

Rashimah Rajah

Department of Management & Organisation
National University of Singapore Business School
BIZ1-08-36 Mochtar Riady Building, 15 Kent Ridge Drive, Singapore 119245
r.rajah@nus.edu.sg

EDUCATION

- Aug 2009 – Mar 2015 **National University of Singapore, Singapore**
NUS Business School
Ph.D. Management & Organisation
Dissertation Committee Chair: Remus Ilies
- Aug – Oct 2013 **University of Mannheim, Germany**
Ph.D. Research Semester
Department of Work Psychology
Supervisor: Sabine Sonnentag
- Aug 2005 – Apr 2009 **Singapore Management University, Singapore**
B.Soc.Sci (Honours) Sociology & Law
Magna Cum Laude
- Apr – Jun 2009 **University of St. Gallen, Switzerland**
Summer School Programme
Management in Europe

PROFESSIONAL EXPERIENCE

- Nov 2020 – present **National University of Singapore, Singapore**
NUS Business School
Department of Management & Organisation
Lecturer
- Dec 2019 – Oct 2020 **Pulsifi Pte Ltd, Singapore**
Organizational Psychologist
- Sept 2014 – Nov 2019 **Koblenz University of Applied Sciences, Germany**
Faculty of Business & Social Sciences
Research Associate
- Jun – Jul 2019 **Brock University, Canada**
Goodman School of Business
Visiting International Scholar
- Jan – Mar 2017 **Coastal Carolina University, South Carolina, USA**
E. Craig Wall Sr. College of Business Administration
Distinguished International Visiting Lecturer
- 2010 – 2014 **National University of Singapore, Singapore**
NUS Business School
Teaching Assistant for Bachelor and MBA modules on
Organisational Behavior and Leadership
- 2006 – 2009 **Singapore Management University, Singapore**
Lee Kong Chian School of Business, Department of
Organisational Behavior & Human Resources
Research Assistant

RESEARCH PROFILE

Integrating theories from social psychology and organizational behavior lies in the heart of my research philosophy. Examining psychological and human factors in the context of work, I conduct research on job connectedness, a phenomenon highly pertinent in today's digitalized work environment. Job connectedness refers to the extent to which individuals remain connected to job-related matters through the use of information and communication technology outside of the physical workplace.

Grounded in boundary management theory, I use experience sampling methodology and multilevel modeling to explain why engagement in the same behavior (job connectedness) can have different effects on well-being, both at the inter-individual and intra-individual level. Often working with over 1000 data points, I also use contemporary methods and analyses to account for dependencies in bigger data.

Expanded research themes include the psychological factors involved in the decreasing importance of face-to-face interactions and the trust, accountability, and psychological control over boundaries that arise as issues in job connectedness. I believe that my work is useful as a contribution to the field of organizational behavior and modern communications in the workplace. As boundaries between work and personal domains become more permeable, the psychological effects and antecedents become among the central concerns within organizations. Additionally, I conduct research on cyberloafing in the era of the Internet of people, things, and services (IoPTS), emotionality in leadership, and positive psychology.

PUBLICATIONS

- Rajah, R.,** & Lim, V. K. G. (2018). Cyberloafing in the realm of IoPTS: Examining individual neutralization and organizational citizenship behavior. In C. A. Simmers & M. Anandarajan (eds.), *The Internet of people, things and services: Workplace transformations* (pp. 67-88). New York: Routledge.
- Rajah, R.,** & Ilies, R. (2017). Technology and work-life integration: Introducing the nomological network of job connectedness. In M. las Heras, N. Chinchilla, & M. Grau (eds.), *The work-family balance in light of globalization and technology* (pp. 8-37). Newcastle, UK: Cambridge Scholars Publishing.
- Rajah, R.,** Reifferscheid, G., & Borgmann, L. (2016). Social responsibility education in Germany. *Social responsibility across Europe: A quantitative research project* (pp. 29-47). Switzerland: Springer.
- Rajah, R.,** & Arvey, R. D. (2013). Helping group members develop resilience. In A. J. Dubrin (ed.), *Handbook of research on crisis leadership in organizations* (pp. 149-173). Northampton, MA: Edward Elgar Publishing.
- Rajah, R.*,** Lim, V. K. G.*, & Prasad, S. (2013). Food for thought: The 2008 China milk scandal: Foundation. *Ivey Business Publishing*. (8 pages) *indicates equal effort
- Rajah, R.*,** Lim, V. K. G.*, & Prasad, S. (2013). Food for thought: The 2008 China milk scandal: Teaching notes. *Ivey Business Publishing*. (7 pages) *indicates equal effort
- Rajah, R.,** Song, Z., & Arvey, R. D. (2011). Emotionality and leadership: Taking stock of the past decade of research. *Leadership Quarterly*, 22, 1107-1119.

