

KAI CHI (SAM) YAM
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ACADEMIC EMPLOYMENT

National University of Singapore

Current Appointments

2024 – Present Jardine Cycle & Carriage Professorship
2023 – Present Professor of Management, NUS Business School
2023 – Present Professor of Psychology, Faculty of Arts and Social Sciences (courtesy)
2026 – Present Professor of Bioethics, Yong Loo Lin School of Medicine (courtesy)

Academic Leadership Appointments

2022 – Present Head of Department, Management and Organisation, NUS Business School
2021 – 2026 Associate Dean (Faculty Development), NUS Business School
Assistant Dean (Faculty Development), 2021–2023

Previous Appointments

2023 – 2024 Provost's Chair Professor of Management
2020 – 2022 Dean's Chair Associate Professor of Management
2015 – 2019 Assistant Professor of Management

Visiting Appointments

2025 Nov – Dec Visiting Professor, Waseda Institute for Advanced Study
2024 Jan & May Visiting Professor, Kyoto University
2023 Nov – Dec Visiting Chair Professor, Hong Kong Polytechnic University
2021 Aug – 2022 Apr Visiting Associate Professor, Kyoto University

EDUCATION

2015 Ph.D. Organizational Behavior
Minor in Philosophy and Research Methods
University of Washington (Advisor: Scott J. Reynolds)

2014 M.S. Organizational Behavior
University of Washington

2011 M.A. Human Development
Washington State University

2009 B.S. Psychology (with Distinction)
University of Washington

RESEARCH INTERESTS

Future of Work; Human-Technology Interaction; Business Ethics; Leadership

AWARDS AND HONORS***Scholarship (Career)***

- 2023 Elected Fellow
Association for Psychological Science
- 2022 Early Career Achievement Award
Academy of Management Human Resources Division
- 2022 Janet Taylor Spence Award for Transformative Early Career Contributions
Association for Psychological Science
- 2022 Distinguished Early Career Contributions Award (Science)
Society for Industrial and Organizational Psychology
- 2017 Rising Star, Association for Psychological Science
- 2016 Early Career Research Excellence Award, NUS Business School

Scholarship (Others)

- 2025 Visiting Researcher Fellowship, Waseda Institute for Advanced Study
- 2023 Japan Society for the Promotion of Science Invitational Fellowship (Short term)
- 2023 Best Senior Editor Award, *Management and Organization Review*
- 2022 Best Senior Editor Award, *Management and Organization Review*
- 2022 Outstanding Reviewer Award, *Journal of Management*
- 2021 Best Reviewer Award, *Organizational Behavior and Human Decision Processes*
- 2021 Finalist, *Academy of Management Review* Best Management Practice Paper Award
- 2021 Japan Society for the Promotion of Science Invitational Fellowship (Long term)
- 2019 Responsible Research in Management Award, IACMR and RRBM
- 2019 Finalist for Best Paper Award, Academy of Management MOC Division
- 2014 Best Paper Award, Academy of Management OB Division (Lead author)
- 2014 Best Student Paper Award, Academy of Management HR Division (Lead author)
- 2013 Best Paper Award, Excellence in Ethics Research Conference (Lead author)
- 2014 Dean's Achievement Award, Foster School of Business
- 2012 Emerging Scholar Award, Society for Business Ethics (Lead author)

Teaching

- 2026 Annual Teaching Excellence Award, NUS Business School
- 2023 Teaching grant, Japanese Chamber of Commerce & Industry Singapore
- 2021 Annual Teaching Excellence Award, NUS Business School
- 2019 Annual Teaching Excellence Award, NUS Business School
- 2016 "Top 40 under 40" Business Professor, Poets & Quants

KEY REFEREED PUBLICATIONS

(Italicized names were PhD or post-doctoral advisees when the research project was started)

Eng, A., & Yam, K. C. (2026). Artificial intelligence and machines are capable of harm, but not of experiencing punishment.

Journal of Experimental Psychology: General

- *Registered report*

Tian, M., Chen C., Yam, K. C., Zhang, X., Bi, K., & Qin, X. (2026). Gender equality differentiation hinders progress toward gender equality.

Personality and Social Psychology Bulletin

Liu, T., Sekiguchi, T., Shen, Y., Qin, J., & Yam, K. C. (2026). Understanding talent in foreign subsidiaries: A review, synthesis, and way forward.

Journal of Management Studies

Yan, L., McAllister, D., Lim, G., & Yam, K. C. (2026). How underdogs succeed or fail: An integrated model of the workplace underdog's trajectory.

Academy of Management Review

Yam, K. C., Eng, A., Gray, K. (2025). Machine replacement: A mind-role fit perspective.

***Annual Review of Organizational Psychology and Organizational Behavior*, 12, 239–267.**

- *The first two authors contributed equally*

Jago, A., & Yam, K. C. (2025). Moral spillover from creators to autonomous technological agents.

***Journal of Experimental Psychology: General*, 154, 2825–2840.**

Eng, A., Yan, L., & Yam, K. C. (2025). Trickle-up effects of children's financial anxiety on parent retirement intentions.

***Journal of Applied Psychology*, 110, 819-830.**

Matthews, M., Su, R., Yonish, L., McClean, S., Koopman, J. & Yam, K. C. (2025). A review of artificial intelligence, algorithms, and robots through the lens of stakeholder theory.

***Journal of Management*, 51, 2627–2676.**

- *Annual review issue*

Quan, S. X., Lam, C., Schabram, K., Yam, K.C. (2024). All creatures great and small: A review and typology of employee-animal interactions.

