MADELINE ONG
Mays Business School, Texas A&M University
4221 TAMU, College Station, Texas 77843
mong@tamu.edu

ACADEMIC POSITIONS

Texas A&M University, Mays Business School
Assistant Professor of Management, 2021 – present.

Hong Kong University of Science and Technology
Assistant Professor of Management, 2018 – 2021.

Singapore Management University, Lee Kong Chian School of Business
Assistant Professor of Organizational Behavior and Human Resources, 2017 – 2018.

INSEAD, Singapore
Visiting Scholar, INSEAD Global Leadership Centre, 2015 – 2016.

EDUCATION

University of Michigan, Stephen M. Ross School of Business
Ph.D. in Business Administration (Management & Organizations), 2017
Committee: Dave Mayer (Chair), Sue Ashford, Leigh Tost, Scott Rick, Ethan Kross

Singapore Management University, Lee Kong Chian School of Business
Bachelor of Business Management, Magna Cum Laude, 2011
Majors: Organizational Behavior and Human Resources, Psychology

PUBLICATIONS

Ong, M., Kim, Y. H., & Koopman, J. (2024). Help yourself before helping others: When corporate social responsibility does not make a company more attractive to job seekers. *Personnel Psychology, 77,* 1267-1297.

Ong, M., Lee Cunningham, J., & Parmar, B. (2024). Lay theories of homo economicus: How and why does economics education make us see honesty as effortful? *Academy of Management Learning & Education, 23*(1), 41-60.

Ong, M. (2023). The transforming power of self-forgiveness in the aftermath of wrongdoing. *Organizational Behavior and Human Decision Processes, 176*, 104237.

Ong, M., Ashford, S. J., & Bindl, U. K. (2023). The power of reflection for would-be leaders: Investigating individual work reflection and its impact on leadership in teams. *Journal of Organizational Behavior, 44*(1), 19-41.

Kross, E., **Ong, M.**, & Ayduk, O. (2023). Self-reflection at work: Why it matters and how to harness its potential and avoid its pitfalls. *Annual Review of Organizational Psychology and Organizational Behavior, 10*, 441-464.

Mayer, D. M., **Ong, M.**, Sonenshein, S., & Ashford, S. J. (2019). The money or the morals? When moral language is more effective for selling social issues. *Journal of Applied Psychology, 104*(8), 1058-1076.

Lee, J. J., **Ong, M.**, Parmar, B, & Amit, E. (2019). Lay theories of effortful honesty: Does the honesty-effort association justify making a dishonest decision? *Journal of Applied Psychology, 104*(5), 659-677.

Ong, M., Mayer, D. M., Tost, L. P., & Wellman, N. (2018). When corporate social responsibility motivates employee citizenship behavior: The sensitizing role of task significance. *Organizational Behavior and Human Decision Processes, 144,* 44-59.

Bauman, C. W., Tost, L. P., & **Ong, M.** (2016). Blame the shepherd not the sheep: Imitating higher-ranking transgressors mitigates punishment for unethical behavior. *Organizational Behavior and Human Decision Processes, 137,* 123-141.

Wellman, N., Mayer, D. M., **Ong, M.**, & DeRue, D. S. (2016). When are do-gooders treated badly? Legitimate power, role expectations and reactions to moral objection in organizations. *Journal of Applied Psychology, 101*(6), 793-814.

WORK IN PROGRESS

Liu, F., Zhang, L., Kim, S., & **Ong, M.** Withdrawal and voice quality after voice rejection. *Under second-round review at Journal of Applied Psychology.*

Ong, M., Soo, C.*, & Lam, C. F. Sustaining ethical voice with moral language. *Under review.*

Ong, M., Lee, Y. E.*, & Koval, C. Z. Help context and perceptions of helpers' motives. *Working paper.*

Ong, M., Ashford, S. J., Bresman, H., & Ye, Z.* Reflection and emotional ambivalence. *Working paper.*

Idso, C.*, **Ong, M.**, & Kim, S. Balancing morality and sensitivity in voice rejection. *Working paper.*

Gainsburg, I., Polineni, S.*, Sonday, L., **Ong, M.**, & Lee Cunningham, J. Power dynamics and perception gaps in social issue advocacy. *Working paper.*

Ong, M., Sonday, L., & Rogers, B. Meaningful work and parenthood. *Data collection and analysis stage.*

