

Faculty Name

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Position Associate Professor of Management

Discipline Management

Final Degree Ph.D. in Management

Faculty Contact Info

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Biography

Dr. Shao is an Associate Professor of Management at California State University, Sacramento (since 2010). Dr. Shao's research is driven by her curiosity about leadership related phenomena. Her primary research interest lies in examining leadership processes in organizations. In effect, her leadership research can be organized into three streams: ethics-based leadership, CEO impact, and leadership in the work-family interface. Her scholarly works appear in journals such as the *Journal of Applied Psychology*, *Journal of Organizational Behavior*, *Human Relations*, *Leadership Quarterly*, and *Journal of Vocational Behavior*.

Dr. Shao has taught various organizational behavior, leadership, and human resource management courses at undergraduate, postgraduate and executive levels in both face-to-face and online learning platforms. She has chaired MBA theses and supervised MBA and undergraduate students' independent studies.

Areas of Interests

Teaching Leadership; Organizational Behavior; Human Resource Management at Graduate Level and Undergraduate Level

Research Leadership; CEO; Leadership in Work-Family Interface

Faculty Scholarship

Refereed Journal Articles

- Graham, K., Resick, C. J., Margolis, J. A., **Shao, P.**, Hargis, M. B., & Kiker, J. (In Press). Egoistic norms, organizational identification, and the perceived ethicality of unethical pro-organizational behavior: A moral maturation perspective. *Human Relations*.
- Lapierre, L., Li, Y., Kwan, H. K., Greenhaus, J., DiRenzo, M. S., & **Shao, P.** (2018). A meta-analysis of the antecedents of work-family enrichment. *Journal of Organizational Behavior*. (*Finalists for the annual Rosabeth Moss Kanter Award for Excellence in Work-Family Research, 2019*).
- Shao, P.**, Li, A., & Mawritz, M. (2018). Self-protective reactions to peer abusive supervision: The moderating role of third-party prevention focus and the mediating role of performance instrumentality. *Journal of Organizational Behavior*, 39, 12-25.
- Huang, J. L., Cropanzano, R., Li, A., **Shao, P.**, Zhang, X., & Li, Y. (2017). Employee conscientiousness, agreeableness, and supervisor justice rule compliance: A three-study investigation. *Journal of Applied Psychology*, 102, 1564-1589.
- Resick, C. J., Hargis, M. B., **Shao, P.** & Dust, S. (2013). Ethical mindfulness in organizations: Linkages with internal motivation, leadership, and discretionary behavior. *Human Relations*, 66(7), 951-972.
- Schaubroeck, J. & **Shao, P.** (2012). The role of attribution in how followers respond to the emotional expression of male and female leaders. *The Leadership Quarterly*, 23, 27-42.
- Shao, P.**, Resick, C.J., & Hargis, M. B. (2011). Helping and harming others in the workplace: The roles of personal values and abusive supervision. *Human Relations*, 64: 1051-1078.
- Shao, P.**, Resick, C. J., & Schaubroeck, J. (2011). Ethical leadership and motivation: Examining promotion and prevention regulatory foci. *Academy of Management 2011 Best Paper Proceedings*.
- DiRenzo, M., Linnehan, F., **Shao, P.** & Rosenberg, W. L. (2010). A moderated mediation model of E-mentoring. *Journal of Vocational Behavior*, 76(2), 292-305.

Other Intellectual Contributions

CONFERENCE PRESENTATIONS

- Li, A., & **Shao, P.** 2019. Intrinsic motivation and observed work-to-family conflict: individual- and couple-level analyses. *Paper will be presented at the Annual Conference of the Academy of Management, Boston, MA.*