MANUSCRIPTS IN PREPARATION

With Ilies, R & Monzani, L. Plugging in, burning out: Examining the boundary conditions of the effects of job connectedness on well-being. *Aim for submission: Personnel Psychology*.

With IMD Business School. Using algorithm-aided recruitment (AAR) recommendations in HR: The case study of Nestle. *Aim for submission: IMD Case Studies*

With Ilies, R. The balancing game: Examining time-lagged relationships between recovery and job connectedness. *Aim for submission: Organizational Behavior and Human Decision Processes*.

With Lim, V. K. G., Arvey, R. D, & McPhee, D. Looking at the stars: Examining the effects of hope on task performance. *Aim for submission: Applied Psychology: International Review*.

CONFERENCE PAPERS

Rajah, R., & Monzani, L. (2020). Job Connectedness as a Job Resource or Job Demand: Moving Beyond this Dichotomy to Understand the Different Effects on Job Performance and Well-Being. 80th Academy of Management Annual Meeting, 2020 Aug 7-11; Virtual.

Rajah, R. (2019). It's All in Your Hand(phone)s: The Effects of Individual Perception of Job Connectedness on Well-Being. European Association of Work and Organizational Psychology Conference, 2019 May 29-Jun 1; Turin, Italy.

Rajah, R. (2019). The failed pursuit of happiness: The role of job crafting in job connectedness. Society of Industrial and Organizational Psychology Conference, 2019 Apr 4-6; National Harbor, MD, USA.

Rajah, R. (2018). Managing cyberloafing in an IoT workplace. IDTechEx Conference, 2018 Apr 11-12; Berlin, Germany.

Rajah, R. (2017). Job crafting as an effective work strategy: A cross-cultural comparison. European Association of Work and Organizational Psychology Conference, 2017 May 17-20; Dublin, Ireland.

Rajah, R. (2017). State hope and performance: An episodic perspective. European Association of Work and Organizational Psychology Conference, 2017 May 17-20; Dublin, Ireland.

Rajah, R., & Ilies, R. (2016). I want to but I can't: Frustrations experienced by job crafters. Society of Industrial and Organizational Psychology Conference, 2016 Apr 14-16; Anaheim, CA, USA.

Rajah, R., & Lim, V. K. G. (2015). Plugging in: Examining the nomological network of job connectedness. 75th Academy of Management Annual Meeting, 2015 Aug 7-11; Vancouver, Canada.

Rajah, R., Ilies, R., & Lim, V. K. G. (2015). Job connectedness and work-life integration: Effects on individual well-being outcomes. VI International Conference of Work and Family, 2015 July 1-2; Barcelona, Spain.

Selected for publication in In M. las Heras, N. Chinchilla, & M. Grau (eds.), *The work-family balance in light of globalization and technology*. Cambridge Scholars Publishing.

Rajah, R. (2015). Finding the light at the end of the tunnel: Examining hope from an episodic perspective and the effects of hope interventions on performance. European Association of Work and Organizational Psychology Conference, 2015 May 20-23; Oslo, Norway.