Seo, H., **Ong, M.**, Olson, N., & Idso, C.* Sensitivity to CSR. *Data collection and analysis stage.*

Soo, C.*, Sawyer, K., Kim, S., & **Ong, M.** Venting emotions. *Data collection and analysis stage.*

Ong, M., Ye, Z.*, & Song, Y. CSR and newcomers. *Data collection.*

Pham, Q. D, Stamatogiannakis, A., Tzini, K., **Ong, M.** Time and money aggregation*. Data collection.*

*denotes a PhD student at the beginning of collaboration

BOOK CHAPTERS AND COMMENTARIES

Ong, M., Bierman, L., & Panina, D. (2024). Unpacking managerial responses to employee voice. Commentary on "The perils of voice veneer: The case of Disneyland puppeteers' unionization efforts," By Holm, Fong, and Anteby." *Academy of Management Discoveries, 10*(4), 630-632.

Anseel, F., & Ong, M. (2021). *Reflection: Behavioral strategies to structure and accelerate learning from experience.* In Harvey, V. S., & De Meuse, K. (Eds.). The Age of Agility: Building Learning Agile Leaders and Organizations (pp. 259-281). SIOP Professional Practice Series. Oxford, UK: Oxford University Press.

Ashford, S. J., Ong, M., & Keeves, G. (2017). *The role of issue-selling in effective strategy-making.* In Floyd, S.W., & Wooldridge, B. (Eds.). Handbook of Middle Management Strategy Process Research. Cheltenham, UK: Edward Elgar Publishing.

Ong, M., & Ashford, S. J. (2016). *Issue-selling: Proactive efforts toward organizational change.* In Parker, S. K., & Bindl, U. K. (Eds.). Proactivity at Work. London, UK: Routledge.

MEDIA COMMENTARY

Mayer, D. M., Ong, M., Sonenshein, S., & Ashford, S. J. (February 14, 2019). To get companies to take action on social issues, emphasize morals, not the business case. *Harvard Business Review Blog.*

Ong, M. (March 8, 2018).中小企业如何建构商业道德. Business ethics for small and medium-sized enterprises. 联合早报 *Lianhe Zaobao.*

Ong, M. (October 2, 2017). Who's responsible for combating corruption in Singapore? *Channel News Asia Online.*

Ong, M., & Yong, R. (November 20, 2017). Understanding the reflective path to leadership. *The Head Foundation.*

Ong, M. (August, 2014). Preparing a persuasive pitch. *Center for Social Impact, University of Michigan.*

MEDIA MENTIONS

Network for Business Sustainability. (November 26, 2019). Make your case by emphasizing company values.

新明日报 Shin Min Daily News. (March 15, 2018). 智能人才数量. 新加坡全球排第十, 亚洲第四. Singapore ranked 10th in the world, 4th in Asia for AI talents.

新明日报 Shin Min Daily News. (November 2, 2017). SMRT 职员伪造维修纪律. 专家:大公司'通病' 纪律出现疏. SMRT employee falsifies maintenance records. Experts: Gaps in discipline are common in big companies.

Fortune. (August 15, 2017). Merck's Ken Frazier just gave other CEOs a blueprint for standing up to Trump.

BizEd Magazine. (March 1, 2017). Ethical behavior starts at the top.

Toronto Sun. (October 26, 2016). Breaking the rules.

Science Daily. (October 18, 2016). Employees can get away with unethical behavior when they imitate higher-ups.

Harvard Business Review Blog. (September 1, 2016). Why are some whistleblowers vilified and others celebrated?

TECHNICAL REPORTS

Wessels, A., Ong, M., & Daniel, D. (2017). Bonded to the system. Labour exploitation in the foreign domestic work sector in Singapore. *Research Across Borders.*

Yong, R., & Ong, M. (2017). The reflective path to leadership. *The Head Foundation.*

Ong, M. (2014). Towards more open communication about leaders' mistakes. *Institute of Leadership and Organization Development, Civil Service College, Singapore Government.*

CHAIRED SYMPOSIA

Lee, Y. E., & Ong, M. (2024). Novel perspectives on organizational citizenship behavior: Expanding the OCB literature. *Annual Meeting of the Academy of Management*, Chicago, IL.

Soo, C., & Ong, M. (2023). We shall overcome: Advocating for social and ethical issues at work despite its challenges. *Annual Meeting of the Academy of Management*, Boston, MA.