***Journal of Management*, 50, 380–411.**

- *Annual review issue*

Yan, L., Chai, V., & Yam, K. C. (2024). Demeaning extrinsic motivation leads to increased perceptions of hypocrisy.

***Organizational Behavior and Human Decision Processes*, 180, 104307.**

Yan, L., & Yam, K. C. (2024). Stigma-by-association: The unintended interpersonal consequences of associating oneself with an abusive supervisor.

Organization Science, 35, 601-621.

Liao, Z., **Yam, K. C.**, Lee, H. W., Johnson, R., & Tang, P. M. (2024). Cleansing or licensing? Corporate social responsibility reconciles the competing effects of unethical pro-organizational behavior on moral self-regulation. *Journal of Management*, 50, 1643–1683.

Qin, X., **Yam, K. C.**, ...& Savani, K. (2024). Collectivism can impair team performance when relational goals conflict with group goals. *Personality and Social Psychology Bulletin*, 50, 119–132.

Yam, K. C., Tang, P. M., Jackson, J. C., Su, R., & Gray, K. (2023). The rise of robots increases job insecurity and maladaptive workplace behaviors: Multimethod evidence. *Journal of Applied Psychology*, 108, 850-870.

Yam, K. C., Tang, P. M., & Lam, C. (2023). Working with animals: Implications for employees' compassion, awe, prosocial behavior, and task performance. *Personnel Psychology*, 76, 181–220.

Jackson, J. C., **Yam, K. C.**, Tang, P. M., Sibley, C., & Waytz, A. (2023). Exposure to automation explains religious declines. *Proceedings of the National Academy of Sciences (PNAS)*

Jackson, J. C., **Yam, K. C.**, Tang, P. M., Liu, T., & Shariff, A. (2023). Exposure to robot preachers undermines religious commitment. *Journal of Experimental Psychology: General*, 152, 3344–3358.

Heng, Y. T., Barnes, C., & **Yam, K. C.** (2023). Cannabis use does not increase actual creativity but biases evaluations of creativity. *Journal of Applied Psychology*, 108, 635–646.

Yam, K. C., Goh, E., Fehr, R., Lee, R., Soh, H., & Gray, K. (2022). When your boss is a robot: Workers are more spiteful to robot supervisors that seem more human. *Journal of Experimental Social Psychology*, 102, 104360.

Tang, P. M., **Yam, K. C.**, Koopman, J., & Ilies, R. (2022). Admired and disgusted? Third parties' paradoxical emotional reactions and behavioral consequences towards others' unethical pro-organizational behavior. *Personnel Psychology*, 75, 33-67.

Yam, K. C., Bigman, Y., Tang, P. M., Ilies, R., De Cremer, D., Soh, H. & Gray, K. (2021). Robots at work: People prefer—and forgive—service robots with perceived feelings. *Journal of Applied Psychology*, 10, 1557-1572.

Yam, K. C., Reynolds, S. J., Wiltermuth, S., & Zhang, Y. (2021). The benefits and perils of job candidates' signaling their morality in selection decisions. *Personnel Psychology*, 74, 477-503.

Qin, X., **Yam, K. C.**, Chen, C., Li, W., & Dong, X. (2021). Talking about the COVID-19

crisis is positively associated with team cultural tightness: Implications for team deviance and creativity.

Journal of Applied Psychology, 106, 530-541.

Yam, K. C., Jackson, J. C., Barnes, C., Lau, J., Qin, X., & Lee, H. Y. (2020). The rise of COVID-19 cases is associated with support for political leaders.

Proceedings of the National Academy of Sciences (PNAS), 117, 25429-25433.

- *The first two authors contributed equally*

Yam, K. C., Jackson, J. C., Lau, J., Qin, X., Barnes, C., & Chong, J. K. (2020). Association of high profile football matches in Europe with traffic accidents in Asia: Archival study.

British Medical Journal (Impact factor₂₀₁₉ = 30.2)

- *The first two authors contributed equally*

Tang, P. M., Yam, K. C., & Koopman, J. (2020). Feeling proud but guilty? Unpacking the paradoxical nature of unethical pro-organizational behavior.

Organizational Behavior and Human Decision Processes, 20, 68-86.

Qin, X., Chen, C., Yam, K. C., & Huang, M. (2020). The double-edged sword of leader humility: Investigating when and why leader humility promotes versus inhibits subordinate deviance.

Journal of Applied Psychology, 105, 693-712.

Landy, J. F. et al. (2020). Crowdsourcing hypothesis tests: Making transparent how design choices shape research results.

Psychological Bulletin, 146, 451-479.

- *A 49-author collaboration on the special issue on replication and reproducibility*

Yam, K. C., Barnes, C., Leavitt, K., Wei, W., Lau, J., & Uhlmann, E. (2019). Why so serious? A laboratory and field investigation of the link between morality and humor.

Journal of Personality and Social Psychology, 117, 758-772.

Ng, T., & Yam, K. C. (2019). When and why does employee creativity fuel deviance? Exploring key psychological mechanisms.

Journal of Applied Psychology, 104, 1144-1163.

Owens, B., Yam, K. C., Bender, J., Mao, M., & Hart, D. (2019). The impact of leader moral humility on follower moral efficacy and behavior.

Journal of Applied Psychology, 104, 146-163.

Ng, T., Yam, K. C., & Aguinis, H. (2019). Employee perceptions of corporate social responsibility: Effects on pride, embeddedness, and turnover.

Personnel Psychology, 72, 107-137.

- *Recipient of IACMR/RRBM Responsible Research in Management Award*

Fehr, R., Welsh, D., Yam, K. C., Baer, M., Wei, W., & Vaulont, M. (2019). The role of moral decoupling in the causes and consequences of unethical pro-organizational behavior.