- Lim, V. K. G., Rajah, R., & Chong, E. Y.M. (2013). Too young to retire, too old to keep the job: Job insecurity & FWS salience among mid-career employees. 73rd Academy of Management Annual Meeting, 2013 Aug 9-13; Orlando, USA.
- Rajah, R., & Lim, V. K. G. (2012). The power of positivity: Testing hope as a predictor for college students' performance. 8th Asia Academy of Management Conference. 2012 Dec 10-12; Seoul, Korea.
- Rajah, R., & Lim, V. K. G. (2012). Ethical management in China: A case study of the 2008 milk scandal. 8th Asia Academy of Management Conference. 2012 Dec 10-12; Seoul, Korea.
- Rajah, R., & Lim, V. K. G. (2012). Staying positive: A daily diary study of hope on performance. 120th American Psychological Association Convention. 2012 Aug 2-5; Orlando, USA.
- Rajah, R. (2011). Perceived need for connectivity: Staying engaged away from the workplace. 71st Academy of Management Annual Meeting. 2011 Aug 12-16; Texas, USA.
- Rajah, R., & Lim, V. K. G. (2011). Cyberloafing, neutralization, and organizational citizenship behavior. 16th Pacific Asian Conference on Information Systems (PACIS). 2011 Jul 7-11; Brisbane, Australia.
- Rajah, R., & Lim, V. K. G. (2011). Resume embellishment in job search behavior: A social networks perspective. 26th Annual Society for Industrial and Organizational Psychology Conference. 2011 Apr 14-16; Chicago, USA.
 Featured in *Society for Industrial & Organizational Psychology*, 11-17 May 2011.
 Homepage Article: "It's Not What You Know, It's Who You Know": The Effects of Social Networks on Resume Embellishment
<http://www.siop.org/Media/News/embellishment.aspx>
- Rajah, R., & Lim, V. K. G. (2010). Looking at the stars: The effects of induced hope on task performance. 7th Asia Academy of Management Conference. 2010 Dec 12-14; Macau, China.
- Rajah, R. (2010). The contagion effect of hope and gratitude on volunteerism. 70th Academy of Management Annual Meeting. 2010 Aug 6-10; Montreal, Canada.

INVITED TALK

5 Dec 2017

Plugging in: Examining job connectedness in the Smartphone era
 Brownbag talk, Invited by Prof. Dr. C. Dormann
 Johannes Gutenberg Universität Mainz

TEACHING PHILOSOPHY

My pedagogic philosophy is one that is focused on the learning journey of the students and myself. I strive to engage the students in class discussions as I refine and update course syllabi and course materials every semester. In delivering practical-oriented content, theory and practice are interlaced through case studies, online learning, simulations, and role-plays, with emphasis on applied knowledge.

Having taught in Singapore, Germany, Canada and the USA, I have learnt to circumnavigate through cultural sensitivities and to adapt to required changes in my teaching methods. In all courses, interaction with students is key for me not only for effective delivery of course content, but also to receive signals on how students are coping with the courses psychologically. I keep students engaged by using multiple media sources, digitalization, self-assessment tools, and by ensuring that reading materials and case studies are interesting, current, and relevant. I also integrate theories on gamification to my classroom settings, using strategies used by game-developers to enhance engagement and motivation levels of students reading my courses.

Student-oriented service is crucial: I strongly believe in going above and beyond expected standards as I always offer availability for consultation and feedback for quizzes as well as group and individual assignments (in both English and German), and provide customized mock quizzes for students having difficulty with the course as part of the consultation package. In course evaluations, students frequently cite my interactive teaching style and approachable nature as parts of the courses they enjoyed. I value each student as an individual and strive to provide customized mentoring to the best of my ability.

TEACHING EXPERIENCE*

*Teaching evaluations are provided where available.

Koblenz University of Applied Sciences, Germany

SS 15 – WS 19	AG136: Organizational Development & Learning 2 ECTS, Bachelor, in English Teaching evaluation: 1.0 ¹
SS 15 – WS 19	B51: Corporate Social Responsibility 3 ECTS, Bachelor, in English Teaching evaluation: 1.0 ¹
WS 18/19 – WS 19	AM14: Organisationspsychologie (Organizational Psychology) 3 ECTS, Bachelor, in German Teaching evaluation: 1.67 ¹
WS 14/15 – WS 19	B258: International Studies I 2 ECTS, Bachelor, in English Teaching evaluation: 1.71 ¹
SS 15 – SS 19	MBA B06: Business English I Basic Module, MBA, in English • Successful presentations in English Teaching evaluation: 1.25 ¹
SS 15 – SS 19	MBA B06: Business English II Basic Module, MBA, in English • International meetings and negotiations Teaching evaluation: 1.625 ¹
WS 14/15 – WS 19	B003: Managing Cultural Diversity 4 ECTS, Bachelor & Master, in English Annually organize an intensive 3-day seminar, inviting guest lecturers from 10 countries within and outside of Europe with

focus on cultural diversity and the annual theme (e.g. innovation or leadership)
www.hs-koblenz.de/rac-mcd

WS stands for Winter Semester; SS stands for Summer Semester.

