



2025 Sharing Information on Progress (SIP) Report

Lee Kong Chian School of
Business

September 2025

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

1. Share Publications

1.1 Social network centrality and the corporate environment: The case of sexual diversity policies

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Assistant Professor of Finance (Education), Chiraphol New Chiyachantana
- Associate Professor of Finance (Education), David Ding

Date of publication

March, 2024

Abstract or Summary of Publication

We study the external influence of social capital, measured by Facebook's (now Meta) Social Connectedness Index, on a firm's decision to adopt policies that promote a more diverse corporate environment. Recent studies find corporate policies that embrace sexual diversity are beneficial to firms and their stakeholders, thereby contributing to their corporate social responsibility (CSR) and business sustainability. We find that firms with a high social network centrality are more likely to adopt policies and business strategies that support sexual diversity. Moreover, firms that adopt good CSR practices are more likely to implement more inclusive policies such as sexual diversity policies. This provides for a more comfortable work environment for the LGBT+ community. However, we also find that firms reduce their adoption of inclusive policies during times of economic uncertainty, supporting the pessimistic view that firms decrease window dressing activities during economic downturns when governance is tightened, and resources are scarce. We attribute this phenomenon to the exploitation of agency benefits by managers.

What would be the ideal impact of this research in the field and/or in society?

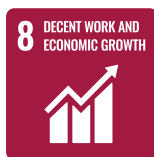
The ideal impact of this research is to enhance understanding of how firms' positions within social networks influence the adoption of inclusive governance policies, particularly those supporting sexual diversity. It highlights the role of external social capital and corporate social responsibility in fostering LGBT+ inclusion, while also cautioning against potential misuse of such policies during financial distress or for personal gain.

This research covers (Department):

- Human Resource Management
- Corporate Governance

- Organisational Behaviour

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

1.2 Invisible inequalities: Barriers, challenges, and opportunities

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Lee Kong Chian Professor of Strategic Management, Gokhan Ertug

Date of publication

February, 2024

Abstract or Summary of Publication

Inequality is a grand challenge of our times, and management researchers have responded by examining the relationship between business and societal economic inequalities. This research has enhanced our understanding of the nature, sources, and consequences of inequalities, as well as identified actions to address them. However, this effort has predominantly revolved around visible inequalities. We seek to direct greater scholarly attention to invisible inequalities – uneven possession of and access to resources and opportunities to engage in value creation, appropriation, and distribution based on attributes and characteristics that are not readily apparent or noticeable. Expanding the scope of investigations to a broader range of inequalities allows us to generate insights on inequalities that are hitherto less addressed as well as identify potential new mechanisms of inequalities and their outcomes.

What would be the ideal impact of this research in the field and/or in society?

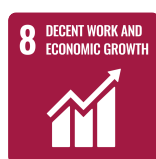
The ideal impact of this research is to advance societal and academic efforts to address invisible inequalities by promoting critical consciousness, empowering individuals through education and support, and fostering collective understanding and action. It encourages the

development of resources, emotional resilience, and collaborative models that enable individuals and organizations to recognize, respond to, and reduce these inequalities. By leveraging interdisciplinary training, inclusive communication strategies, and digital platforms, the research aims to build capacity for sustained advocacy and systemic change.

This research covers (Department):

- Management
- International Business
- Societal Issue
- Diversity, Equity and Inclusion
- Organisational Behaviour and Human Resources

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

1.3 What drives employers' favorability ratings on employer review platforms? The role of symbolic, personal, and emotional content

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Lee Kong Chian Professor of Human Resources, Filip Lievens

Date of publication

June, 2024

Abstract or Summary of Publication

Employer review platforms have changed the recruitment landscape by allowing current and former employees to post messages about an employer outside of direct company control. Therefore, they have emerged as an important form of third-party employer branding. However, we know little about how such open-ended comments relate to the key variable in employer

reviews: employers' favourability rating. Therefore, we start by situating this variable among other constructs in the employer branding space. Next, we build theory on how content in the open-ended comments of an employer review relates to the positivity or negativity of the reviews' favourability rating. We test our hypotheses via a text-mining analysis of approximately half a million employer reviews. The results reveal an intriguing discrepancy. Although instrumental, impersonal, and cognitive content is more prevalent in employer reviews, symbolic, personal, and emotional content dominates employer reviews' favourability rating. In terms of practical implications, this result shows that merely inspecting the frequency of attributes mentioned in employer review text comments as a basis for changing company policies of employer branding efforts might be misguided. We discuss implications for theory and future research, and provide our dictionary for further scholarly and practical use. Practitioners Points Employer review platforms offer insights into employee perceptions beyond an organization's control. Symbolic, personal, and emotional content, though less frequent, significantly impacts favourability ratings and should be prioritized in branding. Relying solely on attribute frequency in reviews can be misleading. Companies should analyse reviews to uncover key drivers of favourability ratings, improving recruitment strategies.