Organizational Behavior and Human Decision Processes, 153, 27-40.

Rego, A., **Yam, K. C.**, Owens, B. P., Story, J., Cunha, M. P., Bluhm, D., & Lopes, M. (2019). Conveyed leader psychological capital predicting leader effectiveness through positive energizing.

Journal of Management, 45, 1689-1712.

Rego, A., Owens, B. P., **Yam, K. C.**, Bluhm, D., Cunha, M. P., Silard, T., Gonclaves, L., Martins, M., Simpson, A. V., & Liu, W. (2019). Leader humility and team performance: Exploring the mechanisms of team psychological capital and task allocation effectiveness.

Journal of Management, 45, 1009-1033.

- *The first three authors contributed equally*

Yam, K. C., Christian, M., Wei, W., *Liao, Z.*, & *Nai, J.* (2018). The mixed blessing of leader sense of humor: Examining costs and benefits.

Academy of Management Journal, 61, 348-369.

- *The last three authors contributed equally*

Liao, Z., **Yam, K. C.**, Johnson, R., Wu, L., & Song, Z. (2018). Cleansing my abuse: A reparative response model of perpetrating abusive supervisor behavior.

Journal of Applied Psychology, 103, 1039-1056

Klotz, A., He, W., **Yam, K. C.**, Bolino, M., Wei, W., & Houston, L. (2018). Good actors but bad apples: Deviant consequences of daily impression management at work.

Journal of Applied Psychology, 103, 1145-1154.

Yam, K. C., Klotz, A., He, W., & Reynolds, S. J. (2017). From good soldiers to psychologically entitled: Examining when and why citizenship behavior leads to deviance.

Academy of Management Journal, 60, 373-396.

Lian, H., **Yam, K. C.**, Ferris, L., & Brown, D. (2017). Self-control at work.

Academy of Management Annals, 11, 703-732.

- *The first two authors contributed equally*

Fehr, R., **Yam, K. C.**, He, W., Chiang, J., & Wei, W. (2017). Polluted work: A self-control perspective on air pollution, organizational citizenship, and counterproductive work behavior.

Organizational Behavior and Human Decision Processes, 143, 98-110.

Djurdjevic, E., Stoverink, A., Klotz, A., de Motta Veiga, S., Koopman, J., **Yam, K. C.**, & Chiang, J. (2017). Workplace status: The development and validation of a scale.

Journal of Applied Psychology, 102, 1124-1147.

Yam, K. C., Fehr, R., Keng-Highberger, F., Klotz, A., & Reynolds, S. J. (2016). Out of control: A self-control perspective on the link between surface acting and abusive supervision.

Journal of Applied Psychology, 101, 292-301.

- Fehr, R., **Yam, K. C.**, & Dang, C. T. (2015). Moralized leadership: The construction and consequences of ethical leader perceptions.
Academy of Management Review, 2, 182-209.
• Finalist, AMR Best Management Practice Paper Award
- Yam, K. C.**, Reynolds, S. J., & Hirsh, J. B. (2014). The hungry thief: Physiological deprivation and its effect on unethical conduct.
Organizational Behavior and Human Decision Processes, 125, 123-133.
- Yam, K. C.**, Chen, X. P., & Reynolds, S. J. (2014). Ego depletion and its paradoxical effect on ethical decision making.
Organizational Behavior and Human Decision Processes, 124, 204-214.
- Yam, K. C.**, Fehr, R., & Barnes, C. (2014). Morning employees are perceived as better employees: Employees' start times influence supervisor performance ratings.
Journal of Applied Psychology, 99, 1288-1299.
- Reynolds, S. J., Dang, C., **Yam, K. C.**, & Leavitt, K. (2014). The role of moral knowledge in everyday immorality: What does it matter if I know what is right?
Organizational Behavior and Human Decision Processes, 123, 124-137.

ADDITIONAL REFEREED PUBLICATIONS

(Italicized names were PhD or post-doctoral advisees when the research project was started)

- Li, Y., Qin, X., **Yam, K. C.**, Gray, K., Cheng, X., Wen, K., & Lai, X. (2026). Mind perception of artificial intelligence: A systematic review.
Information Processing and Management
- Min Ye, Y., Liang, W., Xu, F., Chong, A., Barnes, C., & **Yam, K. C.** (2026). The effects of mixed-mode ventilation on energy saving, job satisfaction, work engagement, job performance, and thermal comfort.
Scientific Reports
- Ma, G., Eng, A., Chiang, S., Hao, F., McIntyre, R., Zhou, D., Yang, Y., Ho, R., & **Yam, K. C.** (2025). A comparative diagnostic study using clinical and multimodal assessment, including functional neuroimaging and oculomotricity tools, to differentiate ADHD in young patients from healthy control group.
Psychiatry and Clinical Neurosciences, 79, 165-175.
- He, G., **Yam, K. C.**, Zhao, P., Dong, X., Zheng, L., & Qin, X. (2025). Leaders inflate performance ratings for employees who use robots to augment their performance.
Human Resource Management, 64, 543-563.
- Jeong, S., Sun, C., & **Yam, K. C.** (2025). The affective processes of ethical leadership: The role of moral emotions.
Journal of Business Ethics, 196, 149-167.
- Keng-Highberger, F., Feng, Z., **Yam, K. C.**, Chen, X. P., & Hu, L. (2024). Middle power

