

HUN WHEE LEE

The Ohio State University – Fisher College of Business
 Department of Management and Human Resources
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ACADEMIC POSITION

The Ohio State University, Fisher College of Business	Columbus, Ohio
Associate Professor (with Tenure)	May 2024 – Present
Richard J. and Martha D. Denman Scholar of Principled Leadership Studies	May 2023 – Present
Director of Research, Fisher Leadership Initiative	July 2024 – Present
Faculty Fellow, Office of Academic Affairs (OAA)	Aug 2025 – Present
Working Group, Responsible AI and Cybersecurity	Sep 2025 – Present
Faculty Affiliate, Center on Responsible AI and Governance (CRAIG)	Aug 2025 – Present
PhD Program Coordinator in OB/HR	Aug 2023 – Aug 2025
Provost's Early Career Scholar	Aug 2022 – May 2024
Assistant Professor	June 2020 – May 2024

RESEARCH IMPACT

[Google Scholar](#) Citations: 2,320 (as of Jan 15, 2026)

[Google Scholar](#) h-index: 17

EDUCATION

Michigan State University, Broad College of Business Ph.D., Organizational Behavior and Human Resource Management (2020)	East Lansing, Michigan
Seoul National University, Graduate School of Business Master of Science Degree in Organizational Behavior and Human Resource Management (2015)	Seoul, South Korea
Yonsei University, School of Business Bachelor of Arts Degree in Business Administration (2013)	Seoul, South Korea

RESEARCH INTEREST

Advancing management theories that help organizational leaders optimally leverage bottom-up contributions from their members.

JOURNAL ARTICLES

- [29] **Lee, H. W.** The paradox of structural empowerment: How and when structural empowerment fuels psychological entitlement and undermines resource sharing. *Conditionally accepted at Journal of Applied Psychology*.
- [28] **Lee, H. W.**, Liao, Z., Young, H.*, Ferris, L., Wang, N., & Chen, N. (in press). The hidden cost of decision-making autonomy at work: How task reflexivity and construal level induce mental fatigue. *Personality and Social Psychology Bulletin*. DOI: 10.1177/01461672251324813
- [27] **Lee, H. W.** & Kim, S. (2026). Catalysts for change: The impact of reflective conversations on leaders' hope and change-oriented behaviors. *Personality and Social Psychology Bulletin*, 52, 470-493. DOI: 10.1177/01461672241280554
- [26] **Lee, H. W.**, Kim, J., Lee, H.*, Triana, M., & Choi, J. N. (2025). When employee gender diversity benefits collective performance: The importance of the proportion of women in top management teams. *Personnel Psychology*, 3, 305-330. DOI: 10.1111/peps.12677

- [25] Zhang, Z., **Lee, H. W.**, Chen, Y., & Jiang, K (2025). Dancing in tandem: The role of HR value congruence and line manager-HR manager collaboration in effective HR implementation. *Human Resource Management*, 64, 523-541. DOI: 10.1002/hrm.22272
- [24] Li, S., Johnson, R., **Lee, H. W.**, & Scott, B. (2025). Inspired to be transformational: The interplay between employee voice type and manager construal level. *Human Relations*, 78, 1276-1309. DOI: 10.1177/00187267241288680
- [23] Cho, S. S., Kim, S. H.*, Kim, S., & **Lee, H. W.** (2025). How remote workers manage loneliness and performance: Virtual social interaction as an alternative resource management strategy. *Human Resource Development Quarterly*, 36, 155-174. DOI: 10.1002/hrdq.21547
- [22] Fatimah, S., **Lee, H. W.**, Ferris, D. L., & Young, H.* (2024). A regulatory focus theory perspective on the dynamics between action and power. *Journal of Applied Psychology*, 109, 1397-1407. DOI: 10.1037/apl0001198
- [21] Park, H., Judge, T., **Lee, H. W.**, Chung, S., & Zhan, Y. (2024). When conscientiousness differentially pays off: The role of incongruence between conscientiousness and black stereotype in pay inequality. *Personnel Psychology*, 77, 997-1024. DOI: 10.1111/peps.12604
- [20] Liao, Z., Yam, K., **Lee, H. W.**, Johnson, R., & Tang, P. (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. DOI: 10.1177/01492063231154845
- [19] **Lee, H. W.**, Chi, N., Kim, Y. J., Lee, H.*, Lin, S., & Johnson, R. (2024). Leaders' responses to receipt of proactive helping: Integrating theories of approach-avoidance and challenge-hindrane. *Human Relations*, 77, 560-590. DOI: 10.1177/001872672211379
- [18] Cho, S., Kim, S. Y., **Lee, H. W.**, & Li, A. (2024). You make me anxious! Witnessing safety violations during the daily commute and at work leads to employee work withdrawal. *Human Resource Management*, 63, 207-223. DOI: 10.1002/hrm.22197
- [17] Kim, J., **Lee, H. W.**, & Chung, G. H. (2024). Organizational resilience: Leadership, operational, and individual responses to the COVID-19 pandemic. *Journal of Organizational Change Management*, 37, 92-115. DOI: 10.1108/JOCM-05-2023-0160
- [16] Young, H.*, Scott, B., Ferris, L., **Lee, H. W.**, Awasty, N., & Johnson, R. (2024). Distances and directions: An emotional journey into the recovery process. *Journal of Applied Psychology*, 109(1), 115-134. DOI: 10.1037/apl0001122
- [15] Haesevoets, T., De Cremer, D., De Schutter, L., van Dijke, M., Young, H. R.*, **Lee, H. W.**, Johnson, R., & Chiang, J. (2022). The impact of leader depletion on leader performance: The mediating role of leaders' trust beliefs and employees' citizenship behaviors. *Scientific Reports*, 12, 1-15. DOI: 10.1038/s41598-022-24882-3
- [14] Kim, J., **Lee, H. W.**, Gao, H., & Johnson, R. (2021). When CEOs are all about themselves: Perceived CEO narcissism and middle managers' workplace behaviors amid the COVID-19 pandemic. *Journal of Applied Psychology*, 106, 1283-1298. DOI: 10.1037/apl0000965
- [13] Lin, S., Chang, C., **Lee, H. W.**, & Johnson, R. (2021). Positive family events facilitate effective leader behaviors at work: A within-individual investigation of family-work enrichment. *Journal of Applied Psychology*, 106, 1412-1434. DOI: 10.1037/apl0000827
- [12] **Lee, H. W.**, Hays, N., & Johnson, R. (2021). To thine own (empowered) self be true: Aligning social hierarchy motivation and leader behavior. *Journal of Applied Psychology*, 106, 1033-1048. DOI: 10.1037/apl0000813
- [11] Liao, C., **Lee, H. W.**, Johnson, R., & Lin, S. (2021). Serving you depletes me? A leader-centric examination of servant leadership behaviors. *Journal of Management*, 5, 1185-1218. DOI: 10.1177/0149206320906883
- [10] Liao, Z., **Lee, H. W.**, Johnson, R., Song, Z., & Liu, Y. (2021). Seeing from a short-term perspective: When and why daily abusive supervisor behavior yields functional and dysfunctional consequences. *Journal of Applied Psychology*, 106, 377-398. DOI: 10.1037/apl0000508