- Kong, D. T., Cui, S.C., Li, A., & **Shao, P.** 2019. Predicting corporate social performance from a CEO self-regulation perspective. *Paper will be presented at the Annual Conference of the Academy of Management, Boston, MA.*
- Li, A., **Shao, P.**, Thatcher, S., Sun, X. L. 2018. A multi-level model of family demands diversity, team work-family conflict, and employee effort. *Paper presented at the Annual Conference of the Academy of Management, Chicago, IL.*
- Shao, P.**, Li, A., & Butler, A. 2017. Work-family conflict crossover: A meta-analysis. Paper presented at the *Annual Conference of the Society for Industrial/Organizational Psychology, Orlando, FL.*
- Shao, P.**, Li, A., & Mawritz, M. 2016. Motivated by peer abusive supervision? The moderating role of prevention focus. *Paper presented at the Annual Conference of the Academy of Management, Vancouver, Anaheim, CA.*
- Lapierre, L., Li, Y. H., Greenhaus, J., Kwan, M., DiRenzo, M., **Shao, P.** 2016. A meta-analysis of the antecedents of work-family enrichment. *Paper presented at the Annual Conference of the Academy of Management, Vancouver, Anaheim, CA.*
- Li, A., Cropanzano, R., & **Shao, P.** 2016. Personality and justice: A meta-analysis and an empirical study. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Anaheim, CA.*
- Shao, P.**, Li, A., Mawritz, M., & Bagger, J. 2015. Does self-interest help or hurt job performance? The moderating role of peer abusive supervision. Paper presented at the *Annual Meeting of the Academy of Management, Vancouver, Canada.*
- Jin, Y., Schaubroeck, J., Offermann, L., & **Shao, P.** 2015. A test of gender role congruity theory. Paper presented at the *Annual Meeting of the Academy of Management, Vancouver, Canada.*
- Resick, C. J., Graham, K., Shor, J., **Shao, P.** & Hargis, M. 2014. Unethical pro-organizational behavior: Examining traits, norms, and judgments. Paper presented at the *Annual Meeting of the Academy of Management, Philadelphia, PA.*
- Shao, P.**, Resick, C. J., Graham, K., Shor, J., & Hargis, M. Motivation, personality, and organizational deviance: Do ethical judgments matter? 2014. Paper presented at the *Society for Industrial and Organizational Psychology conference at Honolulu, HI.*
- Shor, J., Resick, C. J., Nadkarni, S., Chen, J. H., & **Shao, P.**, 2013. A competitive dynamics perspective on CEO openness to experience. Paper presented at the *Society for Industrial and Organizational Psychology conference at Houston, TX.*
- Resick, C. J., Nadkarni, S., Chen, J. H., **Shao, P.**, Shor, J. 2012. CEO core self-evaluations and strategic choice: A historiometric assessment. In C.J. Resick & S. Nadkarni (Chairs), CEO psychological characteristics: current perspectives using unobtrusive measures. Showcase Symposium presented at the *Annual Meeting of the Academy of Management, Boston, MA.*
- Resick, C. J., DeChurch, L. A., Murase, T., Kwan, H. K., & **Shao, P.** 2012. Member personality, social-cognitive motivation, and team effectiveness. In R. A. Hodge (Chair), New Developments in Motivating Teams. Symposium presented at the *Annual Meeting of the Academy of Management, Boston, MA.*
- Resick, C. J., Dust, S., Ziegert, J., Bureau, E., **Shao, P.** 2011. Principals as climate builders: linking authentic leadership and school climate for learning. Paper presented at the *International Leadership Association Annual Conference, London, United Kingdom.*

- Shao, P.**, Resick, C. J., & Schaubroeck, J. 2011. Ethical leadership and motivation: examining promotion and prevention regulatory foci. Paper presented at the *Annual Meeting of the Academy of Management, San Antonio*.
- Ziegert, J., Capitano, J., **Shao, P.**, & Cunningham, Q. 2011. The impact of efficacy and motivation on person-organization fit. Paper presented at the *Society for Industrial and Organizational Psychology conference at Chicago*.
- Resick, C. J., Hargis, M. B., **Shao, P.**, & Dust, S. 2010. Ethical mindfulness in organizations: The roles of motivational traits and ethical leadership. Paper presented at the *Annual Meeting of the Academy of Management, Montreal, Canada*.
- Shao, P.**, Resick, C. J., & Hargis, M. B. 2009. Perceived ethical leadership and motivational traits: implications for workplace deviance. In C.J. Resick & D. Den Hartog (Chairs), *Current Perspectives on Ethical and Unethical Leadership*. Showcase Symposium presented at the *Annual Meeting of the Academy of Management, Chicago, IL*.
- DiRenzo, M.S., Linnehan, F., **Shao, P.**, & Rosenberg, W. L. 2009. A moderated mediation model of E-mentoring. Paper presented at the *Annual Meeting of the Academy of Management, Chicago, IL*.
- Shao, P.**, Resick, C.J., & Hargis, M. B. 2009. Who helps and who harms others in the workplace? Paper presented at the *Society for Industrial and Organizational Psychology conference at New Orleans, LA*.
- Shao, P.** & Schaubroeck, J. 2008. Testing a leader-gender role congruence model of emotional expression: The importance of distinctiveness information. Paper presented at the *Academy of Management Meeting, Anaheim, CA*.
- Hargis, M. B., Resick, C. J., & **Shao, P.** 2008. Ethical judgments of workplace deviance: A personality by organizational context perspective. In C. J. Resick & M. B. Hargis (Chairs), *Current Perspectives on Workplace Deviance: Examining Person-Based and Contextual Influences*. Showcase Symposium presented at the *Annual Meeting of the Academy of Management, Anaheim, CA*.
- DiRenzo, M.S., Zane, L.J. & **Shao, P.** 2008. Generation Y's career expectations: A link between passion and the boundaryless career. Paper presented at *Eastern Academy of Management*.

PROFESSIONAL SERVICE

- Keynote Speaker for the *Research Forum in Creativity and Entrepreneurship, Asian Academy of Management* (Tonji University, Shanghai, China, 2018)
- Chair for the *International Conference on Supply Chain and Organizational Management* (2014 and 2015)
- Session chair for Functional and Dysfunctional Leadership session at the Academy of Management (2015)
- Ad Hoc Reviewer for *International Human Resource Management* (since 2014)
- Ad Hoc Reviewer for *Human Relations* (since 2012)
- Ad Hoc Reviewer for the *Journal of Occupational and Organizational Psychology* (since 2013)
- Reviewer for the *Annual Academy of Management Conference, OB Division*
- Reviewer for the *Annual Eastern Academy of Management Conference, OB Division*
- Session Discussant for the *Annual Academy of Management Conference, Anaheim*