- plays: How and when Mach middle managers use downward abuse and upward guanxi to gain and maintain power.
Journal of Organizational Behavior, 45, 1088-1116.
- Yam, K.C., & Min Ye, Y.** (2024). Humor and morality in organizations.
Current Opinion in Psychology, 57, 101799.
- Yam, K. C., Tan, T., Jackson, J. C., Shariff, A., & Gray, K.** (2023). Cultural differences in people's reactions and applications of robots, algorithms, and artificial intelligence.
Management and Organization Review, 19, 859-875.
- Jiang, L., Qin, X., **Yam, K. C.**, Dong, X., Liao, W., & Chen, C. (2023). Who should be first? How and when ai-human order influences procedural justice in a multistage decision-making process.
Plos One, 18, e0284840
- Tang, P. M., Koopman, J. Yam, K. C., De Cremer, D. Zhang, J., & Reynders, P.* (2023). The self-regulatory consequences of dependence on intelligent machines at work: Evidence from field and experimental studies.
Human Resource Management, 62, 721–744.
- Huang, M., Ju, D., **Yam, K. C.**, Liu, S., Qin, X., Tian, G. (2023). Employee humor reduces abusive supervision.
Journal of Business Ethics, 186, 407–424.
- Feng, Z., Keng-Highberger, F., Yam, K. C., Chen, X. P., & Li, H.* (2023). Wolves in sheep's clothing: How and when Machiavellian leaders demonstrate strategic abuse.
Journal of Business Ethics, 184, 255–280.
- Carnevale, J., Huang, L., **Yam, K. C.**, & Wang, L., (2022). Laughing with me or laughing at me? An approach-avoidance model of leader humor expressions and follower outcomes.
Journal of Organizational Behavior, 43, 1153-1171.
- *The four authors contributed equally*
- Watkins, T., *Lee, S., Yam, K. C., Zhang, Y., & Long, L.* (2022). Helping After Dark: Ambivalent outcomes of helping followers after the workday.
Journal of Organizational Behavior, 43, 1038-1062.
- Yam, K. C., Reynolds S. J., Zhang, P., & Su, R.** (2022). The unintended consequences of empowering leadership: Increased deviance for some followers.
Journal of Business Ethics, 181, 683–700.
- Qin, X., **Yam, K. C.**, Ma, G., Chen, C., Zhu, H., & Wang, H. (2022). The unintended psychological and behavioral drawbacks of big push strategies: Increased psychological entitlement, selfish behavior, and decreased prosocial behavior.
Journal of Behavioral and Experimental Economics, 97, 101842.
- Ong, W. J., Yam, K. C., & Barnes, C.* (2022). Moral evaluations of humor apply

- beyond just those telling the joke.
Social Cognition, 40, 107-126.
- Qin, X., Chen, C., Yam, K. C., et al. (2022). Adults still can't resist: A social robot can induce normative conformity.
Computers in Human Behavior, 127.
- Yam, K. C., Bigman, Y., & Gray, K. (2021). Reducing the uncanny valley by dehumanizing humanoid robots.
Computers in Human Behavior, 125.
- Bigman, Y., Yam, K. C., Marciano, D., Reynolds, S. J., & Gray, K. (2021). Threat of racial and economic inequality increases preference for algorithm decision-making.
Computers in Human Behavior, 122.
- Chen, C., Qin, X., Yam, K. C., & Wang, H. (2021). Empathy or schadenfreude? Exploring observers' differential responses to abusive supervision.
Journal of Business and Psychology, 36, 1077–1094.
- Tan, N., Yam, K. C., Zhang, P., & Brown, D. (2021). Are you gossiping about me? The costs and benefits of high workplace gossip prevalence.
Journal of Business and Psychology, 36, 417-434.
- Ilies, R., Yang, G., Lim, S., Yam, K. C., & Li, X. (2020). Happy but uncivil? Examining when and why positive affect leads to incivility.
Journal of Business Ethics, 165, 595-614.
- Yam, K. C., Fehr, R., Burch, T., Zhang, Y., & Gray, K. (2019). Would I really make a difference? Moral typecasting theory and its implications for helping ethical leaders.
Journal of Business Ethics, 160, 675-692.
- Li, J., Barnes, C., Yam, K. C., Guarana, C., & Wang, L. (2019). Don't like it when you need it the most: Examining the effect of manager ego depletion on managerial voice endorsement.
Journal of Organizational Behavior, 40, 869-882.
- Zhang, Y., Yam, K. C., Kouchaki, M., & Zhang, J. (2019). Cut you some slack? An investigation of the perceptions of a depleted employee's unethicity.
Journal of Business Ethics, 157, 673–683.
- Zhu, J., Liao, Z., Yam, K. C., & Johnson, R. (2018). Shared leadership: A state-of-the-art review and future research agenda.
Journal of Organizational Behavior, 39, 834-852.
- *The first two authors contributed equally*
- Yam, K. C. (2018). The effects of thought suppression on ethical decision making: Mental rebound vs. ego depletion.
Journal of Business Ethics, 147, 65-79.

He, W., Fehr, R., & Yam, K. C., Long, L. R., & Hao, P. (2017). Interactional justice, leader-member exchange, and employee performance: Examining the moderating role of justice differentiation.
Journal of Organizational Behavior, 38, 537-557.

Yam, K. C., & Reynolds, S. J. (2016). The effects of victim anonymity on unethical behavior.
Journal of Business Ethics, 136, 13-22.

Li, S., He, W., Yam, K. C., & Li, S. (2015). When and why empowering leadership increases follower taking charge: A multilevel examination in China.
Asia Pacific Journal of Management, 32, 645-670.

Gaspar, J., Seabright, M., Reynolds, S. J., & Yam, K. C. (2015). Counterfactual and factual reflection: The influence of past misdeeds on future immoral behavior.
Journal of Social Psychology, 155, 370-380.