Gainsburg, I., Sonday, L., Ong, M. & Lee Cunningham, J. (2022). Barriers to addressing social issues in organizations and how to overcome them. *Annual Meeting of the Academy of Management*, Seattle, WA.

Ong, M., Okimoto, T, & Treviño, L. (2015). Offender morality in the aftermath of wrongdoing. Symposium at *the Annual Meeting of the Academy of Management*, Vancouver, BC. **Showcase Symposium & Best Symposium Award 2015 by OB Division.*

Ong, M., & Mayer, D. M. (2014). Using moral psychology to understand organizational problems. Symposium at *the Annual Meeting of the Academy of Management*, Philadelphia, PA.

Ong, M., Ashford, S. J., Sonenshein, S, & Mayer, D. M. (2013). Advocating an ethical viewpoint: Speaking up about social and ethical issues in organizations. Symposium at *the Annual Meeting of the Academy of Management*, Lake Buena Vista, FL.

CONFERENCE PRESENTATIONS

Lee, Y. E., Ong, M., & Koval, C. Z. (2024). Spotlight vs. shadows: Attributions of helper's motives in public versus private acts of helping. *Meeting of the Southern Management Association*, San Antonio, TX.

Ong, M., Sonday, L., & Rogers, B. (2024). From cradles to empty nests: Shifting perspectives on the meaning of work across parenting journey. *Annual Meeting of the Academy of Management*, Chicago, IL.

Idso, C., & Ong, M. (2024). Balancing sensitivity and specificity when rejecting employees' ethical and non-ethical ideas. *Annual Meeting of the Academy of Management*, Chicago, IL.

Lee, Y. E., Ong, M., & Koval, C. Z. Performing help on the front stage: Attributions of motives to public vs. private helping. *Annual Meeting of the Academy of Management*, Chicago, IL.

Ong, M., Soo, C., & Lam, C. F. (2023). Fail and try again? The role of ethical issue framing for overcoming managerial rejection. *Annual Meeting of the Academy of Management*, Boston, MA.

Ong, M., & Bresman, H. (2022). Alone with my thoughts but also my feelings: Neuroticism and the effect of reflection on performance. *Annual Meeting of the Academy of Management*, Seattle, WA.

Soderstrom, S., Schifeling, T., & Ong, M. (2022). Building motivational resilience in issue sellers. *Annual Meeting of the Academy of Management*, Seattle, WA.

Gainsburg, I., Sonday, L., Ong, M. & Lee Cunningham, J. (2022). Disagreement between issue sellers and buyers about expectations of seller risk and success. *Annual Meeting of the Academy of Management*, Seattle, WA.

Ong, M., Ashford, S. J., & Bresman, H. (2022). Alone with my thoughts but also my feelings: Neuroticism and the effect of reflection on performance. *Positive Organizational Scholarship Research Conference*, Ann Arbor, MI.

Ong, M. (2022). Self-forgiveness in the aftermath of wrongdoing: Overcoming the limitations of a fixed mindset. *Annual Conference of the Society for Industrial and Organizational Psychology*, Seattle, WA.

Ong, M., & Kim, Y. H. (2021). Help yourself before helping others: When corporate social responsibility makes a company look less authentic. *Annual Meeting of the Academy of Management*, Virtual.

Ong, M., & Kim, Y. H. (2021). When corporate social responsibility makes a company look authentic. *Annual Conference of the Society for Industrial and Organizational Psychology*, Virtual.

Ong, M. (2021). Self-forgiveness and motivation to improve in the aftermath of wrongdoing. *Society for Personality and Social Psychology Justice and Morality Preconference*, Virtual.

Ong, M., Lee, J. J., & Parmar, B. (2019). Does economics education make us see honesty as costly? *Annual Meeting of the Academy of Management*, Boston, MA.

Lee, J. J., Ong, M., Parmar, B, & Amit, E. (2018). Lay theories of effortful honesty. *Annual Meeting of the Academy of Management*, Chicago, IL.

Lee, J. J., Ong, M., Parmar, B, & Amit, E. (2018). Lay theories of effortful honesty. *Asian Management Research Consortium*, Seoul National University, Seoul, Korea.

Ong, M., Ashford, S. J., & Bindl, U. (2018). The power of the pause: Individual reflection and its impact on leadership emergence. *Annual Conference of the Society for Industrial and Organizational Psychology*, Chicago, IL.

Ong, M., & Mayer, D. M. (2017). Moral emotions and recidivism in the aftermath of wrongdoing. *Annual Meeting of the Academy of Management*, Atlanta, GA.

