



## MARKO PITESA

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Faculty webpage • Open Science Framework webpage

### 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

### RESEARCH FOCUS

My research examines workplaces from the perspective of equality of opportunity and ethics. I studied challenges employees face due to their socioeconomic origins, physical attractiveness, and gender. I also studied organizational and economic conditions that undermine individual moral and psychological integrity. Together, my research informs how organizational policies and individual strategies can be applied to promote equality of opportunity and ethical conduct in organizations.

### PUBLICATIONS (titles contain links to articles, names of media sources to selected coverage)

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>  <i>Coverage: Wall Street Journal, Harvard Business Review</i>
2023	Lim, G., Pitesa, M., Vadera, A. Cheating constraint decisions and discrimination against workers with lower financial standing. <i>Organizational Behavior and Human Decision Processes</i>

- 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*  
*Academy of Management Annals Best Paper Award*
- 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*  
*Coverage: Forbes, Big Think, CNBC, Yahoo, Quartz, The Ladders, AOL*  
*Finalist, Responsible Research in Business and Management Award 2019*
- 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*  
*Coverage: The Straits Times*
- 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*  
*Coverage: NPR interview, The Telegraph, The Huffington Post, Slate, Daily Mail, Chicago Tribune*
- 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*  
*Coverage: The Huffington Post, Pacific Standard, The Boston Globe*
- 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*  
*Coverage: Big Think*

### **Book Chapters**

- 2015 Pitesa, M. The psychology of unethical behavior in the finance industry. In O'Sullivan, Allington, & Esposito, *From hubris to disgrace: The philosophy, politics and economics of finance in the early 21st century*. Routledge

- 2014 Thau, S., Pitesa, M., Pillutla, M.M. Experiments in organizational behavior. In Webster & Sell, *Laboratory experiments in the social sciences*. Elsevier
- 2012 Pitesa, M. Employee surveillance and the modern workplace. In O'Sullivan, Esposito, & Smith, *Business ethics: A critical approach: Integrating ethics across the business world*. Routledge

## 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

- 2022 Kelly Nault, INSEAD. (*Member*). Now Assistant Professor at *IE Business School*
- 2021 Jia Hui Lim, Singapore Management University (*Chair*). Now Assistant Professor at *Nanyang Business School*
- 2021 Hye Jung Eun, Singapore Management University (*Member*). Now Assistant Professor at *NEOMA Business School*
- 2020 Yuchuan Liu, Singapore Management University (*Member*). Now Assistant Professor at *Nanjing University*
- 2020 Tingting Lang, Singapore Management University (*Member*). Now Assistant Professor at *Renmin Business School*
- 2019 Pooja Mishra, Singapore Management University (*Chair*). Now Assistant Professor at *Indian School of Business*
- 2018 Kraivin Paripont Chintakananda, Singapore Management University (*Member*). Now Assistant Professor at *University of Macao*

## PROFESSIONAL SERVICE

### *Associate Editor*

2021–2024 | Organizational Behavior and Human Decision Processes

### *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
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*Other*

2023	Academy of Management OB Division Outstanding Publication 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

**AWARDS AND HONORS**

2023	Singapore Ministry of Education Academic Research Fund award for the project “ <i>Inequality reproduction in the workplace</i> ” (22-LKCSB-SMU-073)
2023	Singapore Ministry of Education Academic Research Fund award for the project “ <i>Financial threat, socioeconomic status and performance</i> ” (22-LKCSB-SMU-074)
2021	Academy of Management Annals Best Article Award
2021	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)

2019	Singapore Ministry of Education Academic Research Fund award for the project “ <i>Designing inclusive organizations: A cross-disciplinary approach</i> ” (19-C207-SMU-014)
2019	Lee Kong Chian Fellowship, Singapore Management University
2018	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	Lee Kong Chian Fellowship, Singapore Management University
2017	MasterCard 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> ”
2017	Singapore Ministry of Education Academic Research Fund award for the project “ <i>When help becomes counterproductive: Understanding the over-helping behaviour in the workplace</i> ” (17-C207-SMU-005)
2017	Singapore Ministry of Education Academic Research Fund award for the project “ <i>Alleviating age and gender disadvantage</i> ” (17-C207-SMU-008)
2017	Singapore Ministry of Education Academic Research Fund award for the project “ <i>Alleviating destructive and unfair patterns of monitoring in the workplace</i> ” (17-C207-SMU-004)
2017	Singapore Ministry of Education Academic Research Fund award for the project “ <i>The effect of relative socioeconomic status (SES) in social network on creativity</i> ” (17-C207-SMU-006)
2016	Singapore Ministry of Education Academic Research Fund award for the project “ <i>Enhancing innovation and economic value generation among poorer workers</i> ” (16-C207-SMU-021)
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 Singapore, Management & Organisations
2015	INSEAD Singapore, Organisational Behaviour
2015	University of Maryland, Psychology
2014	University of Toronto, Organizational Behaviour
2013	Washington University 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 Singapore, Management & Organisations

#### PAPERS PRESENTED AT CONFERENCES

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