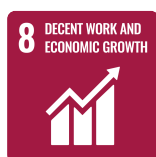
What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to help organisations develop a more sophisticated approach to employer branding by using the dictionary developed by the authors to analyse employer reviews beyond surface-level ratings. It encourages companies to look past the frequency of mentioned attributes and instead focus on the deeper, symbolic, personal, and emotional content that significantly influences favourability ratings. This can lead to more accurate assessments of employer image and more effective branding strategies in a competitive HR landscape.

This research covers (Department):

- Human Resource Management
- Branding
- Employer Reviews
- Managing Organisations
- Human Capital Strategy

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

1.4 Do women receive worse financial advice?

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Assistant Professor of Finance, Amit Kumar

Date of publication

July, 2024

Abstract or Summary of Publication

We arranged for trained undercover men and women to pose as potential clients and visit all 65 local financial advisory firms in Hong Kong. At financial planning firms, but not at securities firms, women were more likely than men to receive advice to buy only individual or only local securities. Female clients who signaled high confidence, high risk tolerance, or a domestic outlook were especially likely to receive this suboptimal advice. Our theoretical model explains these patterns as a result of statistical discrimination interacting with advisors' incentives. Taste-based discrimination is unlikely to explain the results.

What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to uncover and address gender-based disparities in financial advice, particularly within financial planning firms. By showing that women often receive lower-quality advice due to advisor stereotypes and firm incentives, the study highlights the need for more equitable advisory practices. It also informs policy and industry reforms aimed at reducing statistical discrimination and improving the financial outcomes for female investors through greater awareness and accountability in advisory services.

This research covers (Department):

- Finance
- Financial Investment
- Financial Advice
- Diversity, Equity and Inclusion

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

1.5 An integrative review of management research on caste: Broadening our horizons

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Lee Kong Chian Professor of Strategic Management, Gokhan Ertug

Date of publication

April, 2024

Abstract or Summary of Publication

Even though management research on caste is growing, it is not yet on a clear trajectory to realize its vast potential due to varying terminology and framing of caste, the limited incorporation of directly relevant work from proximate disciplines, and the narrow and selective usage of the attributes of caste. To remove these obstacles, we review 259 scholarly works on caste (216 articles and 43 books and research reports) and develop an integrative framework to i) clarify the contemporary manifestations of caste as being a graded hierarchy, an inherited membership, and a set of socially enforced practices, and ii) summarize the outcomes of caste at individual, occupational, organizational, and societal levels, while also consolidating the mechanisms through which caste influences these outcomes. Additionally, to position management scholarship on this topic for greater impact, we develop a research agenda that reflects contemporary interests in management and the world at large about inclusion in organizations and societies. The caste system has practical significance for a large portion of the global population.

What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to advance management scholarship on caste by providing a clear, integrative framework that defines its contemporary manifestations and outcomes across individual, occupational, organizational, and societal levels. It aims to overcome conceptual and disciplinary barriers, enabling greater inclusion, impactful studies and practical relevance for a significant portion of the global population affected by caste dynamics.

This research covers (Department):

- Management
- Societal Issues
- Organisational Behaviour and Human Resources
- Power in Organisations

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.6 Which idea to pursue? Gender differences in novelty avoidance during creative idea selection

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Professor of Organisational Behaviour & Human Resources, Roy Chua

Date of publication

April, 2024

Abstract or Summary of Publication

Despite women having made significant progress in the modern workforce, gender gaps are still evident in creative work. In this paper, we propose that, although women and men are equally capable of generating creative ideas, gender differences emerge during the idea-selection stage. Specifically, compared with men, women engage in higher novelty avoidance

during idea selection—the degree to which one selects an idea that is less novel than the most novel idea one has generated. In two laboratory studies and a field survey involving creative professionals, we found significant gender differences in novelty avoidance during idea selection and identified women’s concerns about social backlash when pursuing highly novel ideas as one explanatory variable. We also experimentally manipulated gender compositions of the evaluation panel and found that women’s novelty avoidance tendency during idea selection was reduced when they were informed about the presence of women evaluators. Finally, novelty avoidance during idea selection has an inverted U-shaped relationship with idea success; because women tend to engage in higher novelty avoidance than men, novelty avoidance in women (but not men) has a negative impact on the success of their ideas. By examining gender dynamics at specific stages, our work offers theoretical and practical insights regarding gender disparities in creative work.