- [9] Rosen, C., Gabriel, A., Lee, H. W., Koopman, J., & Johnson, R. (2021). When leading an ear turns into mistreatment: An episodic examination of leader mistreatment in response to receipt of venting at work. *Personnel Psychology*, 74, 175-195. DOI: 10.1111/peps.12418.
- [8] Yang, J. M., Lee, H. W., Zheng, X., & Johnson, R. (2021). What does it take for voice opportunity to lead to creative performance? Supervisor listening as a boundary condition. *Journal of Business and Psychology*, 36, 1137-1150. DOI: 10.1007/s10869-020-09726-z
- [7] Chong, S., Kim, Y. J., Lee, H. W., Johnson, R., & Lin, S. (2020). Mind your own break! The interactive effect of workday respite activities and mindfulness on employee outcomes via affective linkages. *Organizational Behavior and Human Decision Processes*, 159, 64-77. DOI: 10.1016/j.obhdp.2019.11.001
- [6] Lee, H. W., & Kim, E. (2020). Workforce diversity and firm performance: Relational coordination as a mediator and structural empowerment and multisource feedback as moderators. *Human Resource Management*, 59, 5-23. DOI: 10.1002/hrm.21970
- [5] Lee, H. W., Bradburn, J., Johnson, R., Lin, S., & Chang, C. (2019). The benefits of receiving gratitude for helpers: A daily investigation of proactive and reactive helping at work. *Journal of Applied Psychology*, 2, 197-213. DOI: 10.1037/apl0000346
- [4] Lee, H. W.†, Pak, J.†, Kim, S. & Li, L. (2019). Effects of human resource management systems on employee proactivity and group innovation. *Journal of Management*, 45, 819-846. DOI: 10.1177/0149206316680029
- [3] Rosen, C., Simon, L., Gajendran, R., Johnson, R., Lee, H. W., & Lin, S. (2019). Boxed in by your inbox: Implications of daily email demands for managers' leadership behaviors. *Journal of Applied Psychology*, 104(1), 19-33. DOI: 10.1037/apl0000343
- [2] Matusik, J., Heidl, R., Hollenbeck, J., Yu, A., Lee, H. W., & Howe, M. (2019). Wearable Bluetooth sensors for capturing relational variables and temporal variability in relationships: A construct validation study. *Journal of Applied Psychology*, 104, 357-387. DOI: 10.1037/apl0000334
- [1] Lee, H. W., Choi, J. N., & Kim, S. (2018). Does gender diversity help teams constructively manage status conflict? An evolutionary perspective of status conflict, team psychological safety, and team creativity. *Organizational Behavior and Human Decision Processes*, 144, 187-199. DOI: 10.1016/j.obhdp.2017.09.005

* doctoral students or postdoctoral researchers when the paper was accepted for journal publication or received a revision request.

† an equal contribution from the respective authors.

BOOK CHAPTERS

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- Johnson, R. E., Lin, S.-H., & Lee, H. W. (2018). Self-control as the fuel for effective self-regulation at work: Antecedents, consequences, and boundary conditions of employee self-control. In A. J. Elliot (Ed.), *Advances in Motivation Science* (Vol. 5, pp. 87-128). San Diego, CA: Academic Press.

MANUSCRIPTS UNDER REVISION

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- Lee, H. W., Dishop, C.*, Chi, N. W., Lee, Y.*, Wei, W., & Mai, K. 2nd round revision at *Personnel Psychology*
 - Lee, H. W., Han, S. H.*, Cai, Y., Wang, Y., & Judge, T. 2nd round revision at *Organizational Behavior and Human Decision Processes*
 - Lee, H. W.†, Li, C.†, Ma, S.†, & Yang, J.† 4th round revision at *Journal of Applied Psychology*
 - Lee, H. W., Huang, Y*., Keeler, K., Alwine, C., & McKay, A. 1st round revision at *Academy of Management Journal*
 - Lee, H.*, Lee, H. W., Hu, J., & Yu, M. 1st round revision at *Journal of Applied Psychology*
 - Lee, H.*, Zhang, Z.*, Lee, H. W., Doyle, S., & Lount, R. 1st round revision at *Organization Science*