Yam, K. C. (2013). Experimental manipulation to reduce the negative effects of money.
Journal of Applied Social Psychology, 43, 104-109.

Yam, K. C., Bumpus, M. F., & Hill, L. G. (2012). Motivating effort: A theoretical synthesis of the self-sufficiency and two market theories.
British Journal of Social Psychology, 51, 709-716.

BOOK CHAPTERS AND MISCELLANEOUS PUBLICATIONS

Li, N., He, W., Yam, K. C., & Zhao, H. (2025). New technology and OB/HRM in China: Digital methods for organizational research.
Management and Organization Review

- *Special issue editorial*

Yam, K. C., & Tan, T. (2025). Future of work: Exploring how new technologies affect the way we interact with each other.
Oxford Research Encyclopedia of Business and Management

Gray, K., Yam, K. C., Eng, A., Wilbanks, D. & Waytz, A. (2024). The psychology of social robots and artificial intelligence.
Handbook of Social Psychology (6th edition)

Eng, A., Yam, K. C., & Gray, K. (2023). People treat social robots as real social agents.
Behavioral and Brain Sciences, 26, e28.

- *Invited commentary*

Qin, X., Yam, K. C., Chen, C., Li, W. (2021). Revisiting social robots and their impacts on conformity: Practical and ethical considerations.
Science Robotics (e-Letter)

Yam, K. C., Gloor, J. L. & Liu, L. (2021). *Humor and its effects for leaders in the East and West*. In D. De Cremer (Ed.), *On the emergence and understanding of Asian global leadership* (pp. 101-108). Boston: De Gruyter.

- *The three authors contributed equally*

Yan, L., Lam, C., & Yam, K. C. (2021). *Knock, knock. Who's there? An (evidence-based) chapter full of the pros and cons of leader humor*. In K. Vaidya (Ed.), *Leading with a sense of humor*.

SELECTED PRACTITIONER ARTICLES

Harvard Business Review

Barnes, C., Heng, Y. T., & Yam, K. C. (Oct 24th, 2022). Does cannabis really make you more creative? *Harvard Business Review*.

<https://hbr.org/2022/10/research-does-cannabis-really-make-you-more-creative>

Liao, Z., Yam, K. C., Johnson, R., Liu, W., & Song, Z. L. (April 4th, 2018). When your boss has an angry outburst, what do they do next? *Harvard Business Review*.

<https://hbr.org/2018/04/when-your-boss-has-an-angry-outburst-what-do-they-do-next>

Yam, K. C., Lian, H., Ferris, L., & Brown, D. (June 5th, 2017). Leadership takes self-control: Here's what we know about it. *Harvard Business Review*.

<https://hbr.org/2017/06/leadership-takes-self-control-heres-what-we-know-about-it>

Yam, K. C. (March 17th, 2017). When joking with your employees lead to bad behavior. *Harvard Business Review*.

https://hbr.org/2017/03/when-joking-with-your-employees-leads-to-bad-behavior?utm_campaign=hbr&utm_source=facebook&utm_medium=social

Yam, K. C., Klotz, A., He, W., & Reynolds, S. (Sept 16th, 2016). Pushing employees to go the extra mile can be counterproductive. *Harvard Business Review*.

<https://hbr.org/2016/09/pushing-employees-to-go-the-extra-mile-can-be-counterproductive>

Barnes, C. M., Yam, K. C., & Fehr, R. (May 13th, 2014). With flextime, bosses prefer early birds to night owls. *Harvard Business Review*.

<https://hbr.org/2014/05/with-flextime-bosses-prefer-early-birds-to-night-owls>

Other Outlets

Matthews, M., Su, R., Yonish, L., McClean, S., Koopman, J. & Yam, K. C. (Sept 26th, 2025). AI's winners and losers in the workplace – A stakeholder analysis.

London School of Economics Business Review.

<https://blogs.lse.ac.uk/businessreview/2025/09/26/ais-winners-and-losers-in-the-workplace-a-stakeholder-analysis/>

Yan, L., & Yam, K. C. (Aug 6th, 2024). Showcase passion, downplay salary? Job interviews must go beyond that. *Channel News Asia*

<https://www.channelnewsasia.com/commentary/job-interview-how-answer-salary-expectations-graduate-4527146>

Yam, K. C., & Tan, T. (March 3rd, 2024). Will a one-off \$1,000 or Rolex really motivate employees to work harder or stay put? *The Straits Times*

<https://www.straitstimes.com/opinion/will-a-one-off-1000-or-rolex-really-motivate-employees-to-work-harder-or-stay-put>

Yan, L., & Yam, K. C. (Oct 9th, 2023). The perils of associating with abusive bosses. *TODAY*

<https://www.todayonline.com/commentary/commentary-perils-associating-abusive-bosses-2276861>