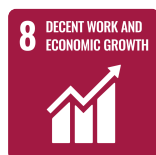
What would be the ideal impact of this research in the field and/or in society?

This study identifies a gender gap in creative work, specifically during the idea selection stage. Women are less likely than men to choose their most novel ideas due to concerns about social backlash, which can reduce the success of their contributions. Also, informing women about the presence of female evaluators reduces this hesitation, suggesting that evaluator composition can influence creative confidence. These findings offer actionable strategies to foster more inclusive and supportive environments for women in creative industries, helping to close gender gaps and enhance innovation.

This research covers (Department):

- Diversity, Equity and Inclusion
- Organisational Behaviour and Human Resources
- Human Capital Management
- Creative Work

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.7 Envy influences interpersonal dynamics and team performance: Roles of gender congruence and collective team identification

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Associate Professor of Organisational Behaviour & Human Resources, Kenneth Tai

Date of publication

January, 2024

Abstract or Summary of Publication

Our research extends past envy research by considering how envy and gender congruence shape interpersonal dynamics at the dyadic level and their bottom-up effects for team performance. Integrating social comparison theory and social identity theory, we examine when and how dyadic level envy influences team performance. Using time-lagged data from 428 dyads of 161 employees in 51 teams, our results show that envious employees are likely to engage in interpersonal deviance directed toward envied team members and that envied employees are likely to seek advice from envious team members. Gender congruence further influences these relationships, with different patterns for males and females. Specifically, while envious male employees are more likely to engage in interpersonal deviance toward envied male team members (i.e., male–male dyads), envied female team members are more likely to ask envious female employees for advice (i.e., female–female dyads). Interpersonal dynamics involving envy have performance implications, such that team performance is worse where envious employees are more likely to engage in interpersonal deviance directed toward envied team members, in comparison to teams where this relationship is weaker. Finally, collective team identification mitigates the negative effect of envious employees' interpersonal deviance on team performance.

What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to deepen understanding of how envy and gender dynamics within team relationships affect overall team performance. By examining how envy leads to either harmful behaviour or advice-seeking—depending on gender pairings—the study highlights the nuanced ways interpersonal emotions influence collaboration. It also shows that strong team identification can reduce the negative effects of envy-driven deviance, offering practical insights for improving team cohesion and performance in diverse work environments.

This research covers (Department):

- Management

- Organisational Behaviour and Human Resources
- Diversity, Equity and Inclusion
- Team Dynamics

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.8 A regulatory focus theory perspective on the dynamics between action and power

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Assistant Professor of Organisational Behaviour & Human Resources, Shereen Fatimah

Date of publication

August, 2024

Abstract or Summary of Publication

Building on the strong consensus that the experience of power motivates individuals to take action, prior research postulates a positively reinforcing cycle wherein taking action leads to power, which in turn leads to subsequent actions. Applying regulatory focus theory, we differentiate between promotion-oriented and prevention-oriented actions to develop a within-person theory of when and why promotion-oriented and prevention-oriented actions should relate to power, and vice-versa. Across two studies, we find that when employees engaged in promotive voice behaviours, they were more likely to experience a sense of power; this effect was amplified for employees with trait promotion focus. When employees engaged in prohibitive voice behaviours, employees with trait prevention focus were less likely to experience a sense of power. The experience of power subsequently motivated employees to engage in promotive voice behaviours, but not prohibitive voice behaviours. By elucidating the

differences between promotion and prevention pathways of action and power, our research challenges the notion that action and power positively reinforce each other. We discuss the theoretical and practical implications of our findings.

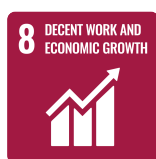
What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to refine our understanding of how different types of employee actions—promotion-oriented versus prevention-oriented—relate to the experience of power. It challenges the assumption that action and power always reinforce each other by showing that only promotive voice behaviors consistently enhance a sense of power, especially for those with a promotion-focused mindset. These findings offer practical insights for organizations aiming to empower employees and encourage constructive voice by aligning action types with individual motivational traits.