CONFERENCE PRESENTATIONS

- Lee, H. W., Dishop, C., Chi, N. W., Lee, Y., Wei, W., & Mai, K. (2025, October). When age helps or hinders AI Use: A goal orientation and appraisal perspective. Paper presented at the inaugural Fisher AI in Business conference, Columbus, Ohio.
- Lee, H., Zhang, Z., Lee, H. W., Doyle, S., & Lount, R. (2025, October). If it's easier, why do I feel worse? Impostor thoughts triggered by generative AI assistance. Paper presented at the inaugural Fisher AI in Business conference, Columbus, Ohio.
- Han, S. H., Lee, H., & Lee, H. W. (2025, July). Challenge and hindrance appraisals of relationship-oriented HR system: The moderating role of relationship crafting. In. Speech (Chair), *Beyond Helping: Exploring the Complexities and Boundaries of Workplace Assistance*. Symposium presented at the 2025 Academy of Management Meetings, Copenhagen, Denmark.
- Lee, H., Lee, H. W., Doyle, S. P., Zhang, Z., & Lount, R. (2025, July). Beyond support of augmentation-based AI usage: Impostor thoughts and their workplace consequences. In Zhang, Z. & Doyle, S.P. (Chairs), *Caught between Real and Ideal: Impostor Thoughts and Challenges of Authenticity in the Modern Workplace*. Symposium presented at the 2025 Academy of Management Annual Meeting, Copenhagen, Denmark.
- Lee, H. & Lee, H. W. (2025, July). Leaders at the boundary: Demands and benefits of boundary spanning and their consequences. In Ganster, M., Merchant, S., & Zhang, Z. (Chairs), *Leader Well-Being: A Situated Role-Demands Perspective*. Symposium presented at the 2025 Academy of Management Annual Meeting, Copenhagen, Denmark.
- Lee, H. W., Kim, J., Lee, H., Triana, M., & Choi, J. N. (2025, May). When employee gender diversity benefits collective performance: The importance of the proportion of women in top management teams. Paper presented at the 2025 Positive Organizational Scholarship Research conference, Ann Arbor, Michigan.
- Han, S. H., Lee, H., & Lee, H. W. (2025, April). Networking types and appraisals of relationship-oriented human resource system. Poster presented at the 2025 Society for Industrial and Organizational Psychology, Denver, Colorado.
- Lee, H. W., Dishop, C., Chi, N., Lee, Y., Mai, K., & Wu, W. (2025, April). Antecedents and consequences of AI adoption. Poster presented as part of the Research Community Forum on AI in Selection at the 2025 Society for Industrial and Organizational Psychology, Denver, Colorado.
- Lee, H. W., Dishop, C., Chi, N., Lee, Y., Mai, K., & Wu, W. (2025, February). Rethinking employee age in technology adoption: A goal orientation perspective. Paper presented at the 5th International Conference in Human Resources Management, Lisbon, Portugal.
- Lee, H. W. & Lee, Y. (2024, December). Rethinking employee age in technology adoption: A goal orientation perspective. Paper presented at the Korean Academic Association of Business Administration, Seoul, South Korea.
- Lee, H. W. & Lee, Y. (2024, October). Rethinking employee age in AI adoption: A goal orientation perspective. Paper presented at the Korean Academy of Organization and Management, Seoul, South Korea.
- Lee, H. & Lee, H. W. (2024, August). Team boundary spanning and team performance: Integrating the lens of power dynamics. In. T. He & K. S. Tey (Chairs), *The Expression of Leadership: Forging Power, Communication, and Collective Potential*. Symposium presented at the 2024 Academy of Management Meetings, Chicago, Illinois.
- Han, S. H., Lee, H. W., & Hu, J. (2024, August) Status threat caused by coworker's networking and moderating role of rivalry. In. Reinhard (Chair), *Can a Rivalry Ever End? Merging Micro and Macro Management Perspectives*. Symposium presented at the 2024 Academy of Management Meetings, Chicago, Illinois.
- Lee, H., Lee, H. W., & Hu, J. (2024, August). How employees react to peer monitoring in the workplace: Implications for inter-personal relationship and (anti) prosocial behaviors. In. Y. E. Lee & M. Ong (Chairs), *Novel Perspectives on Organizational Citizenship Behavior: Expanding the OCB literature*. Symposium presented at the 2024 Academy of Management Meetings, Chicago, Illinois.

