<i>Member</i>). Now Assistant Professor at <i>Nanjing University</i>
2020	Tingting Lang, Singapore Management University (<i>Member</i>). Now Assistant Professor at <i>Renmin Business School</i>
2019	Pooja Mishra, Singapore Management University (<i>Chair</i>). Now Assistant Professor at <i>Indian School of Business</i>
2018	Kraivin Paripont Chintakananda, Singapore Management University (<i>Member</i>). Now Assistant Professor at <i>University of Macau</i>

PROFESSIONAL SERVICE*Associate Editor*

2021–2024	Organizational Behavior and Human Decision Processes
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Journal Editorial Board Member

2020–	Academy of Management Journal
2014–	Organizational Behavior and Human Decision Processes
2016–2024	Journal of Applied Psychology

Journal Ad hoc Reviewer

Organization Science
Management Science
Personnel Psychology

	Academy of Management Discoveries
	Journal of Management
	Journal of Organizational Behavior
	Journal of Business Ethics
	Journal of Business Venturing
	Social Justice Research
	British Medical Journal (Open)
	Proceedings of the National Academy of Sciences
	Journal of Personality and Social Psychology
	Social and Personality Psychology Compass

Grant Proposal Reviewer

	Social Science Research Thematic Grant Singapore
	United States-Israel Binational Science Foundation
	Research Grants Council of Hong Kong

Other

2025	Academy of Management OB Division Outstanding Publication in Organizational Behavior Award committee member
2023	Academy of Management OB Division Outstanding Publication in Organizational Behavior Award committee member
2021	Organization Science Best Dissertation Proposal Award reviewer
2020	Academy of Management Best Paper Award committee member

INSTITUTIONAL SERVICE

Singapore Management University

2018–	Institutional Review Board member (senior)
2016–	PhD program committee
2016–2017	Behavioral lab coordinator

University of Maryland

2014–2016	PhD student selection
2014–2016	Speaker Series coordinator
2014–2016	Career and Professionalization Seminar Series coordinator

COMPETITIVE FUNDING AND AWARDS*External Competitive Funding*

2021	Singapore Ministry of Social and Family Development, Social and Family Research Fund award for the project “ <i>Understanding and improving job search skills among mid-career workers from families of lower socioeconomic status</i> ” (SFRF 2019-3)
2018	Singapore Ministry of Social and Family Development, Social and Family Research Fund award for the project “ <i>Conflict between work and family lives among workers of lower socioeconomic status</i> ” (SFRF 2017-1)
2018	Institute for Adult Learning Singapore, The Workforce Development Applied Research Fund award for the project “ <i>Understanding and promoting work skill learning among lower-income employees</i> ” (GA17-03)
2017	MasterCard Singapore Program on Social Entrepreneurship and Financial Inclusion funding award for the project “ <i>Reducing discrimination against and exclusion of entrepreneurs at the bottom of the pyramid in the ASEAN region</i> ”

Singapore Ministry of Education Academic Research Tier 1 Fund Grants

2023	Award for the project “ <i>Inequality reproduction in the workplace</i> ” (22-LKCSB-SMU-073)
2023	Award for the project “ <i>Financial threat, socioeconomic status and performance</i> ” (22-LKCSB-SMU-074)
2019	Award for the project “ <i>Designing inclusive organizations: A cross-disciplinary approach</i> ” (19-C207-SMU-014)
2017	Award for the project “ <i>When help becomes counterproductive: Understanding the over-helping behaviour in the workplace</i> ” (17-C207-SMU-005)

2017	Award for the project “ <i>Alleviating age and gender disadvantage</i> ” (17-C207-SMU-008)
2017	Award for the project “ <i>Alleviating destructive and unfair patterns of monitoring in the workplace</i> ” (17-C207-SMU-004)
2017	Award for the project “ <i>The effect of relative socioeconomic status in social networks on creativity</i> ” (17-C207-SMU-006)
2016	Award for the project “ <i>Enhancing innovation and economic value generation among poorer workers</i> ” (16-C207-SMU-021)