This research covers (Department):

- Human Resource Management
- Organisational Behaviour and Human Resources
- Power Dynamics
- Employee Motivation
- Employee Voice Behaviour

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.9 The link between people's social perceptions of cultivated meat eaters and their acceptance of cultivated meat

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Professor of Communication Management (Practice), Mark Chong

Date of publication

March, 2024

Abstract or Summary of Publication

Low consumer acceptance emerges as one important barrier to the introduction of cultivated meat, a novel food which offers an opportunity for more sustainable and ethical meat production. Due to the motives for impression management and self-esteem, one factor that could contribute to people's acceptance of cultivated meat is their perceptions of other individuals who consume cultivated meat. In the current research, two online survey studies with 393 Singaporean undergraduate students and 401 American adults were conducted to explore the perceptions of cultivated meat eaters. In both studies, participants were randomly assigned to read one of three profiles that described a cultivated meat eater, a conventional meat eater, and a vegetarian. Then they rated the target on a list of traits. In Study 1, cultivated meat eaters were evaluated as more eco-friendly than conventional meat eaters, and less pure than vegetarians. In Study 2, cultivated meat eaters were perceived as more eco-friendly than conventional meat eaters, and less healthy than vegetarians; further, the participants tended to believe that others' general perception of cultivated meat eaters is slightly negative, and their belief about others' perception was strongly correlated with their acceptance of cultivated meat. Practical implications and future directions were discussed.

What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to improve public acceptance of cultivated meat by highlighting how social perceptions influence consumer attitudes. It shows that people view cultivated meat eaters as more eco-friendly than conventional meat eaters, but less pure or healthy than vegetarians. Importantly, individuals' beliefs about how others perceive cultivated meat eaters strongly affect their own willingness to accept the product. These insights can guide communication strategies and public campaigns to reshape social perceptions and encourage more sustainable food choices.

This research covers (Department):

- Communication Management
- Communication for Behavioural Change
- Sustainable and Ethical Consumption
- Consumption Behaviours
- Consumption Perception

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.10 On-site sensory experience boosts acceptance of cultivated chicken

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Professor of Communication Management (Practice), Mark Chong

Date of publication

March, 2024

Abstract or Summary of Publication

This study set out to assess if presenting cultivated chicken in the context of a familiar meal, in a familiar dining setting, would motivate repeat consumption and recommendation. A survey of 107 diners was conducted at Huber's Butchery and Bistro in Singapore – the world's first butchery to serve cultivated meat – from April to June 2023. The findings showed that eating cultivated chicken significantly boosted post-consumption acceptance levels. In addition, cultivated chicken's tastiness may be a more important factor than its integration into a familiar meal or dish in fostering repeat consumption. Implications for the cultivated meat industry, limitations, and suggestions for future research are addressed.

What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to guide cultivated meat companies in increasing consumer acceptance by identifying effective marketing and outreach strategies. It suggests targeting early adopters while emphasizing taste and familiarity in product presentation. The findings also highlight the importance of broader, more representative studies as cultivated meat becomes more widely available, helping to shape inclusive and effective consumer engagement strategies.

This research covers (Department):

- Communication Management
- Communication for Behavioural Change
- Sustainable and Ethical Consumption
- Behavioural Perception

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

1.11 Job insecurity and well-being: Integrating life history and transactional stress theories

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Assistant Professor of Organisational Behaviour & Human Resources, Nina Sirola

Date of publication

January, 2024

Abstract or Summary of Publication

The current research proposes and tests a novel model explaining how job insecurity shapes well-being and has consequences for stratification and inequality. I draw on evolutionary life history theory, which proposes that growing up in a poorer versus wealthier environment impacts the sense of control people feel when exposed to threat in adulthood. I integrate this perspective with transactional stress theory to propose that job insecurity has a disproportionately negative effect on employees from poorer backgrounds, leading to lower engagement and higher emotional exhaustion among such employees, while those from wealthier backgrounds are buffered against these effects. These responses to job insecurity, in turn, amplify job loss risk for employees from poorer backgrounds, regardless of employees' current job or financial situation. A preregistered, multisource, five-wave longitudinal study conducted at the height of the COVID-19 crisis in India found support for these predictions. A follow-up quasi-experiment conducted in India and the United States replicated the effects on engagement and exhaustion. The impact of job insecurity on well-being is stratified and acts as a mechanism that reproduces childhood inequalities.