Ong, M. (2017). Individual reflection and leadership emergence. *New Directions in Leadership Research Conference*, Fontainebleau, France.

Nurmohamed, S., & Ong, M. (2017). When the going gets tough, what keeps job seekers thriving? A relational perspective on job search. *Positive Organizational Scholarship Research Conference*, Ann Arbor, MI.

Ong, M., Ashford, S. J., & Bindl, U. (2016). Mindfully engaging experiences via reflection. *Annual Meeting of the Academy of Management*, Anaheim, CA.

Ong, M., & Mayer, D. M. (2015). Moral reform in the aftermath of wrongdoing. *Society for Personality and Social Psychology Conference*, 2016, San Diego, CA.

Ong, M. (2015). Overcoming fixed mindsets and enhancing motivation to reform through self-reflection. *Annual Meeting of the Academy of Management*, 2015, Vancouver, BC.

Ong, M., Ashford, S. J., & Bindl, U. (2015). Beyond navelgazing: Exploring the concept and payoff of individual reflection at work. *Annual Meeting of the Academy of Management*, Vancouver, BC.

Bauman, C. W., Ong, M., & Tost, L. P. (2015). Blame the shepherd not the sheep: Imitating high status authorities absolves subordinates of moral responsibility. *Annual Meeting of the Academy of Management*, Vancouver, BC.

Ong, M., Mayer, D. M., & Tost, L. P. (2014). Does working for a socially responsible company make employees more or less prosocial? *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Ong, M., Kim, Y. H., Kim S., & Chung, J. (2014). Drawbacks of overtraining – Contingency leadership perspectives on training motivation. *Annual Conference of the Society for Industrial and Organizational Psychology*, Honolulu, Hawaii.

Mayer, D. M., Sonenshein, S., Ong, M., & Ashford, S. J. (2013). Show me the money or show me the morals? The effectiveness of moral and economic language when selling social issues. *Annual Meeting of the Academy of Management*, Lake Buena Vista, FL.

Mayer, D. M., Ong, M., & Wang, C. S. (2013). The role of one's own transgressions on the punitiveness of others' wrongdoing. *Annual Meeting of the Academy of Management*, Lake Buena Vista, FL.

Ong, M., Mayer, D. M., & Tost, L. P. (2013). Does working for a socially responsible company make employees more or less prosocial? The role of meaning in reconciling the moral licensing versus consistency debate. *Positive Organizational Scholarship Research Conference*, Ann Arbor, MI.

Ong, M., Mayer, D. M., & Tost, L. P. 2013. Does working for a socially responsible company make employees more or less prosocial? The role of meaning in reconciling the moral licensing versus consistency debate. *May Meaning Meeting*, Ann Arbor, MI.

Ong, M., & Kim, Y. H. (2013). Who should leaders focus their efforts on? The influence of prior knowledge on employees' compliance or reactance. *Society for Personality and Social Psychology Conference*, New Orleans, LA.

Ong, M., Mayer, D. M., & Wang, C. S. (2012). The influence of past unethical behavior on perceptions of others' unethical behavior. *Society for Personality and Social Psychology Justice and Morality Preconference*, San Diego, CA.

Ong, M., Paddock, E. L., & Webster, G. D. (2011). Understanding backlash against managers: The role of subordinates' sex and self-esteem. *European Association of Work and Organizational Psychology*, Maastricht, The Netherlands.

INVITED TALKS

University of Houston, I/O Psychology Department, 2027 (scheduled).
University of Michigan, Department of Management and Organizations, 2023.
Texas A&M University, I/O Psychology Department, 2021.
Texas A&M University, Department of Management, 2020.
Hong Kong University of Science and Technology, Department of Management, 2017.
Singapore Management University, OBHR area, 2016.