- Jackson, J. C., & Yam, K. C. (July 25th, 2023). The in-credible robot priest and the limits of robot workers. *Scientific American*
<https://www.scientificamerican.com/article/the-in-credible-robot-priest-and-the-limits-of-robot-workers/>
- Yam, K. C. (Nov 4th, 2022). Friend or foe: Do humans like robots?
Society for Personality and Social Psychology blog
<https://spsp.org/news/character-and-context-blog/yam-human-robot-relationships>
- Yan, L. & Yam, K. C. (Oct 19th, 2021). Being a middle manager has been exhausting and miserable. *Channel News Asia*.
<https://www.channelnewsasia.com/commentary/managers-most-stressed-tips-how-lead-manage-team-work-home-2251081>
- Yam, K. C. (Dec 17th, 2020). Does football viewership lead to unexpected traffic accidents in Asia? *British Medical Journal Opinion*.
<https://blogs.bmj.com/bmj/2020/12/17/does-football-viewership-lead-to-unexpected-traffic-accidents-in-asia/>
- Yam, K. C. (August 15th, 2020). Coronavirus: Will flexible work practice be the new normal?
Yahoo! Finance.
<https://sg.news.yahoo.com/coronavirus-will-flexible-work-practice-be-the-new-normal-045949007.html>
- Yam, K. C. (June 25th, 2020). Leveraging technology: The rise of robots in the post-pandemic world. *Yahoo! Finance*.
<https://sg.finance.yahoo.com/news/leveraging-technology-the-rise-of-robots-in-the-postpandemic-world-104938620.html>
- Yam, K. C. (March 23rd, 2020). It does not always pay to be a humble leader. *TODAY*.
<https://www.todayonline.com/commentary/does-not-pay-be-humble-leader-work-office-boss-career>
- Yam, K. C. (Dec 6th, 2019). Why being yelled at by your boss could reap payback.
The Straits Times.
<https://www.straitstimes.com/opinion/why-being-yelled-at-by-your-boss-could-reap-payback>
- Yam, K. C. (Oct 4th, 2019). Deconstructing the robot job threat. *Business Times*.
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- Yam, K. C. (Feb 26th, 2019). Even NASA thinks a sense of humor is a must in hiring astronauts. *Channel News Asia*.
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- Yam, K. C. (Nov 10th, 2017). Hunger, thirst and fatigue, and their links to unethical behavior.
South China Morning Post.
<http://www.scmp.com/business/companies/article/2119339/hunger-thirst-and-fatigue-and-their-links-unethical-behaviour>
- Yam, K. C., & Lau, J. (June 28th, 2017). It's ok for leaders to have a sense of humor.
London School of Economics Business Review.
<http://blogs.lse.ac.uk/businessreview/2017/06/28/its-okfor-leaders-to-have-a-sense-of-humour/>
- Yam, K. C. (May 12th, 2017). Why it pays to always be nice to your staff.
South China Morning Post.
<http://www.scmp.com/business/companies/article/2093917/why-it-pays-always-be-nice-your-staff>
- Yam, K. C. (April 4th, 2017). How (not) to turn good soldiers into bad apples.

London School of Economics Business Review.

<http://blogs.lse.ac.uk/businessreview/2017/04/04/how-not-to-turn-good-soldiers-into-bad-apples/>

Yam, K. C. (Feb 10th, 2017). Empowering employees can bring rewards for Hong Kong Managers. *South China Morning Post.*

<http://www.scmp.com/business/companies/article/2069491/empowering-employees-can-bring-rewards-hk-managers>

Yam, K. C. (May 13th, 2016). Why air pollution is damaging more than just your breathing. *South China Morning Post.*

<http://www.scmp.com/business/article/1942630/why-air-pollution-damaging-more-just-your-breathing>

Yam, K. C. (April 10th, 2016). When corporate citizenship backfires. *The Straits Times.*

<http://www.straitstimes.com/opinion/when-corporate-citizenship-backfires-on-the-company>

Yam, K. C. (April 7th, 2016). Why service with a smile may not always pay. *TODAY.*

<http://www.todayonline.com/commentary/why-service-smile-may-not-always-pay>

Yam, K. C. (August 21st, 2015). 9 to 5 syndrome: How flexible working hours can kill your career. *South China Morning Post.*

<http://www.scmp.com/business/companies/article/1851353/9-5-syndrome-how-flexible-working-hours-can-kill-your-career>

SELECTED MEDIA MENTIONS

North America and Europe: CBS News; Daily Mail, Glamour Magazine; HBR Blog, Huffington Post; Human Capital Magazine; KIRO News Seattle; London School of Economics Business Review; Pittsburgh Post-Gazette; Poets and Quants; Psychology Today; Talent Management Magazine; The British Psychological Society; The Economist; The New York Times; The Times; The Washington Post; Wall Street Journal

Asia-Pacific: Channel News Asia (both print media and live television appearances); Chinese Management Insight; Human Resource Management Magazine (Asia), New Straits Times; TODAY (Singapore); The Straits Times; The Financial Express; The Jakarta Post; South China Morning Post; Yahoo! Singapore

RESEARCH GRANTS

As principal investigator

2015-2018	<u>NUS start-up grant:</u> Behavioral ethics in organizations (SGD 90,000)
2017-2018	<u>Ministry of Education (MOE) Tier 1:</u> The downsides of morality (SGD 82,500)
2017-2019	<u>MOE Tier 1:</u> Cannabis use and work (SGD 40,000)
2018-2020	<u>MOE Tier 1:</u> New trends in behavioral ethics research (SGD 70,076)
2019-2020	<u>Humanities and Social Sciences Faculty Research Fellowship:</u> Cultural values and successes in team sports (SGD 50,000)
2019-2021	<u>MOE Tier 1:</u> The rise of machines and their impact on work (SGD 39,500)
2020-2022	<u>MOE Tier 1:</u> Unethical behavior in the name of others (SGD 83,000)
2021-2023	<u>MOE Tier 1:</u> The use of robots in medical contexts (SGD 30,000)
2022-2023	<u>Humanities and Social Sciences Seed Fund:</u> Robots at work (SGD 20,000)

- 2022-2024 WDARF: Developing an impact evaluation protocol for SSG's jobs and skills initiatives (SGD 488,864)
- 2022-2025 MOE Tier 1: The consequences of interacting with robots as an employee, a consumer, and as a believer (SGD 64,949)