- **Lee, H. W.**, Lee, Y., Dishop, C., Chi, N., & Mai, K. (2024, July). Employee age and new technology use. Paper presented at the Academy of International Business, Seoul, South Korea.
- **Lee, H. W.** & Lee, Y. (2024, June). Employee age and new technology use. Paper presented at Korean Corporation Management Association Spring International Conference, Seoul, South Korea.
- **Lee, H. W.**, Boncoeur, D., Lin, J., & Scott, B. (2024, March). A deep dive into the impact of gratitude expressions at work. Paper presented at the Western Positive Psychology Association 8th Annual Conference, Albuquerque, NM.
- **Lee, H. W.**, Dishop, C., & Chi, N. (2024, March). Employee age and new technology use. Paper accepted for presentation at the Artificial Intelligence in Management 4th Annual Conference, Los Angeles, CA.
- **Lee, H. W.** (2023, October). Enhancing workplace relationships. Paper presented at the 13th Relational Coordination Collaborative Roundtable, Washington, DC.
- Kim, S., **Lee, H. W.**, & Li, Z. (2023, August). Understanding the effects of daily microbreaks from a work strategy perspective. In S. Yoon, E. Kwon, & J. LePine (Chairs), *Dealing with Task Transitions in Modern Organizational Life: Insights from Emerging Research*. Symposium presented at the 2023 Academy of Management Meetings, Boston, Massachusetts.
- Oh, K., Hays, N., & **Lee, H. W.** (2023, August). Tough love or abuse: The moderation of social status on the effects of critical feedback. In S. Wu, & P. Smith (Chairs), *Power, Status, and Leadership: How We Form, Portray, and React to Social Rank at Work*. Symposium presented at the 2023 Academy of Management Meetings, Boston, Massachusetts.
- Park, H. M., **Lee, H. W.**, & Chung, S. H. (2023, July). Personality, gender, occupation, and pay disparity, the Annual Symposium of the Korea Inequality Research Network, Chuncheon, South Korea.
- **Lee, H. W.**, Kim, J., Triana, M., & Choi, J. N. (2023, May). When employee gender diversity benefits firm performance: The importance of female representation in the TMT. Paper presented at the 21st European Association of Work and Organizational Psychology, Katowice, Poland.
- **Lee, H. W.** & Kim, S. (2023, January). Can a reflective conversation be a catalyst for change? The benefits of reflective conversation for leaders' state hope and change-oriented behaviors. Doctoral consortium paper shared at the 6th Israel Organizational Behavior Conference, Tel Aviv, Israel.
- Kim, S. & **Lee, H. W.** (2023, January). Can your smartphone make you happy? A daily investigation of personal smartphone usage at work. Doctoral consortium paper shared at the 6th Israel Organizational Behavior Conference, Tel Aviv, Israel.
- **Lee, H. W.**, Kim, J., & Triana, M. (2022, November). When employee diversity benefits firm performance: The importance of female representation in TMT. Paper presented at the 12th Relational Coordination Collaborative Roundtable, Boston, Massachusetts.
- Lee, H., **Lee, H. W.**, & Johnson, R. (2022, August). Can leaders' receipt of proactive helping affect their commitment to the subordinates? Integrating theories of approach-avoidance and challenge-hindrane. Paper presented at the 2022 Conference on Commitment, Columbus, Ohio.
- Park, H., Judge, T., **Lee, H. W.**, Chung, S., Zhan, Y (2022, July). Within occupation pay inequality: The role of personality, Black stereotype, and occupational value of status. Paper presented at the 2022 Korean Inequality Research Network, Seoul, South Korea.
- Boncoeur, D., **Lee, H. W.**, & Orlando, R. (2022, June). When receipt of gratitude impacts work outcomes via emotional regulation amongst coworkers. Paper presented at the 2022 POS Research Conference, Ann Arbor, Michigan.
- Kim, S. Y., **Lee, H. W.**, Li, Z., & Cho, S (2022, June). The benefits of the social sharing about personal difficulties for employee productivity. Paper presented at the 2022 EURAM Research Conference, Winterthur, Switzerland.
- Kim, S., Cho, S., **Lee, H. W.**, Kim, S. (2022, April) A lack of personal social interaction and its costs: VSI as a moderator. Poster presented at the 2022 Society for Industrial and Organizational Psychology, Seattle, Washington.
- Boncoeur, D., **Lee, H. W.**, & Orlando, R. (2021, August). When receipt of gratitude impacts work outcomes via emotional regulation amongst coworkers. Paper presented at the 2021 Academy of Management Meetings. Virtual conference.

- Kim, J., Lee, H. W., Gao, H., & Johnson, R. E. (2021, August). When CEOs are all about themselves: Perceived CEO narcissism and middle managers' workplace behavior. Paper presented at the 2021 Academy of Management Meetings. Virtual conference.
- Lee, H. W. & Kim, S. (2021, August). Finding hope in times of hardship: A daily investigation of the benefits of reflective conversation. In. K. Bae & D. Mayer (Chairs), *A Leader-centric Approach to Leader Well-being: How Leaders' Behaviors Affect Their Own Well-being*. Symposium presented at the 2021 Academy of Management Meetings. Virtual conference.
- Young, H., Lee, H. W., & Johnson, R. (2021, August). Influence and adjustment: Examining the role of ideal affect for leader self-regulation. In. K. Bae & D. Mayer (Chairs), *A Leader-centric Approach to Leader Well-being: How Leaders' Behaviors Affect Their Own Well-being*. Symposium presented at the 2021 Academy of Management Meetings. Virtual conference.
- Kim, J., Lee, H. W., Gao, H., & Johnson, R. E. (2020, October). Narcissus in others' eyes: Narcissistic CEO and middle managers. Paper presented at the Strategic Management Society 40th Annual Conference, London, UK (virtual due to COVID).
- Fatimah, S., Lee, H. W., & Ferris, D. L. (2020, August). Does proactivity beget proactivity? The role of power and status. In. U. Bindl & A. Starzyk (Chairs), *Dynamics of Proactivity: Advancing Insights into Implications of Self-initiated Action at Work*. Symposium presented at the 2020 Academy of Management Meetings, Vancouver, British Columbia, Canada (virtual due to COVID).
- Lee, H. W., Hays, N., & Johnson, R. (2020, August). Aligning social hierarchy motivation and leader behavior. In. Y. Yin & P. K. Smith (Chairs), *Interpersonal Processes of Power Dynamics*. Symposium presented at the 2020 Academy of Management Meetings, Vancouver, British Columbia, Canada (virtual due to COVID).
- Kim, J. & Lee, H. W. (2020, August). Seeds for innovation to bloom: Female representation in TMT and the use of innovation-oriented intangible assets. Paper accepted to present at the Academy of Management Meetings Paper Development Workshop, Vancouver, Canada (virtual due to COVID).
- Li, S., Johnson, R., Lee, H. W., & Scott, B. (2020, April). When and for whom does voice inspire managers to be transformational? In. E. McCune (Chair), *Advances in Employee Voice: Inspiring Change, Network Influences, and Team Faultlines*. Symposium presented at the 2020 Society for Industrial and Organizational Psychology, Austin, Texas (virtual due to COVID).
- Lee, H. W., Ferris, L., & Johnson, R. (2020, April). How status influences individuals' responses to approach- and avoidance-oriented CWB. Poster presented at the 2020 Society for Industrial and Organizational Psychology, Austin, Texas (virtual due to COVID).
- Lee, H. W. (2020, February). Middle managers' psychological entitlement as a consequence of empowerment. Poster presented at the Society for Personality and Social Psychology, New Orleans, LA.
- Johnson, R., Lee, H. W., & C. Chang (2019, August). Organizational citizenship behavior and its implications for moral licensing. In. Y. Song, M. Tu, & J. Koopmann (Chairs), *Citizenship Behavior: Different Theoretical Perspectives to Understand the Predictors and Outcomes*. Symposium presented at the 2019 Academy of Management Meetings, Boston, Massachusetts.
- Oh, J. & Lee, H. W. (2019, August). When critical supervisory feedback is perceived as abusive supervision: A social hierarchy perspective. In. M. Huai & H. Lian (Chairs), *Abusive Supervision: New Understandings and Practical Implications*. Symposium presented at the 2019 Academy of Management Meetings, Boston, Massachusetts.
- Lee, H. W. & Kim, J. (2019, August). Does TMT gender diversity help employee gender diversity enhance firm performance? An examination of synergistic effects between organizational levels and the mediating role of relational coordination. Paper presented at the 2019 Association of Korean Management Scholars (AKMS) Meetings, Boston, Massachusetts.
- Lee, H. W. & Kim, J. (2019, August). When employee gender diversity benefits firm performance: The importance of TMT gender diversity. Paper presented at the 2019 Academy of Management Meetings, Boston, Massachusetts.
- Kim, J. & Lee, H. W. (2019, August). Unpacking female talent at the top: Female representation in top management teams, innovation-relevant intangible resources, and firm performance. Paper accepted for a review at the Academy of Management Meetings Paper Development Workshop, Boston, Massachusetts.