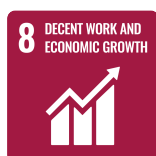
What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to show how job insecurity deepens social inequality by disproportionately harming the well-being of employees from poorer backgrounds. It reveals that these individuals experience greater emotional exhaustion and lower engagement, increasing their risk of job loss regardless of current financial status. By identifying job insecurity as a mechanism that perpetuates childhood disadvantage, the study offers critical insights for designing workplace policies that support vulnerable employees and promote long-term equity.

This research covers (Department):

- Organisational Behaviour and Human Resources
- Social Inequality
- Diversity, Equity and Inclusion
- Financial Capital
- Income Disparity

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.12 Design of off-grid lighting business models to serve the poor: Field experiments and structural analysis

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Assistant Professor of Operations Management, Bhavani Shanker Uppari

Date of publication

April, 2024

Abstract or Summary of Publication

A significant proportion of the world's population has no access to grid-based electricity and so relies on off-grid lighting solutions. Rechargeable lamp technology is gaining popularity as an alternative off-grid lighting model in developing countries. In this paper, we explore consumer behaviour and the operational inefficiencies that result under this model. Specifically, we are interested in (i) measuring the impact of inconvenience (of travelling to recharge the lamp) along with the impact of liquidity constraints (due to poverty) on lamp usage, and (ii) evaluating the efficacy of strategies that address these factors. We build a structural model of consumers' recharge decisions that incorporates several operational features of the low-income regions. We conducted large-scale field experiments in Rwanda in partnership with a local rechargeable lamp operator and use the resultant data to estimate and test our model. We find that the complete removal of inconvenience and liquidity constraints from the current business model results in 73% and 126% increases in both recharges and revenue, thereby suggesting that these constraints are major sources of inefficiency. By implementing simple operations-based strategies – such as starting more recharge centres, visiting consumers periodically to collect their lamps for recharge, and allowing consumers to partially recharge their lamps and pay flexibly for the recharge – more than half the benefit of completely eliminating the inefficiencies can be attained. By contrast, the price- and capacity-based strategies that vary the economic variables (i.e., the amount paid per recharge and the amount of light obtained in return) but not the operational model perform far worse than the aforementioned strategies. Overall, our analysis emphasizes the importance of managing operations effectively even in markets with cash-constrained consumers, where firms may have a natural tendency to focus more on reducing prices.

What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to improve access to off-grid lighting in low-income regions by identifying and addressing key barriers to rechargeable lamp usage—namely, inconvenience and liquidity constraints. By showing that operational strategies like increasing recharge centres, offering flexible payment options, and providing periodic collection services significantly boost usage and revenue, the study emphasizes the importance of operational efficiency over price adjustments. These insights can guide more effective and sustainable energy solutions for underserved communities.

This research covers (Department):

- Business Analytics
- Operations Management
- Access to Energy
- Consumer Behaviour

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.13 Personality dynamics turn positive and negative mood into creativity

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Associate Professor of Organisational Behaviour & Human Resources, Ronald Bledow

Date of publication

January, 2024

Abstract or Summary of Publication

Introduction: Research on the link between affect and creativity rests on the assumption that creativity unfolds as a stimulus-driven response to affective states. We challenge this assumption and examine whether personality dynamics moderate the relationship of positive and negative mood with creativity. Theoretical Model: According to our model, personality dynamics that generate and maintain positive affect and down-regulate negative affect energize creativity. Based on this model, we expect high creativity in response to negative mood if people engage in self-motivation and achieve a reduction in negative mood. We further derive that individual differences in action versus state orientation moderate the within-person relationship between mood and creativity. Method: We conducted an experience-sampling study and examined the relationship between mood and creativity in everyday work-life. Two-hundred-and-ten participants indicated their action-state orientation and reported their mood three times a day over five consecutive workdays. At noon of each day, we assessed self-motivation and in the evening the extent to which participants had generated novel and useful ideas during the day. Results: We observed high creativity when negative mood declined and

self-motivation was high. Action-state orientation moderated the within-person relationships of positive and negative mood with creativity. Conclusion: Personality dynamics determine whether positive and negative mood result in creativity.

