

Anjier Chen

Department of Management & Organisation, National University of Singapore
bizanji@nus.edu.sg

ACADEMIC EMPLOYMENT

National University of Singapore Business School, Department of Management & Organisation

Assistant Professor

Sep 2020 – Present

EDUCATION

The Pennsylvania State University, Smeal College of Business

University Park, PA

Ph.D. in Business Administration, Concentration: Organizational Behavior

2020

Dissertation: Moral threat or moral elevation? A regulatory focus perspective on observer reactions to ethical voice
(*Finalist for the 2019 Organization Science/INFORMS Dissertation Proposal Competition*)

London School of Economics

London, U.K.

M.Sc. in Organizational Behavior (*Distinction*)

2015

Peking University

Beijing, China

B.Sc. in Psychology and Statistics, Peking University

2014

RESEARCH INTERESTS

Behavioral and Organizational Ethics | Voice | Diversity

REFERRED PUBLICATIONS [Note: † PhD student or postdoc when the project was initiated]

Yan, L. & Chen, A. (accepted). They'll conform anyway: A motivation stereotype perspective on the exploitation of Asian employees. *Journal of Applied Psychology*. 10.1037/apl0001380

Chen, A., Mai, K., †Min Ye, Y. (2026). Sharing is ethicizing: Examining the impact of sharing observed unethical behavior with family members on ethical voice at work. *Journal of Applied Psychology*. Advance online publication <https://doi.org/10.1037/apl0001356>

Chen, A., †Yan, L., & †Yoon, M. Y. (2025). What happens after anti-Asian racism at work? A moral exclusion perspective on coworker confrontation and mechanisms. *Journal of Applied Psychology*, 110(3), 432–443. <https://doi.org/10.1037/apl0001242>

Chen, A., Treviño, L. K., Joshi, A., & †Caligiuri, M. D. (2024). “Hireability” prospects for known bystander reporters of sexual harassment: Moral character, agreeableness, and gender effects. *Journal of Organizational Behavior*, 45(7), 1047–1069. <https://doi.org/10.1002/job.2812>

Chen, A., & Treviño, L. K. (2023). The consequences of ethical voice inside the organization: An integrative review. *Journal of Applied Psychology*, 108(8), 1316–1335. <https://doi.org/10.1037/apl0001075>

Chen, A., & Treviño, L. K. (2022). Promotive and prohibitive ethical voice: Coworker emotions and support for the voice. *Journal of Applied Psychology*, 107(11), 1973–1994. <https://doi.org/10.1037/apl0001003>

Chen, A., Treviño, L. K., & Humphrey, S. E. (2020). Ethical champions, emotions, framing, and team ethical decision making. *Journal of Applied Psychology*, 105(3), 245–273. <https://doi.org/10.1037/apl0000437>

Hess, M. F., Treviño, L. K., Chen, A., & Cross, R. (2019). Beyond silence or compliance: The complexities of reporting a friend for misconduct. *Business Ethics: A European Review*, 28(4), 546–562. <https://doi.org/10.1111/beer.12238>

Chen, A., & Yao, X. (2015). Socialization tactics, fit perceptions, and college student adjustment. *Journal of Career Assessment*, 23(4), 615-629. <https://doi.org/10.1177/1069072714553082>

SELECTED WORK IN PROGRESS

Dang, C., **Chen, A.**, Zhong, R., & Marchiondo, L. Political election and workplace interpersonal outcomes. *1st Revise and resubmit: Academy of Management Journal*.

†Tay, E., Lim, S., †Goh, E., & **Chen, A.** Bystander involvement in sexual harassment intervention and leadership potential. *Writing*. Target: *Academy of Management Journal*.

†Rivera, G., Treviño, L. K., Mitchell, M., & **Chen, A.** Unethical leadership and impacts. *Writing*. Target: *Journal of Applied Psychology*

†Tian, Y., †Pei, D., **Chen, A.**, Tai, K., Ma, A. Leader level, gender, and punishment of misconduct. *Data collection*. Target: *OBHDP*

Chen, A. & Lim, G. Mother career success and child confrontation of prejudice. *Data collection*

Chen, A. & Lim, G. Couple career status difference, gender, and work outcomes. *Data collection*

Chen, A. & Yan, L. In-group help of racial minorities. *Data collection*

†Gettys, R., Caligiuri, M., Treviño, L. K., & **Chen, A.** Pro-group voice of stigmatized identity group members. *Data collection*

BOOK CHAPTERS

Kish-Gephart, J. J., Treviño, L. K., **Chen, A.**, Tilton, J. (2019). Behavioral business ethics: The journey from foundations to future. In D. M. Wasieleski & J. Weber (Eds.), *Business and Society 360: Business Ethics* (pp. 3-33). Emerald Publishing Limited

SELECTED CONFERENCE PRESENTATIONS

Tian, Y. X., Pei, D., **Chen, A.**, & Tai, K. (2025, July & December*). *The glass crown: When and why female leaders are punished more severely for engaging in unethical behavior*. Presented at:
the 85th Annual Meeting of Academy of Management, Copenhagen, Denmark.
the 38th Annual Meeting of Australia and New Zealand Academy of Management, Geelong, Australia.
***Best Paper Prize**

Rivera, G., Treviño, L. K., & **Chen, A.** (2025, July). *Unethical leadership: Moral threat, learning, and outcomes*. Presented at the 85th Annual Meeting of Academy of Management, Copenhagen, Denmark.

Tay, E.Y.J., Lim, S., **Chen, A.**, & Goh, E. (2024, August; 2023 April). *Dominant or benevolent? How bystander intervention against gender harassment leads to status*. Paper presented at:
the 84th Annual Meeting of Academy of Management, Boston, MA.
the American Psychological Association Convention, Washington, DC.