- **Lee, H. W.** (2019, June). Empowered or entitled to lead? An evolutionary perspective of how managers navigate structural empowerment. Poster presented at the Human Behavior & Evolution Society, Boston, MA.
- Ellen, P., Rosen, C., DeOrtentiis, P., Johnson, R., **Lee, H. W.**, Koopman, J., & Gabriel, A. (2019, April). Political Contagion. In S. Hill, A. Thomas, & J. Meriac (Chairs), *Do You Perceive It?: Perceptual Issues Surrounding Organizational Politics*. Symposium presented at the 2019 Society for Industrial and Organizational Psychology, Washington, D.C.
- **Lee, H. W.** & Kim, J. (2018, October). When employee gender diversity benefits firm performance: The importance of TMT gender diversity. Paper accepted for a review at the Academy of Management Discoveries Paper Development Workshop, East Lansing, MI.
- **Lee, H. W.** & Kim, E. (2018, September). Diversity and firm performance: Relational coordination as a mediator and HR practices as moderators. Paper presented at the Relational Coordination Research Collaborative (RCRC) Webinar.
- **Lee, H. W.**, Kim, J. & Chung, G. H. (2018, September). When employee gender diversity benefits firm performance: The importance of TMT gender diversity. Paper presented at the 7th Human Capital Corporate Panel (HCCP), Seoul, South Korea.
- **Lee, H. W.**, Kim, Y. J., Johnson, R., & Lin, S. (2018, August). A daily investigation of the consequences of receiving unsolicited help: Integrating the challenge-hindrance stressors and the approach-avoidance frameworks. In J. Harvey & D. Bergeron (Chairs), *Perspectives on Performance: New Vantages on Organizational Citizenship Behavior*. Symposium presented at the 2018 Academy of Management Meetings, Chicago, Illinois.
- **Lee, H. W.** & Hays, N. (2018, August). Cascading empowerment: The role of prestige and dominance orientation. In C. Case & N. Hays (Chairs), *Leaders Improving Lives: Harnessing the Power of Leaders for Good*. Symposium presented at the 2018 Academy of Management Meetings, Chicago, Illinois.
- Meng, C., **Lee, H. W.**, & Ferris, L. (2018, August). Using power distance to differentiate forms of workplace mistreatment. In M. Chen & L. Ferris (Chairs), *Workplace Ostracism Research: What's Next?* Symposium presented at the 2018 Academy of Management Meetings, Chicago, Illinois.
- **Lee, H. W.**, Yang, J., & Johnson, R. E. (2018, January). What does it take for voice behavior to lead to creative performance? Supervisor listening as a boundary condition. In E. Miron-Spektor (Chair), *Gender and voice*. Symposium presented at the 4th Israel Organizational Behavior Conference, Tel Aviv, Israel.
- **Lee, H. W.**, Bradburn, J., Johnson, R., Lin, S., & Chang, C. (2017, August). The benefits of receiving gratitude for helpers: A daily investigation of proactive and reactive helping at work. In H. Lee & R. E. Johnson (Chairs), *Toward a social interaction view of OCB*. Symposium presented at the 2017 Academy of Management Meetings, Atlanta, Georgia.
- Heidl, R., Matusik, J., Hollenbeck, J., **Lee, H. W.**, Yu, A., & Howe, M. (2017, August). Validity and utility of Bluetooth-based proximity sensors in organizational research. In A. Yu (Chair), *Using wearable sensor technology in organizational research*. Symposium presented at the 2017 Academy of Management Meetings, Atlanta, Georgia.
- Liao, C., **Lee, H. W.**, & Lin, S. (2017, August). Serving today, laissez-faire tomorrow? An actor-centric examination of daily servant leader behaviors and the moderating role of perspective taking. In J. Smallfield & B. Wu (Chairs), *The Darkside and Downside of Servant Leadership*. Symposium presented at the 2017 Academy of Management Meetings, Atlanta, Georgia.
- **Lee, H. W.** (2017, April). A relational model of multisource feedback. Poster presented at the 2017 annual meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- **Lee, H. W.** (2017, February). Helping at work. Paper presented at the 9th Annual Graduate Academic Conference, East Lansing, Michigan.
- **Lee, H. W.** (2016, October). Why and when do multisource feedback systems increase firm performance? Paper presented at the 6th Relational Coordination Collaborative Roundtable, Portland, Oregon.
- **Lee, H. W.** & Van Dyne, L. (2016, August). A normative model predicting voice behavior and voice quality. In Kim, Y. & Millken, F. (Chairs), *an Exploration of Team and Managerial Effects on Employee Voice Frequency and Quality*. Symposium presented at the 2016 Academy of Management Meetings, Anaheim, California.

- Lee, H. W., Pak, J. & Kim, S. (2014, August). HPWS and team performance: The roles of team reflexivity and outcome interdependence. In *Academy of Management Proceedings* (Vol. 2014, No. 1, p. 14770). Paper presented at the 2014 Academy of Management Meetings, Philadelphia, Pennsylvania.