HONORS AND AWARDS

Montague Center for Teaching Excellence Scholar Award, Texas A&M University, 2025.
Best Reviewer Award, Organizational Behavior and Human Decision Processes, 2025.
Best Paper with Practical Implications Award (MOC Division), Academy of Management, 2021.
SIOP Conference Top 10 Posters Award, 2021.
Dean's Commendation for Excellence in Teaching, HKUST, 2019, 2020, 2021.
Dean's Teaching Honor List, Top 20 Faculty Members, Singapore Management University, 2018.
Likert Dissertation Prize, ICOS, University of Michigan, 2018.
Best Symposium Award (OB Division), Academy of Management, 2015.
Outstanding Reviewer Award (OB Division), Academy of Management, 2015.
Best Paper Award, Ivey Business School and Alliance for Research on Corporate Sustainability (ARCS), PhD Sustainability Academy, 2013.
Institute for Ethical Business Worldwide at Mendoza College of Business, University of Notre Dame, Excellence in Ethics Conference Scholarship, 2013.
Ross School of Business Fellowship, 2011 – 2016.
University of Michigan, Rackham Travel Grant, 2012, 2013, 2014, 2015.

RESEARCH GRANTS

Mays Business School Research Grant (2022: $4,500, 2023: $4,900, 2024: $5,000).
Research Grant Council Early Career Scheme, Hong Kong Government, (2019 - 2021: HK$698,000).
UROP Faculty Support Grant, Hong Kong University of Science and Technology (2019: HK$22,907).
The HEAD Foundation Research Grant (2017 – 2018: SGD$50,000).
Doctoral Research Grant, Ross School of Business, University of Michigan (2015: $4,000).
Riecker Grant, Center for the Education of Women, University of Michigan (2014: $1,500).
Rackham Graduate Student Research Grant, University of Michigan (2013 & 2014: $4,500).
Research Grant, Ministry of Social and Family Development, Singapore (2009: SGD$955).

TEACHING EXPERIENCE

Texas A&M University

Negotiations, 2024, 2025, 2026.
Negotiations in Competitive Environments (Master's), 2022, 2024, 2025.
Advanced Organizational Behavior, 2022.
Leadership Development, 2022.

Hong Kong University of Science and Technology

Business Ethics & the Individual, 2018, 2020, 2021.

Singapore Management University, Lee Kong Chian School of Business

Ethics & Corporate Responsibility, 2017.

University of Michigan, Stephen M. Ross School of Business

Behavioral Theory in Management, 2013.

PROFESSIONAL SERVICE

Editorial Review Board Member

Organizational Behavior and Human Decision Processes, 2025 – present.
Journal of Management, 2025 – present.
Journal of Organizational Behavior, 2025 – present.

Ad-Hoc Grant Reviewing

U.S. National Science Foundation

Ad-Hoc Journal Reviewing

Academy of Management Journal, Organization Science, Journal of Applied Psychology, Personnel Psychology, Academy of Management Learning & Education, Journal of Management Studies, Journal of Managerial Psychology, Organization & Environment, Scientific Reports, Current Psychology, Self & Identity, PLOS ONE

Texas A&M University

Department-level service

- Member, Undergraduate Scholarship Committee, 2024 – present.
- Recruiting Committee Member, 2021, 2025/6.

Dissertation committees

- Committee Member, Connor Idso, Department of Management
- Committee Member, Craig Fulk, Department of Kinesiology & Sport Management (2024).
- Committee Member, Young Eun Lee, Department of Management (2022).

Hong Kong University of Science & Technology

Department-level service

- PhD Committee, 2020 – 2021.
- Research Lab Committee, 2018 – 2021.

University-level service

- Evaluation Panel for Sustainable Smart Campus Online Pitch Day, 2020.

Singapore Management University

Area-level service

- OBHR Society Club Mentor, 2017 – 2018.
- OBHR Research Assistant Coordinator, 2017.

University-level service

- Undergraduate Admissions Interview Panel, 2017.
- Alumni Mentor to undergraduate students, 2011 – 2016.
  (Awarded Certificate of Recognition at SMU Alumni Recognition Ceremony 2015)

University of Michigan

- Management & Organizations Subject Pool Coordinator, 2011 – 2016.
- Management & Organizations Area Event Planning Committee, 2013 – 2014.
- Management & Organizations PhD Recruiting Committee, 2012.
- University of Michigan Reception at AOM Conference Planning Committee, 2012.
- Center for Southeast Asian Studies Affiliate, 2014 – 2016.

Academy of Management

Managerial & Organizational Cognition (MOC) Division

- 2020 Frontiers in MOC Annual Conference Organizing Committee, 2020.

Organizational Behavior (OB) Division

- AOM Roundtable session, OB Doctoral Consortium, 2022. Topic: Crafting the Right Academic Job: From Job Search to Transition.
- AOM Panel discussion, New Doctoral Student Consortium, 2022. Topic: Mental Health.
- AOM Best Symposium Award Committee, 2019.