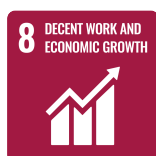
What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to deepen understanding of how personality traits influence the relationship between mood and creativity. It shows that creativity is not simply a reaction to mood, but is shaped by individual differences in self-motivation and action-state orientation. By identifying conditions under which negative mood can enhance creativity—particularly when self-motivation is high—the study offers valuable insights for fostering creativity in everyday work-life through personalized emotional and motivational strategies.

This research covers (Department):

- Organisational Behaviour and Human Resources
- Affect and Creativity
- Self-Motivation

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.14 The more the merrier: How psychological standing and work group size explain managers' willingness to communicate about unethical conduct in their work group

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Associate Professor of Organisational Behaviour & Human Resources, Burak OC

Date of publication

March, 2024

Abstract or Summary of Publication

Business ethics research has long examined the dichotomy between remaining silent or reporting ethical misconduct to a third party. Little is known, however, about ethical conversations within a work group after observing misconduct. Specifically, we do not know how many members of their work group individuals choose to communicate with. These conversations could have important implications for creating an ethical workplace. We propose that psychological standing is an important driver of individuals' decisions not to remain silent and to instead raise moral concerns with a greater number of others in their work group. In addition, integrating existing work on structural power, psychological standing, and the bystander effect, we develop a moderated mediation model with both structural power position and work group size as contextual drivers of psychological standing. Our model is supported across four studies using different designs and methodological approaches. Our results contribute to the understanding of when and why individuals raise moral concerns, and they provide insights into how an ethical context is created in organizations.

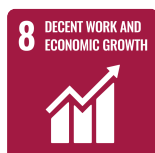
What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to help organisations better understand how formal policies and managerial responsiveness affect employees' psychological standing and willingness to report unethical behaviour. It shows that while responsive managers can encourage moral voice, formal policies may unintentionally trigger a bystander effect, leading employees to assume others will act. These insights can guide companies to balance policy design with active managerial engagement and implement anti-retaliation measures to support ethical conduct.

This research covers (Department):

- Organisational Behaviour and Human Resources
- Business Ethics
- Management of Organisations
- Power in Organisations
- Moral Silence
- Workplace Dynamics

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

1.15 Pay suppression in social impact contexts: How framing work around the greater good inhibits job candidate compensation demands

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Associate Professor of Organisational Behaviour & Human Resources, Marko Pitesa
- Associate Professor of Organisational Behaviour & Human Resources, Michael Schaerer

Date of publication

February, 2024

Abstract or Summary of Publication

Past research suggests that when organizations communicate the benefits of their work for human welfare—that is, use a social impact framing for work—job candidates are willing to accept lower wages because they expect the work to be personally meaningful. We argue that this explanation overlooks a less socially desirable mechanism by which social impact framing leads to lower compensation demands: the perception among job candidates that requesting higher pay will breach organizational expectations to value work for its intrinsic (rather than extrinsic) rewards, or constitute a motivational norm violation. We find evidence for our theory across five studies: a qualitative study (Study 1), a hiring experiment with undergraduate students (Study 2), an online labour market field experiment (Study 3), a vignette-based simulation (Study 4), and a stimulus sampling study using multiple occupations (Study 5). Exploratory analyses find that the negative effects are unique to monetary (versus nonmonetary) job rewards. Together, results uncover a novel mechanism by which emphasizing work for the greater good leads job candidates to accept lower wages—one that reflects candidates self-censoring on pay from concerns about violating organizational norms rather than solely from a willingness to trade higher pay for potentially meaningful work. Our research contributes to understandings of how social responsibility messaging impacts workers' perceptions of organizations and negotiation behaviour. It also holds implications for emerging scholarship on managers' implicit theories of employee work motivation.

What would be the ideal impact of this research in the field and/or in society?

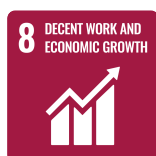
The ideal impact of this research is to reveal how social impact messaging in job recruitment can unintentionally lead candidates to accept lower pay—not just because they value meaningful work, but because they fear violating organizational norms by asking for higher compensation. By uncovering this self-censorship mechanism, the study offers important

insights into how organizations' framing of purpose-driven work influences perceptions and negotiation behavior, with implications for fair compensation practices and employee motivation.