Panelist/Discussant

- Panelist. (2024, June). *Relating across professional and social identity differences - what are we learning?* RC Café, Webinar.
- Panelist. (2020, August). *Halfway there, but now what? Advice for pre-dissertation doctoral students.* Professional Development Workshop, the 2020 Academy of Management Meetings, Vancouver, British Columbia, Canada.

CHAired SYMPOSIUM

- Contigiani, A., Lee, H. W., & Wen, X. (Chairs) (2024, November). *AI and Work: Productivity, Adoption, and Displacement.* Symposium presented at the 2024 TDAI's Interdisciplinary Research Fall Forum, Columbus, OH.
- Zhao, E. & Lee, H. W. (Chairs) (2018, June). *Leading through actions: How leadership behaviors influence employees and organizations.* Symposium presented at International Association for Chinese Management Research, Wuhan, China.
- Lee, H. W., & Johnson, R. (Chairs) (2017, August). *Toward a social interaction view of OCB.* Symposium presented at the 2017 Academy of Management Meetings, Atlanta, Georgia.

AWARDS & GRANTS & SCHOLARSHIP

- [Rising Star Early Career Award](#), Network of Leadership Scholars (NLS), 2025
- Excellent Paper Presentation Award, Korean Academic Association of Business Administration, 2024
- Excellent Paper Presentation Award, Korean Academy of Organization and Management, 2024
- Christine A. Poon and Michael F. Tweedle Faculty Award, 2024-2026
- [Pace Setters Faculty Research Award](#), 2023
- Best Ad-Hoc Reviewer Award for the *Journal of Applied Psychology*, 2022
- Denman Scholar Research Funds, 2023 – Present
- Provost's Early Career Scholar Research Grant, Ohio State University, 2022 – 2023
- Fisher College of Business Small Research Grant (\$2,000), 2020, 2021, 2023, 2024
- Instructor of Excellence, Michigan State University, 2020
- Student Travel Award at SIOP conference (\$500), 2020
- Diversity Student Travel Award at SPSP conference (\$500), 2020
- POSCO Research Institute Best Doctoral Student Paper Award (\$2,000), 2019
- Dissertation completion fellowship (\$6,000), Michigan State University, 2019
- Winner, Graduate Student Research Competition at the 6th Human Capital Corporate Panel Academic Conference, 2016 (The grand prize: \$3,000).
- Winner, Graduate Student Research Competition at the 5th Human Capital Corporate Panel Academic Conference, 2014 (The third prize: \$1,000).
- National Humanities and Social Sciences Graduate Research Scholarship of Korean Student Aid Foundation (KOSAF), 2014
- Full scholarship student funded by the U.S. Department of State for an academic year at Florida Gulf Coast University, Global Undergraduate Exchange Program (August 2011 – April 2012).
- Classical Chinese Studies Scholarship Program of Korea Foundation for Advanced Studies, 2008 – 2012.

EDITORIAL BOARD MEMBER

- *Journal of Applied Psychology* (2024 – Present).
- Korean Academy of Organization and Management (2023 – 2024).
- *Organizational Behavior and Human Decision Processes* (2021 – Present).

PROFESSIONAL ACTIVITIES

Ad-hoc reviewer for peer-reviewed journals

- Academy of Management Journal, Academy of Management Review, Computers in Human Behavior, European Journal of Work and Organizational Psychology, Human Resource Management, Human Resource Management Journal, Journal of Applied Psychology, Journal of Business Ethics, Journal of Experimental Social Psychology, Journal of Management, Journal of Management Studies, Journal of Occupational and Organizational Psychology, Journal of Organizational Design, Journal of Vocational Behavior, Management Science, Motivation and Emotion, Organizational Behavior and Human Decision Processes, Organization Science, Personnel Psychology, Personality and Social Psychology Bulletin, and Strategic Management Journal.

Grant & award reviewer

- National Science Foundation (NSF), Swiss National Science Foundation (SNSF), The Research Grants Council (RGC) of Hong Kong, Translational Data Analytics Institute (TDAI), Samsung Global Research Scholarship, and INFORMS Organization Science Dissertation Competition.

Conference reviewer

- Academy of International Business (AIB), Academy of Management (AOM), European Academy of Management (EURAM), Hawaii International Conference on System Sciences (HICSS), International Association for Chinese Management Research (IACMR), International Association of Conflict Management Annual Conference (IACM), Positive Organizational Scholarship (POS) Research Conference, Society for Industrial and Organizational Psychology (SIOP), and The Edward F. Hayes Advanced Research Forum.

AFFILIATIONS

- Academy of Management (AOM), Association of Korean Management Scholars (AKMS), Human Behavior & Evolution Society (HBES), International Association for Conflict Management (IACM), Korean-American Scientists and Engineers Association (KSEA), Relational Coordination Collaborative Faculty Member (RCC), Society for Industrial and Organizational Psychology (SIOP), Society for Personality and Social Psychology (SPSP), Translational Data Analytics Institute (TDAI), and Western Positive Psychology Association (WPPA).

TEACHING EXPERIENCE**INSTRUCTOR RATING**

- Instructor at The Ohio State University
 - MBA for Working Professionals

<i>Leadership (MBA 6202-4849, 4899, 5266, Spring 2025)</i>	4.56, 4.83, 4.80 / 5.00
<i>Leadership (MBA 6202-4755, 4705, 5160, Spring 2024)</i>	4.84, 4.86, 4.53 / 5.00
<i>Leadership (MBA 6202-4567, 4618, 35423, Spring 2023)</i>	4.81, 4.48, 4.85 / 5.00
<i>Leadership (MBA 6202-4380, 4381, 4438, Spring 2022)</i>	4.69, 4.86, 4.70 / 5.00
<i>Leadership (MBA 6202-4374, 4375, 4432, Spring 2021)</i>	4.90, 4.81, 4.77 / 5.00
 - Masters in Supply Chain Management

<i>Leadership (BUSOBA-7398, Spring 2025)</i>	4.57
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 - Seminar for Doctoral Students

