

HUN WHEE LEE

The Ohio State University – Fisher College of Business
 Department of Management and Human Resources
 736 Fisher Hall; 2100 Neil Avenue Columbus, OH 43210
lee.7313@osu.edu

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. (in press). The paradox of structural empowerment: How and when structural empowerment fuels psychological entitlement and undermines resource sharing. *Journal of Applied Psychology*. Forthcoming. DOI: 10.1037/apl0001377
- [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

-
- 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

-
- Lee, H. W., Dishop, C.*, Chi, N. W., Lee, Y.*, Wei, W., & Mai, K. *Under 3rd review 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.† *Under 5th review at Journal of Applied Psychology*
 - Lee, H. W., Huang, Y*., Keeler, K., McKay, A., & Alwine, C. *Under 2nd review at Academy of Management Journal*
 - Lee, H.*, Lee, H. W., Hu, J., & Yu, M. *Under 2nd review at Journal of Applied Psychology*
 - Lee, H.*, Zhang, Z.*, Lee, H. W., Doyle, S., & Lount, R. *1st round revision at Organization Science*

- Young, H.*, Koval, C., Lee, H. W., Hahn, R., & Johnson, R. *1st round revision at Personality and Social Psychology Bulletin.*

CONFERENCE PRESENTATIONS

Available upon request

AWARDS & GRANTS & SCHOLARSHIP

- [Pace Setters Faculty Graduate Teaching Award](#), 2026
- Finalist, Evidence-Based Leadership Development Program (EBLDP) Award, League of Leadership, 2026
- [Rising Star Award](#), Association of Psychology Science (APS), 2025
- [Rising Star Early Career Award](#), Network of Leadership Scholars (NLS), 2025
- 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, 2025
- 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).
- 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), Edward F. Hayes Advanced Research Forum, and Denman Undergraduate 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
--	------
 - 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.
- OB/HR Faculty Recruiting and Search Committee, 2024 – 2025.
- PhD Professional Development Seminar, Co-Coordinator, 2022 – 2025.

For the Fisher College of Business

- Director of Research, Fisher Leadership Initiative, 2024 – Present.
- Co-chairs, [Fisher AI in Business Conference](#), 2025 – Present.
- Co-chairs, [Fisher AI Research Retreat](#), 2026 – Present.

For The Ohio State University

- OAA Faculty Fellow, 2025 – Present.
- Working Group, the Responsible AI and Cybersecurity pillar (led by Drs. Dennis Hirsch and Zhiqiang Lin), 2025 – Present.
- Search Committee for the Assistant Vice Provost for Leadership Development position. 2026 – Present.

- 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”
 - Presenter of Denman Undergraduate Research Forum, March 2026, The Ohio State University
 - 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	Institution	Role	Year
Woohee Choi	The Ohio State University	Committee Member	2023
Sang Hoon Han	The Ohio State University	Committee Member	2025
Jacob Rathjens	The Ohio State University	Committee Member	2026
Hanho Lee	The Ohio State University	Chair	2027
Jihye Han	University of Illinois Chicago	Committee Member	2028

RESEARCH CONSULTNG

- Han, J., Kim, S., & Lee, H. W. 2024. Employee gratitude exchanges. Hyundai Mobis, Seoul, South Korea.
- Lee, H. W. 2015. Research report submitted to a large scale food and beverage company (CJ Group), South Korea.

INVITED TALKS

- Seoul National University, Business School, 2026 (scheduled)
- 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).