This research covers (Department):

- Organisational Behaviour and Human Resources
- Work in the Social Sector
- Negotiation Behaviour
- Compensation

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.16 The gender effects of COVID: Evidence from equity analysts

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Assistant Professor of Finance, Li Weikai

Date of publication

August, 2024

Abstract or Summary of Publication

We use COVID-19 and sell-side analysts as an experiment to study the effects of gender on labor productivity. We find that the forecast accuracy of female analysts declined more than that of male analysts, especially when schools were closed and among analysts who were more likely to have young children, were inexperienced, were busier, or lived in southern states of the US. Relative to male analysts, females also reduced their forecast timeliness and resorted to more heuristic forecasts but did not reduce coverage or updating frequency.

Relative to pre pandemic, female analysts' careers were more negatively affected than male analysts'. Overall, our results show that the pandemic impacted female analysts more than males through the quality of their forecasts but not the quantity.

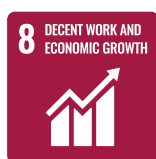
What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to show how the COVID-19 pandemic disproportionately affected female analysts, particularly in terms of forecast quality and career outcomes. It highlights that challenges such as school closures and caregiving responsibilities contributed to reduced forecast accuracy and timeliness for women, even though their workload remained unchanged. These findings emphasize the need to address gender-specific vulnerabilities in times of crisis to support equitable labour productivity and career advancement.

This research covers (Department):

- Finance
- Management
- Diversity, Equity and Inclusion
- Investment

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.17 When do corporate good deeds become a burden? The role of corporate social responsibility following negative events

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Janice Bellace Professor of Strategic Management, Wang Heli

Date of publication

May, 2024

Abstract or Summary of Publication

This study investigates the differential roles of corporate social responsibility (CSR) in the context of negative events. By categorizing CSR and negative events by their respective stakeholder groups, primary and secondary stakeholders, we theorize and test differential impacts of CSR and their interaction effects with different types of negative events. We propose that, while CSR toward secondary stakeholders offers the monotonous risk-tempering effect, CSR toward primary stakeholders has heterogeneous effects when facing negative events. Specifically, the effect of CSR toward primary stakeholders varies with the type of negative events. When negative events are associated with secondary stakeholders in the domain of morality, CSR toward primary stakeholders presents a risk-amplifying effect. When the negative events are associated with primary stakeholders in the domain of capability, however, CSR toward primary stakeholders does not present a significant risk-amplifying effect. In contrast, CSR toward secondary stakeholders presents the risk-tempering effect regardless of the type of negative events. We find general support for these arguments when we analyse the market responses to the news events of RepRisk, which provides data of various corporate negative events covered by the media.

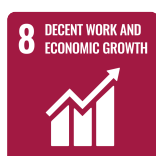
What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to provide a nuanced understanding of how different types of corporate social responsibility (CSR) influence firm outcomes during negative events. It shows that CSR toward secondary stakeholders can act as a protective asset, while CSR toward primary stakeholders may amplify reputational risk under certain conditions. By identifying these contrasting effects and the underlying mechanisms, the study helps organizations design more effective CSR strategies that balance value generation with risk management.

This research covers (Department):

- Corporate Management
- Corporate Social Responsibility

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

1.18 Locking in overseas buyers amid geopolitical conflicts

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Professor of Strategy and Entrepreneurship, Daphne Yiu

Date of publication

May, 2024

Abstract or Summary of Publication

Geopolitical conflicts, particularly economic ones, introduce significant uncertainties into the global supply chain. The impact of these conflicts on cross-border buyer-supplier transactions remains underexplored, as does the capability of global suppliers to mitigate such risks by locking in their foreign buyers. Employing a combined perspective of resource dependence theory and transaction cost economics, we examine a natural experiment to investigate the effects of the 2018 U.S.-China trade war on the transactional relationships between Chinese suppliers and their U.S. buyers. Our study reveals that the trade war generally adversely affected these buyer-supplier transactional relationships, leading to a negative abnormal transaction value in the affected dyads, which amounted to 18.42% of their pre-event level. However, we find that this adverse impact can be attenuated when Chinese suppliers demonstrate superior innovation capabilities, higher corporate social responsibility performance, or fewer local political ties. These findings yield insights for international suppliers and buyers on strategies to maintain buyer-supplier transactions and minimize the detrimental effects on global supply chain relationships during geopolitical conflicts.

What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to help firms and policymakers better navigate the risks of geopolitical conflicts on international trade. It shows that such conflicts, like the U.S.-China trade war, significantly disrupt cross-border buyer-supplier relationships, especially for Chinese suppliers. The study highlights the importance of supplier capabilities—such as innovativeness and CSR performance—in building resilience. It also advises caution in relying on political ties and recommends strategic supply chain planning to mitigate dependency and enhance flexibility. These insights support more stable global trade and informed decision-making in a deglobalizing world.