<i>Advanced Seminar in HRM (BUSMHR 8302, Spring 2025)</i>	
<i>Professional Development Seminar (BUSMHR 8611, 2023-2025)</i>	
- Instructor at Michigan State University

<i>Management Capstone: Leadership (MGT-460, Spring 2020)</i>	4.79 / 5.00
○ Broad College Instructor of Excellence Award	
<i>Organizational Behavior (MGT-325, Summer 2016)</i>	4.64 / 5.00

SERVICES

For the Management and Human Resources department

- OB/HR PhD Program Coordinator, 2023 – 2025.
 - Outlining strategies for strengthening our PhD program called “[RESEARCH](#)” (acronyms)
 - Creating the [10 reasons to choose to study at OSU](#) to promote our PhD program
 - Creating a PhD program brochure
 - Creating undergraduate RA positions for the MHR faculty in collaboration with and support from the OSU’s psychology department (with Dr. Robert Lount; Bass Award Scholarship)
 - Coordinating bi-weekly Friday lunch gatherings with doctoral students and faculty (with Drs. Klein Howard and Kathleen Keeler)
 - Updating the PhD recruitment process and MHR handbook.
 - Updating the PhD student travel policy (increasing student stipends for travels and research; with Dr. Timothy Judge)
 - Promoting our PhD program on campus and online.
 - Organizing virtual information sessions to recruit PhD students domestically and globally (April 25, 2025)
 - Participating in Future Management Scholar webinars hosted by Dr. Jennifer Nahrgang
 - Securing additional space for doctoral students (with Dr. Bennett Tepper).
- OB/HR Faculty Recruiting and Search Committee, 2024 – Present.
- PhD Professional Development Seminar, Co-Coordinator, 2022 – 2025.
- PhD comprehensive exam committee
 - Hanho Lee and Jake Rathjens, 2023
- PhD comprehensive exam committee chair
 - Erfan Bayat, Boyuan Ju, and Yiming Huang, 2025
- 2nd year PhD paper committee
 - Hanho Lee, 2023
 - Boyuan Ju, 2025
- PhD recruitment committee, 2022 – 2023. 2025 – 2026.
- Fisher MHR OB/HR Seminar Series, Organizer, 2021 – 2022.
- Guest Speaker Engagements
 - OB/HR Professional Development Seminar
 - Introducing a Research Program (Nov. 2020)
 - Academic Job Search (Oct. 2021)
 - Developing, Proposing, and Completing a Dissertation (Nov. 2022; Oct. 2023; Mar. 2026)
 - Developing and Managing Professional Collaborations (Nov. 2023)
 - Maximizing Article Acceptance (Oct. 2024)
 - Research Incubator Workshop (Oct. 2024)
 - Micro Research Methods Seminar
 - Mediation and Moderation (Oct. 2023)
 - OB seminar
 - Work teams and diversity (Sep. 2024)

For the Fisher College of Business

- Director of Research, Fisher Leadership Initiative, 2024 – Present.
 - Developing principled leadership assessments (with Dr. Bennett Tepper).
 - Co-organizing (with Dr. Bennett Tepper) [a conference on principled leadership](#) (May 9, 2025).
- Co-chairs, Fisher AI in Business Conference, 2025 – Present.
 - Co-organizing (with Drs. Vince Castillo and Rakesh Mallipeddi) [an academic conference on AI in business](#) (October 2-3, 2025)
- Co-chairs (with Drs. Alice Li and Yuheng Hu), Fisher AI Research Retreat (scheduled on April 9, 2026)
- Academic Director, Fisher Executive Education 2024 – Present.
 - Serving as a co-academic director (with Ty Shepfer) to establish partnerships with Worthington Enterprises and design a customized leadership development program.
- Member of the Economic and Business Opportunity Network & Initiative at Fisher (2025 – Present).
- PhD committee member representing the MHR department, 2023 – 2025.

- An invited speaker for the Executive Education’s Corporate Advisory Council (Topic: The Impact of AI in Human Resources; 2023, October)
- An invited speaker for the Executive Education’s Corporate Advisory Council (Topic: How to Design Effective Engagement Surveys; 2024, June)

For The Ohio State University

- OAA Faculty Fellow, 2025 – Present.
 - Evaluation of OAA’s leadership development programs (with senior vice provost, Dr. Patrick Louchouart)
 - Our partnership aims to bridge theory and practice in academic leadership development through continuous, evidence-based improvement. By systematically collecting and analyzing data from OAA’s leadership initiatives, we will identify the key factors that drive academic leadership success and translate these findings into actionable frameworks.
- Working Group, the Responsible AI and Cybersecurity pillar (led by Drs. Dennis Hirsch and Zhiqiang Lin), 2025 – Present.
 - OSU is launching a university-wide AI Hub that is being led by Dr. Ness Shroff, organized around several pillars: Responsible AI and Cybersecurity, AI Foundations, Health, Engineering & Sciences, Agriculture, with cross-disciplinary convergence. The working group develops an overall strategy for the Responsible AI and Cybersecurity pillar.
- Co-organizer (with Dr. Andrea Contigiani) for a symposium (Topic: AI and Work: Productivity, Adoption, and Displacement) at the [2024 TDAI’s Interdisciplinary Research Fall Forum](#) (11/07/2024).
- A graduate faculty representative for the oral dissertation defense by Emily Van Gaasbeek (major: Psychology; advisor: Prof. Marc Tassé)(11/12/2024)
- A graduate faculty representative for the oral dissertation defense by Xiang Deng (major: Computer Science and Engineering; advisor: Prof. Huan Sun)(07/07/2023)
- An invited presenter for Provost's Early Career Scholars Research Update and Reception (2023, April)
- An invited presentation (“Can AI usage foster imposter thoughts?”) for the BMI (Biomedical Informatics) department retreat (2025, March)
- An invited presentation (“Principled Leadership Assessment and Key Takeaways”) to the President’s Buckeye Accelerator cohort, hosted by the Keenan Center for Entrepreneurship (2025, November).