Brock University, St Catharines, Ontario, Canada

Summer 2019 MBAB 5P68: New Product Development
1 group, MBA, in English

Summer 2019 MBAB 5P25: Business Ethics
2 groups, MBA, in English

Coastal Carolina University, South Carolina, USA

Spring I 2017 CBAD301: Management and Organization
3 Credits, 2 groups, Bachelor, in English

Spring I 2017 MGMT341: Managing Talent in the 21st Century
3 Credits, Bachelor, in English

National University of Singapore, Singapore

Spring 2014 HR2002: Human Capital in Organisations
3 Credits, 2 groups, Bachelor, in English
Teaching evaluation: 4.2/5.0²

Summer 2010 Microeconomics
Bridging course, Ph.D., in English
Teaching evaluation: 4.9/6.0³

¹Evaluations are on a scale from 1.0 to 5.0, with 1.0 being the highest score possible

²Evaluations are on a scale from 1.0 to 5.0, with 5.0 being the highest score possible

³Evaluations are on a scale from 1.0 to 6.0, with 6.0 being the highest score possible

MENTORING EXPERIENCE

In Collaboration with Indian Institute of Technology, Madras, India

Doctoral Dissertation: Co-Supervisor (in English)

1) Dr. med. Deeba Hasan, 2018-19, Title: Emotional intelligence and job connectedness: A cross-cultural comparison between India and Germany

In Collaboration with University of Lisbon, Portugal

Masters Thesis: Co-Supervisor (in English)

1) Mariane Castro, 2018-19, Title: The Brazilian's Cities Statute and the New Smart Cities Paradigm: A Case Study of Germany

Koblenz University of Applied Sciences, Germany

Undergraduate Honors Theses: Main Supervisor (in German)

1) Christina Milezki, 2018, Title: Corporate Social Responsibility in der deutschen Textilwirtschaft: Die Bedeutung von Richtlinien und CSR-Maßnahmen für Kunden und Textilunternehmen [Corporate social responsibility in the German textile industry: What it means for guidelines and CSR activities for customers and textile companies]

2) Isabell Saasaa, 2017, Title: CSR-Berichtspflicht 2017 und dessen Auswirkungen auf mittelständische Unternehmen [Compulsory CSR reporting 2017 and its effects on small and medium-sized enterprises]

Undergraduate Honors Theses: Co-Supervisor (in German)

- 1) Selsela Arya, 2019, Title: Verdienen Frauen weniger als Männer? Kritische Auseinandersetzung mit dem Thema Gender Pay Gap [Do women earn less than men? A critical analysis of the gender pay gap]
- 2) Jessica Grimm, 2019, Title: Social Commerce: Der Einsatz von Social Media zur Schöpfung von Marketingpotenzialen im Online-Shop Bereich [Social commerce: The use of social media to create marketing potential in online shopping]
- 3) Felix Ladner, 2019, Title: Möglichkeiten und Grenzen der Übertragbarkeit der "Balanced Scorecard" als Management und Steuerungsmodell in Non-Profit-Organisationen [Opportunities and limitations of applying the "Balanced Scorecard" as a management tool in non-profit organizations]
- 4) Alina Albrecht, 2018, Title: Der Zusammenhang von Kundenzufriedenheit und Kundenbindung und die Auswirkungen auf den Unternehmenserfolg am Beispiel der Emser Therme [The relationship between customer satisfaction and customer loyalty and its effects on firm success using the example of the Emser Thermal Springs]
- 5) Isabell Dreher, 2018, Title: Erstellung eines Rasterschemas zur Analyse von Social-Media-Kanälen [Establishing a grid schema for analysis of social media channels]
- 6) Quoc Viet Vu, 2018, Title: Konzeptionierung eines betrieblichen Gesundheitsmanagement-Systems im Bezug auf zukünftige Trends der Digitalisierung am Beispiel der HUGO BOSS AG, Corporate Health Management [Conceptualisation of a health management system with regards to digitalization using the example of HUGO BOSS AG, Corporate Health Management]
- 7) Helen Röhrs, 2016, Title: Diversity-Management im Gesundheitswesen - Auswirkungen auf die Umsetzung einer kultursensiblen Pflege [Diversity management in the healthcare industry – Effects on the implementation of cultural-sensitive care]

Masters Thesis: Co-Supervisor (in German)

- 1) Jana Schmitt, 2019, Title: Kritische Erfolgsfaktoren der Implementierung eines E-Learning Systems bei einem Klinikverbund am Beispiel der Gemeinschaftsklinikum Mittelrhein GmbH [Critical success factors in implementation of an e-learning system in a clinic: Case study of Gemeinschaftsklinikum Mittelrhein GmbH]