This research covers (Department):

- International Business
- Geopolitical Conflict

- Corporate Social Responsibility
- Operations Management

This research covers (SDGs):



Is this available through open access?

- Yes

[Publication link](#)

1.19 A tale of two signals: Partner CSR versus CSI and alliance formation

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Professor of Strategic Management, Ilya Cuypers;
- Janice Bellace Professor of Strategic Management, Wang Heli

Date of publication

May, 2024

Abstract or Summary of Publication

This study outlines two signalling mechanisms—trust and spillover—through which a potential partner’s corporate social responsibility (CSR) and corporate social irresponsibility (CSI) affect alliance formation. Extending a key insight in signalling theory that positive and negative signals are conceptually distinct, we propose that which mechanism is dominant in explaining alliance formation varies between CSR and CSI. Specifically, we argue that the dominant signaling mechanism for CSR is the trust mechanism, through which CSR signals the moral character of a potential partner, which is used by the focal firm to infer the partner’s trustworthiness. In contrast, CSI negatively affects alliance formation primarily through a spillover mechanism: CSI signals a potential partner’s moral character to a firm’s external stakeholders. Stakeholders’ negative assessments based on this signal might then spill over to the focal firm if it forms an alliance with that partner. We further identify two contingency

factors—namely, proximity and media coverage—that help verify the dominant signaling roles of partner CSR and CSI. Using a sample of alliances formed by high-tech firms between 1995 and 2016, we find support for our predictions.

What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to clarify how a potential partner's CSR and CSI influence alliance formation through distinct signalling mechanisms. CSR fosters trust by signalling moral character and trustworthiness, encouraging partnerships. In contrast, CSI deters alliances via spillover effects, as negative perceptions from external stakeholders can harm the focal firm's reputation. By identifying proximity and media coverage as key factors in these dynamics, the study helps firms make more informed decisions about strategic alliances in light of reputational risks and benefits.

This research covers (Department):

- International Business
- Partnership between firms
- Corporate Social Responsibility
- Corporate Strategy

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)

1.20 Bridging the chasm between intentions and behaviors: Developing and testing a construal level theory of internal whistle-blowing

This is a

- Peer-reviewed article

[DOI](#)

Authors

- Professor of Organisational Behaviour & Human Resources, Abhijeet K Vadera

Date of publication

May, 2024

Abstract or Summary of Publication

The recent wave of corporate scandals has necessitated a more systematic investigation of internal whistle-blowing as a potential way to prevent wrongdoing. Our understanding of whistle-blowing, however, has been hampered by a deep chasm that exists between employees' intent to blow the whistle and their whistle-blowing behaviours. We argue that to fully bridge this gap, we need to consider employees' cognitive states at the time of whistle-blowing intentions versus behaviours and to link these cognitive states to the ethical systems within the organization's ethical infrastructure to understand which systems are more effective in cultivating whistle-blowing intentions and which systems help translate those intentions into behaviours. Across one multisource field study and one multiwave experiment, we found support for our arguments that top management values based communication systems, which are more high construal (abstract), affect whistleblowing intentions whereas ethical accountability systems and ethical retaliatory systems, which are more low construal (concrete), moderate the relationship between whistleblowing intentions and behaviours. By linking ethical systems within the organization's ethical infrastructure to the two stages (intentions and behaviours) of the whistle-blowing process and the accompanying cognitive states, we develop and empirically test a construal level theory of internal whistle-blowing.

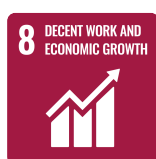
What would be the ideal impact of this research in the field and/or in society?

The ideal impact of this research is to improve organizational efforts to prevent wrongdoing by deepening understanding of internal whistle-blowing. It highlights the gap between employees' intentions and actual whistle-blowing behaviour and shows that different ethical systems within an organization influence each stage. Values-based communication systems foster intentions, while accountability and anti-retaliation systems help translate those intentions into action. By linking these systems to employees' cognitive states, the study offers a practical framework for designing ethical infrastructures that effectively support whistle-blowing.

This research covers (Department):

- Management
- Business Ethics
- Organisational Behaviour and Human Resources

This research covers (SDGs):



Is this available through open access?

- No

[Publication link](#)



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