As co-investigator

- 2026-2030 Social Science and Humanities Research Thematic Grant (SSHR-TG): debiasSING: finding and fixing biases in the human-AI complex (SGD 3,535,740)

TEACHING INTERESTS

Business Ethics; Organizational Behavior; Leadership; Judgment and Decision Making

TEACHING EXPERIENCE

National University of Singapore¹

Undergraduate

- University Elective: NUS Young Leaders Program (2026; TBD)
- University Elective: NUS Young Leaders Program (2025; 4.8/5.0; 26 students)
- Elective: Kyoto Study Abroad Tour (2024; 4.9/5.0; 15 students)²
- Core: Judgment and Decision Making (2024; 4.8/5.0; 39 students)
- Core: Judgment and Decision Making; 2 sessions (2022; 4.6/5.0; 94 students)
- Core: Judgment and Decision Making; 2 sessions (2021; 4.7/5.0; 61 students)
- Core: Judgment and Decision Making; 2 sessions (2019; 4.6/5.0; 73 students)
- Core: Leadership and Ethics (2019; 4.8/5.0; 48 students)
- Core: Leadership and Ethics; 2 sessions (2018; 4.6/5.0; 100 students)
- Core: Leadership and Ethics; 2 sessions (2017; 4.6/5.0; 57 students)
- Core: Leadership and Ethics; 2 sessions (2016; 4.6/5.0; 66 students)

Master of Science (MSc)

- Elective: Judgment and Decision Making (2026; TBD)
- Core: Negotiation and Conflict Management (2026; TBD)
- Elective: Judgment and Decision Making (2025; 4.8/5.0; 45 students)
- Core: Negotiation and Conflict Management (2025; 4.3/5.0; 58 students)
- Elective: Kyoto/Nagoya Study Abroad Tour (2025; 6.25/7.0; 9 students)
- Core: Negotiation and Conflict Management (2024; 4.7/5.0; 48 students)
- Elective: Judgment and Decision Making (2024; 4.7/5.0; 41 students)
- Elective: Judgment and Decision Making (2023; 4.6/5.0; 39 students)
- Elective: Judgment and Decision Making (2021; 4.8/5.0; 35 students)

Executive Master of Business Administration (EMBA)

- Immersive Learning Elective: An Entrepreneur's Guide to Japan (April 2026; 40 students)

¹ No teaching ratings in 2020 because I received a NUS fellowship which excused me from teaching.

² I designed the first ever credit-bearing short-term study abroad undergraduate program at NUS Business School. Subsequently, I have designed similar credit-bearing experiential learning tours for MSc and EMBA students.

Immersive Learning Elective: An Entrepreneur's Guide to Japan (March 2026; 40 students)

Doctor of Philosophy (PhD)

Elective: Psychology of Technology (2025; 4.8/5.0; 7 students)

Elective: Behavioral Ethics (2022; 5.0/5.0; 6 students)

Core: Motivation and Intergroup Processes (2019; 5.0/5.0; 4 students)

Core: Motivation and Intergroup Processes (2018; 4.0/5.0; 3 students)

Core: Motivation and Intergroup Processes (2017; 4.9/5.0; 9 students)

Executive Education

NUS Strategic Human Resource Management Program: Scientific Thinking (2025 x 2; 2026)

NUS Driving Strategic Innovation Program: Psychology of Technology (2024; 2025)

NUS Leadership Development Program: Negotiation (2024 x 4; 2025 x 4; 2026 x 2)

Singapore Management University: Leading in Higher Education (2025)

Yonsei Global EMBA Singapore segment: Negotiation (2024; 2025)

Yonsei Global EMBA Singapore segment: Fostering Creativity (2017)

University of Washington

Undergrad Core: Business, Government, and Society (2014; 4.1/5.0; 53 students)

INVITED RESEARCH PRESENTATIONS

2026-2027

Asia School of Business

Seoul National University, Business School

2025-2026

Universitas Airlangga, Department of Psychology

Academia Sinica, Research Center for Humanities and Social Sciences

Hitotsubashi University, Graduate School of International Corporate Strategy

Waseda University, School of Commerce

2024-2025

Nagoya University, Graduate School of Informatics

2023-2024

Tsinghua University, School of Economics and Management

NYU Shanghai

Indiana University, Kelley School of Business

Purdue University, Department of Psychological Sciences

2022-2023

Stockholm School of Economics

University of St Gallen

HKUST, Department of Management

NYU Abu Dhabi, Business, Organizations, & Society program

2021-2022

International Association for Chinese Management Research (*virtual*)
National Taiwan University, College of Management (*virtual*)
Nara Institute of Science and Technology
Kyoto University, Graduate School of Management (*virtual*)

2020-2021

University of Exeter, Business School (*virtual*)
Association for Psychological Science Invited Panel Discussion (*virtual*)
Hong Kong Polytechnic University, Faculty of Business (*virtual*)
University of Toronto Medical Cannabis Conference (*virtual*)

2019-2020

NYU Shanghai (*cancelled due to COVID-19*)
University of Zurich
China Europe International Business School (CEIBS)

2018-2019

University College London, School of Management
University of Navarra, IESE Business School
Católica Lisbon School of Business & Economics
Kobe University, Graduate School of Business Administration
Sun Yat-Sen University, School of Business
Thammasat University (Thailand), Faculty of Law
CSR Asia Summit

2017-2018

Kyoto University, Graduate School of Management

2016-2017

University of Amsterdam, Business School
Temple University, Fox School of Business

2015-2016

Hong Kong University of Science and Technology Business School
Wuhan University, School of Economic and Management
Huazhong University of Science & Technology, School of Management
Peking University, Guanghua School of Management