ASEAN Business Research Initiative Grants for Student-Led Projects

2025	Award for the project “Mitigating zero-sum beliefs through a brief scalable intervention to promote collaboration and cohesion” with Rhoda Yap Jin Lyn (Singapore Management University PhD-GM student)
2023	Award for the project “Socioeconomic background and work behaviors: A cross-cultural understanding” with Nilotpal Jha (Singapore Management University PhD student)
2020	Award for the project “Managing Uncertainty amidst the COVID-19 Pandemic: A Psychological Intervention Solution” with Grace Jia Hui Lim (Singapore Management University PhD student)

Other Selected Awards and Fellowships

2021	Academy of Management Annals Best Article Award
2017, 2019	Lee Kong Chian Fellowship, Singapore Management University
2015	Visiting Fellowship, Emerging Markets Institute, INSEAD

ACADEMIC TALKS

2021	Rotterdam School of Management, Organisation and Personnel
2018	University College London, Organisations & Innovation
2017	Hong Kong Polytechnic University, Management and Marketing
2017	Harvard Business School, Organizational Behavior
2016	Singapore Management University, Organisational Behaviour

2016	National University of Singapore, Management & Organisations
2015	INSEAD Singapore, Organisational Behaviour
2015	University of Maryland, Psychology
2014	University of Toronto, Organizational Behaviour
2013	Washington University in St. Louis, Organizational Behavior
2013	Northwestern University, Management & Organizations
2013	INSEAD Fontainebleau, Organisational Behaviour
2013	University of Maryland, Management & Organization
2013	Michigan State University, Management
2013	Singapore Management University, Organisational Behaviour
2013	National University of Singapore, Management & Organisations

PAPERS PRESENTED AT CONFERENCES

2025	Beauty and occupations: A historical word-embedding analysis. International Association for Conflict Management, Burlington
2025	Family background, performance trajectories, and disadvantage reproduction in the newcomer adjustment context. International Association for Conflict Management, Burlington
2023	Caste and class: Outgroup favoritism and inequality reproduction in the workplace. Academy of Management, Boston
2022	Leader-member interactions as a source of the “class ceiling” in organizations. Symposium on “ <i>Invisible inequalities: Socioeconomic disadvantages affect perception, personality, and motivation.</i> ” Academy of Management, Seattle
2020	Leader-member interactions as a source of the “class ceiling” in organizations. Israel Organizational Behavior Conference, Tel Aviv
2019	The creativity divide: A social sampling account explaining how and why coming from a family of low socioeconomic status impairs creativity. European Group for Organizational Studies, Edinburgh
2019	Role of family-work interface in explaining the class ceiling. Symposium on “ <i>The psychology of employee financial vulnerability and its effects on organizational behavior.</i> ” Academy of Management, Boston

- 2019 The creativity divide: A social sampling account explaining how and why coming from a family of low SES impairs creativity. Academy of Management, Boston
- 2019 Financial vulnerability impairs voluntary work skill acquisition. Symposium on “*The psychology of employee financial vulnerability and its effects on organizational behavior.*” Academy of Management, Boston
- 2018 Low socioeconomic status limits employee voice in face of low organizational status. Symposium on “*Socioeconomic status and the psychological foundations of social mobility*” (*Showcase symposium*). Academy of Management, Chicago
- 2018 Motivation purity bias: zero-sum view of extrinsic and intrinsic motivation in selection decision. Academy of Management, Chicago
- 2018 Effects of income level and gender on competitiveness. Academy of Management, Chicago
- 2018 Motivation purity bias: A zero-sum view of extrinsic and intrinsic motivation in selection decisions. International Association for Conflict Management, Philadelphia
- 2018 The job pitch: How it influences selection decisions, and how it should. International Association for Conflict Management, Philadelphia
- 2017 Lower income promotes ageism among younger workers by inducing a zero-sum construal of success. Symposium on “*Winner takes all: An examination of antecedents and consequences of zero-sum mindsets at work*” (*Showcase Symposium*). Academy of Management, Atlanta
- 2017 Lower employee socioeconomic status elicits suspicion of unethical behavior at the workplace. Symposium on “*New perspectives on moral agents in the workplace.*” Academy of Management, Atlanta
- 2017 Money vs. meaning: How organizational emphasis on work meaning inhibits employee compensation demands. Academy of Management, Atlanta (*Best Paper Proceedings*)
- 2017 The macroeconomic environment and workplace altruism. Academy of Management, Atlanta
- 2017 Economic downturns undermine workplace helping by promoting a zero-sum construal of success. American Psychological Association, Boston
- 2017 Economic booms exacerbate fundamental attribution error in work evaluations. American Psychological Association, Boston
- 2017 Economic downturns undermine workplace helping by promoting a zero-sum construal of success. Society for Personality and Social Psychology, San Antonio