Chen, A. (symposium organizer). (2021, 2023, 2024*, August). *Advancements in ethical voice research*. Academy of Management Annual Meeting * **Showcase Symposium in the OB, MOC, and SIM Divisions**

Chen, A., Yan, L., & Yoon, M. (2023, August). *Do they deserve my support? a moral perspective on coworker intervention in anti-asian racism*. Presented at the 82nd Academy of Management Annual Meeting, Seattle, WA.

Chen, A. (presenter), & Treviño, L. K. (2020, August). *Promotion framing, moral elevation, and positive reactions to ethical voice*. Presented at the 79th Annual Meeting of the Academy of Management, Online.

- Chen, A** (symposium organizer). (2019, August). *Sexual harassment in and around organizations: A broader scope**. The 79th Annual Meeting of the Academy of Management, Boston, MA.
 * *Showcase Symposium in the OB, GDO, and SIM Divisions*
- Chen, A.** (presenter), Treviño, L. K., & Dang, C. (2019, August). *Winning an ally to advocate for ethics in a business group*. Presented at the 79th Annual Meeting of the Academy of Management, Boston, MA.
- Chen, A** (presenter). (2019, June). *Ethical champions, emotions, framing, and team ethical decision making*. Paper presented at the Olin Business School Early Career Professional Development Workshop, St. Louis, MO.
- Ferris, D. L., Rosen, C. C., van den Broeck, A., Simon, L. & **Chen, A.** (2019, May). *Need satisfaction and frustration at work predicting psychological internalization and well-being: achievements and concerns*. Paper presented at the 7th Self-Determination Theory conference, Egmond aan Zee, The Netherlands
- Chen, A** (presenter). (2019, April). *Is speaking up about ethical issues at workplace ever rewarding?* Paper presented at the 2019 Smeal Student Scholar Symposium, University Park, PA.
- Chen, A** (presenter). (2019, March). *When speaking up about ethical issues is rewarding: moral elevation as a mechanism*. Poster presented at the Lerner Management Research Summit 2019, University of Delaware, Newark, DE.
- Chen, A.** (presenter), Treviño, L. K., & Humphrey, S. (2018, August). *Moral advocacy, emotional expression, and group ethical decision making*. Paper presented at the 78th Annual Meeting of the Academy of Management, Chicago, IL.
- Chen, A** (presenter). (2016, August). *Group ethical decision making: a social influence approach*. Paper presented at the 76th Annual Meeting of the Academy of Management, Anaheim, CA

INVITED PRESENTATIONS

Invited presenter. (2025 July). *Ninth Annual Behavioral Ethics Pecha Kucha Springboard and Networking PDW*. The 85th Academy of Management Annual Meeting, Copenhagen, Denmark.

Invited presenter. (2022 August). *Sixth Annual Behavioral Ethics Pecha Kucha Springboard and Networking PDW*. The 82nd Academy of Management Annual Meeting, Seattle, WA.

Invited Research Seminars:

Peking University Guanghua School of Management (2025)

Hong Kong Polytechnic University (2020)

Hong Kong University Business School (2019)

City University of Hong Kong (2019)

Hong Kong Baptist University (2019)

Georgia Institute of Technology (2019)

Texas A&M University (2019)

Rutgers Business School (2019)

University of Missouri (2019)

TEACHING EXPERIENCE

National University of Singapore

BMO6018A Behavioral Ethics (PhD seminar, 2 credit)

Sem 2 2026

MNO2707 Business Ethics (undergraduate core course, 2 credit)

Sem 1 2024-present

BHM5113 Ethics in Human Resources (master's core course, 2 credit)

Sem 1 2022-present

MNO1706 Organisational Behaviour (undergraduate core course, 4 credits)

Sem 2 2020-2023

TEACHING INTERESTS

Organizational Behavior, Business Ethics, HRM

AWARDS AND GRANTS

The NUS Business School Early Career Research Excellence Award	2025
Academic Research Fund Tier 1 (S\$90,000), Ministry of Education, Singapore	2024
Humanities and Social Sciences Seed Fund (S\$30,000), National University of Singapore	2024
Start-up Grant (S\$90,000), National University of Singapore	2020
Grace G. Albrecht Scholarship for Women in Management, The Pennsylvania State University	2019
Exemplar of Ethical Graduate Student Practice Award, Academy of Management	2019
Smeal RISE Above Graduate Student Award, The Pennsylvania State University	2019
<i>* recognizing teaching, research or service that promotes integrity in Smeal</i>	
Robert W. Graham Endowed Graduate Fellowship (\$4,000), The Pennsylvania State University	2015-2016
The Foundation on Automation and Human Development Prize for best overall performance on the MSc Organisational Behaviour, London School of Economics	2015

SERVICE

Subject pool coordinator, Department of Management & Organisations, NUS	2021-2022
PhD committee, Department of Management & Organisations, NUS	2022-Present
Ad-hoc Reviewer for Academy of Management Journal, Organizational Science, Journal of Applied Psychology, OBHDP, Personnel Psychology, Journal of Business Ethics, Journal of Experimental and Social Psychology, Business Ethics Quarterly	2022-Present
External Reviewer for National Science Foundation (U.S.), Research Grants Council (Hong Kong, China)	
Academy of Management OB Division Making Connection Committee member	2025-Present

PROFESSIONAL EXPERIENCE

Education and Career Research Intern, New Generation Education, London, U.K.	2015
Human Resource Intern, AIA Group Ltd., Beijing, China	2014
Quality Inspector, Peking University Catering Centre, Beijing, China	2011 – 2012