For the Management department at Michigan State University

- Initiated “Spartan Research Methods Series” and organized various research methods seminars covering survival analysis (2019, April), growth curve modeling (2019, April), web scraping using Python (2019, September), meta-analysis (2020, January), and CloudResearch (2020, April).
- Organized and led “ESM data cleaning” session (2019, April) for doctoral students in the Management and Industrial Psychology departments at Michigan State University.
- Organized and led “Multilevel analysis using Mplus” session (2019, April) for doctoral students in the Management, Industrial Psychology, and Human Resources and Labor Relations departments at Michigan State University. Students from the Ohio State University also joined the session online.
- Organized and led “Testing multilevel moderated mediation using Mplus” session (2017, October)

Others

- Peer Advisor, the SPSP 2019 Peer Advising Program
- Research mentoring doctoral students outside OSU (Name, Home Institution, Year)
 - Jihye Han, University of Illinois Chicago, 2024 – Present.
 - Hyeonjung Lee, Seoul National University, 2022 – Present.
 - Henry Young, Michigan State University, 2020 – 2024.
- Research mentoring undergraduate students (Name, Home Institution, Year)
 - Sean Osborn, The Ohio State University, 2025

- Undergraduate Thesis Committee Member, “Job Satisfaction Among Workers with Intellectual Disabilities”
 - Jahnvi Talluri, The Ohio State University, 2024 – Present.
- Undergraduate Thesis Advisor, “Risk Preferences and Decision Making in Visual Search Tasks” Aileen Acuna, Michigan State University, 2015 – 2017.
- First place award recipient of University Undergraduate Research and Arts Forum (UURAF), April 2017, Michigan State University
- Presenter of UURAF, April 2016, Michigan State University
 - Austin Langlains, Michigan State University, 2017 – 2019.
- Presenter of UURAF, April 2019, Michigan State University
- Presenter of UURAF, April 2018, Michigan State University

DISSERTATION COMMITTEES

Dissertation	Role	Year
Woohee Choi	Committee Member	2023
Sang Hoon Han	Committee Member	2025
Jacob Rathjens	Committee Member	2026
Hanho Lee	Chair	2027

SELECTED MEDIA CITATION

- [“Principled leadership: Leading with integrity and purpose,”](#) Lead Read Today, March 21, 2025.
- [“INSIGHT: How to design effective employee engagement surveys,”](#) Lead Read Today, June 11, 2024.
- [“Resilience in the Face of Pandemic: Lessons from Ohio's Healthcare Sector,”](#) Lead Read Today, December 6, 2023.
- [“Jobs that AI can’t do,”](#) WBNS 10TV, July 10, 2023.
- [“How do leaders react when followers offer unsolicited help?,”](#) Lead Read Today, January 11, 2023.
- [“The danger of narcissistic CEOs — especially during a crisis,”](#) MSU Broad College of Business, Jan 31, 2022.
- [“CEO narcissism linked to heightened workplace uncertainty amid the COVID-19 pandemic,”](#) PsyPost, January 8, 2022.
- [“Is CEO narcissism harmful amid the COVID-19 pandemic?,”](#) Lead Read Today, December 21, 2021.
- [“The danger of narcissistic CEOs – especially during a crisis,”](#) I/O at work, November 16, 2021.
- [“How your emotions affect co-workers,”](#) Lead Read Today, August 24, 2021.
- [“When venting to managers causes problems,”](#) Lead Read Today, Feb 2, 2021.
- [“How empowerment initiatives can help - and harm - employees,”](#) Michigan State University Today, Oct 20, 2020.
- [“You should not volunteer to help your coworkers,”](#) Harvard Business Review, March/April Issue, 2019.
- [“The hidden status battles that can roil the office,”](#) The Wall Street Journal, February 20, 2018.
- [“No, you can’t ignore email. It’s rude,”](#) New York Times, Feb 15, 2019.
- [“Keep to yourself! Don’t offer co-workers help unless asked,”](#) Michigan State University Today, Oct 24, 2018.
- [“Is email evil? Bosses are getting boxed in by their inbox,”](#) Michigan State University Today, Sep 12, 2018.

Practitioner Conferences

- Lee, H. W. (2025, April). *Embracing AI at Work: Who Adopts It and Why It Matters*. Research presented at the Center for Operational Excellence (COE) Summit 2025, Columbus, OH.

RESEARCH CONSULTING

- Han, J., Kim, S., & Lee, H. W. 2024 – Present. Employee gratitude exchanges. Hyundai Mobis, Seoul, South Korea.
- Lee, H. W. 2024. The impact of AI on individual learning and growth. OUTTA, Seoul, South Korea.

- Lee, H. W. 2021 – Present. Leadership feedback reports submitted to managerial employees enrolled in MBA 6202, EMBA 6204, and BUSOBA 7398 (topic: Leadership), USA.
- Lee, H. W. & Johnson, R. 2016 – 2020. Leadership feedback reports submitted to managerial employees enrolled in MGT 840 (topic: Leadership), USA.
- Lee, H. W. & Ferris, D. L. 2018 – 2020. Talent management feedback reports submitted to managerial employees enrolled in MGT 818 (topic: Talent management), USA.
- Lee, H. W. 2015. Research report submitted to a large scale food and beverage company (CJ Group), South Korea.

INVITED TALKS

- University of Akron, Department of Psychology, 2025
- Korea University, Business School, 2025
- The Ohio State University, Department of Psychology, 2024
- Wayne State University, Business School, 2024
- Nanyang Technological University, Business School, 2023
- Sungkyunkwan University, Business School, 2023
- University of Texas at Dallas, the Jindal School of Management, 2019
- London School of Economics and Political Science, Department of Management, 2019
- The Ohio State University, the Fisher College of Business, 2019
- National University of Singapore, Business School, 2019

OTHER EXPERIENCES

- Ministry of National Defense, South Korea
 - Served in the Korean Army (2008 – 2010).