MBA Theses: Co-Supervisor (in German)

- 1) Joanna Faedda, 2019, Title: TopSharing-Jobsharing in Führungspositionen: Eine qualitative Untersuchung der Rahmenbedingungen, Chancen, und Herausforderungen des Arbeitsmodells TopSharing unter Berücksichtigung von Geschlechterrollen in der heutigen Arbeitswelt [TopSharing-Job sharing in leadership position: A qualitative examination of factors, chances and challenges of the job model TopSharing from the perspective of gender roles in today's workplace]
- 2) Bianca Böhner-Kalkühler, 2019, Title: Psychische Belastungen in IT-Projekten [Psychological stressors in IT projects]
- 3) Andreas Krostka, 2019, Title: Analyse der psychischen Fehlbeanspruchungen bei nach Frankreich entsandten Mitarbeitern: Die Rolle der Führungskräfte sowie deren Präventionsmöglichkeiten [Analysis of the psychological stressors of employees seconded to France: The role of leaders and its prevention]
- 4) Patrycja Kielkowski, 2019, Title: Analyse der Bedeutung des Erstkontakts im betrieblichen Eingliederungsmanagements [Analysis of the meaning of the first contact in integration management in business]
- 5) Marco Kreuder, 2019, Title: Die Rolle der Führungskraft vor dem Hintergrund fortschreitender Automation in Versicherungsunternehmen [The role of leaders in the context of advancing automation in insurance companies]

of advanced automation in insurance companies]

6) Jessica Nürnberg, 2019, Title: Coaching – Ein ergänzendes Unterstützungsangebot für Mitarbeitende im Rettungsdienst? [Coaching – A complementary form of support for employees in rescue services?]

7) Francesco Manfredi, 2016 – 2017, Title: Smartphone-Nutzung im beruflichen Kontext - Subjektives Erleben der Arbeitssituation [Smartphone usage in the context of work – Subjective experiences of work situations]

8) Christin Thomann, 2016 – 2017, Title: Potenzialanalyse: Crowdsourcing als Instrument der Mitarbeiterbeteiligung [Potential analysis: Crowdsourcing as an instrument for employee participation]

National University of Singapore, Singapore **Undergraduate Honors Theses: Co-Supervisor (in English)**

1) Low Seet Teng, 2012 – 2013, Title: Gossiping via instant messaging (IM) in organizations: Mediators and moderators

2) Elvis Chong, 2011 – 2012, Title: The moderating effect of future work selves salience on job insecurity and its outcomes

REFEREE ACTIVITIES

2009 – present **Reviewer**, Academy of Management, Asia Academy of Management, Society of Industrial & Organizational Psychology

2009 – present **Ad-hoc Reviewer**, Cross Cultural Management: An International Journal, Applied Psychology: An International Review, Asian Case Research Journal

SERVICE AND ADMINISTRATION

Jan – Oct 2018 **Selection Committee Member**
Professor of Innovation Management
Koblenz University of Applied Sciences, Germany

September 2019 **Selection Committee Member**
Research Associate
Koblenz University of Applied Sciences, Germany

GRANTS, HONORS AND AWARDS

Aug 2014 – Nov 2016	Principal Investigator: Family Research Fund to investigate job connectedness and work-life integration in Singapore, sponsored by Ministry of Social and Family Development, Singapore. Grant amount: S\$39,000
Mar 2013 – Mar 2014	Principal Investigator: Youth Research Grant to investigate flow, engagement, and virtual work among employees, sponsored by National Youth Council, Singapore. Grant amount: S\$20,000
Aug 2011 – Aug 2013	President's Graduate Fellowship, National University of Singapore, University-wide award in recognition of exceptional promise or accomplishment in research.
Aug 2009 – Jul 2014	National University of Singapore Research Scholarship
2006 – 2008	Placed on the Dean's List in AY 2006/07 and AY 2008/09 for academic excellence
Aug 2005 – Apr 2009	Singapore Management University Scholarship, awarded to 40 students university-wide
Jan 2003 – Dec 2004	Ministry of Education German (Language Elective Program) Scholarship

LANGUAGES

English	First language
German	Highly proficient in writing and speaking (C2 Level)
Bahasa	Fluent (mother language)
Spanish	Basic (A2 Level)