- 2017 Economic booms exacerbate fundamental attribution error in work evaluations. Society for Personality and Social Psychology, San Antonio
- 2016 Lack of material resources hinders integrative value generation by inducing a zero-sum construal of success. Symposium on “*Emerging trends on the micro-effects of resources within organizations.*” Academy of Management, Anaheim
- 2016 An evolutionary account of the motivation to advance over others in economic interactions through unethical means. Symposium on “*Investigating why people care about hierarchical position.*” Academy of Management, Anaheim
- 2016 Employee hierarchical mobility and managerial solicitation of voice. Symposium on “*How to open the door? Investigating the link between leadership and voice.*” Academy of Management, Anaheim
- 2016 Organizational emphasis on work meaning inhibits employee negotiation for material rewards. Academy of Management, Anaheim
- 2016 Anticipated dissatisfaction with undesirable jobs causes discrimination against attractive candidates. Academy of Management, Anaheim. (*Best Paper Proceedings*)
- 2016 Economic booms exacerbate fundamental attribution error in work evaluations. Academy of Management, Anaheim
- 2016 Economic consequences of unethical behavior: An organizational context model. Academy of Management, Anaheim. (*Most Innovative Student Paper Award*)
- 2016 Social projection of dishonesty: Dishonest product promotion undermines trust in others. Academy of Management, Anaheim
- 2015 Cues of nature promote trust. Academy of Management, Vancouver. (*Best Paper Proceedings*)
- 2015 Lack of material resources decreases trust propensity. Academy of Management, Vancouver. (*Best Paper Proceedings*)
- 2013 Lack of material resources causes harsher moral judgments. Symposium on “*Theoretical and empirical developments on motives of (un)ethical decision making and behavior*” (*OB Best Symposium Award*). Academy of Management, Lake Buena Vista
- 2013 Racial preferences in selection decisions: Integrating stereotype fit and interdependence theories. Academy of Management, Lake Buena Vista
- 2013 Salience of interpersonal impact limits the negative effect of cognitive depletion on socially desirable behaviors. Society for Personality and Social Psychology, New Orleans

- 2012 Compliant sinners, obstinate saints: How power and self-focus determine the effectiveness of (un)ethical social influences. Academy of Management, Boston
- 2012 CSR makes work more meaningful: Implications for turnover intentions, engagement and organizational citizenship behavior. Academy of Management, Boston
- 2012 When beauty helps and when it hurts: Fundamental social goals moderate the attractiveness bias in personnel selection between same-sex individuals. Academy of Management, Boston
- 2012 Social impact limits spontaneous selfishness. Academy of Management, Boston
- 2011 How power and accountability influence financial investment decisions under moral hazard. Academy of Management, San Antonio
- 2011 Bringing institutional change inside the organization. Academy of Management, San Antonio. (*Best Paper Proceedings*)
- 2010 Professionals as institutional workers: The case of OSH professionals. International Conference on Institutions and Work. Simon Fraser University, Vancouver
- 2010 Professionals as institutional workers: The case of OSH professionals. ABC Research Network Conference. Copenhagen Business School, Copenhagen