2014-2015

University of Central Florida, College of Business Administration
University of North Carolina Chapel Hill, Kenan–Flagler Business School
Singapore Management University, Lee Kong Chian School of Business
National University of Singapore Business School
Stanford University, Graduate School of Business
Georgia Institute of Technology, Scheller College of Business
Arizona State University, Carey School of Business
Chinese University of Hong Kong Business School

PROFESSIONAL SERVICES

PhD Students Chaired

Liuxin Yan (2024)

First placement: Assistant Professor, Tsinghua University

Alexander Eng (2024)

First placement: Assistant Professor, Asia School of Business

Yizhen Lu (2023)

First placement: Lecturer/Assistant Professor, University of Southampton

Guo Yang (2020; *co-chaired*)

First placement: Assistant Professor, IESEG School of Management

Full-Time Research Assistants Supervised

Matthew Sim (2026-2027)

PhD Placement: TBD

Tiffany Tan (2023)

PhD Placement: Michigan State University

Carisa Lam (2021-2022)

PhD Placement: University College London

Jenson Lau (2017-2019)

PhD Placement: University of Washington

Editorship

Guest Editor, *Service Science* (2023; Special issue)

Deputy Editor, *Management and Organization Review* (2023-2024)

Senior Editor, *Management and Organization Review* (2022-2023)

Editorial Board Membership

Journal of Applied Psychology (2020-present)

Journal of Management (2022-present)

Best Reviewer Award (2022)

Organizational Behavior and Human Decision Processes (2019-present)

Best Reviewer Award (2021)

Organization Science (2023-present)

Personnel Psychology (2020-2025)

Occasional Reviewer

Academy of Management Journal

Academy of Management Review

Applied Economics Letter

Asia Pacific Journal of Management

British Journal of Management

Business Ethics Quarterly
 Canadian Journal of Administrative Sciences
 Computers in Human Behavior
 Current Directions in Psychological Science
 Current Psychology
 Ethics & Behavior
 Human Relations
 Human Resource Management
 Journal of Business Ethics
 Journal of Business Research
 Journal of Experimental Psychology: General
 Journal of Experimental Psychology: Applied
 Journal of Experimental Social Psychology
 Journal of Management Studies
 Journal of Managerial Psychology
 Journal of Organizational Behavior
 Journal of Personality and Social Psychology
 Journal of Vocational Behavior
 Management Science
 Nature Communications
 Nature Human Behavior
 Organization Science
 Personality and Social Psychology Bulletin
 Philosophical Psychology
 PLOS One
 Proceedings of the National Academy of Sciences (*PNAS*)
 Psychology of Religion and Spirituality
 Psychological Science
 Social Psychological and Personality Science
 Social Sciences and Humanities Research Council (Canada)
 Trends in Cognitive Sciences

National University of Singapore

University Level

Panel reviewer, MOE Tier 2/SSHR-TG/SSRC GRF/HSS grants proposals (2026-29)
 Speaker, NUS Young Fellowship Summer Program (2025; 2026)
 Course development, NUS Student Union leadership training (2024-2025)
 Promotion and tenure clinic advisor (2024-present)
 Review committee, NUS foresight grant (2024)
 Speaker, MOE global educational leadership conference (2024)
 Speaker, Singapore Perspectives conference (2024)
 Judge, College of Humanities and Sciences case competition (2023)
 Masterclass, Annual flagship benefactor experience program (2016)

Business School Level

MSc Masterclass, Universitas Airlangga, Indonesia (2026)
 MSc Masterclass, Nagoya University (2025)
 MSc Masterclass (online), Universitas Airlangga, Indonesia (2025)

Diversity recruitment in Vietnam (2024)
Associate Dean (Faculty Development) (2024 – 2026)
MSc Masterclass, Singapore (2024)
MSc Masterclass, Jakarta (2024)
Assistant Dean (Faculty Development) (2021-2024)
Member, Faculty hiring committee for the Department of Psychology (2020-2022)
Member, Faculty gender diversity taskforce (2019-2021)
Faculty adviser for undergraduate case competitions:
 Belgrade business international case competition (2020; *cancelled due to COVID*)
 HKUST international case competition (2018; 2021)
 HSBC/University of Hong Kong case competition (2018)
 International case competition at Maastricht University (2017 NUS won 2nd place)
 Copenhagen Business School case competition (2017 NUS won 2nd place)
Speaker, BBA outreach program (2016)
Judge, Annual PhD research symposium (2016)

Department Level

Head of Department (2022 – present)
Deputy Head of Department (2021)
Chair, M&O PhD program (2021-2022)
Chair, Faculty hiring committee (2020-2022)
Member, Department evaluation committee (2020-2022)
Mentor for junior faculty members
 Anjier Chen (2020-2026)
 Wei Jee Ong (2021-2025)
 Ji Hyun Kim (2022-2025)
 Matt Stanley (2025-present)
 Henry Young (2025-present)
Member, Faculty hiring committee (2018-2020)
Member, PhD student teaching committee (2017-2021)
Member, M&O PhD program (2017-2019)
Subject pool coordinator (2017-2019)
Brown bag coordinator (2015-2017)

University of Washington

Judge, Business ethics case competition (2013-2014)
Mentored over 10 undergraduate research assistants, resulting in numerous research presentations and placements in PhD programs.

Academy of Management

Member, Best student paper award committee, HR Division (2026)
Chair, Early career achievement award, HR Division (2023)
Chair, Best paper award committee, OB Division (2022)
Member, Best paper award committee, OB Division (2021)
Chair, Best student paper award committee, HR Division (2015)
Conference reviewer for the OB division (2012-2016, 2018)