

**Hongcai Li**  
**(Andrew Li)**  
**CURRICULUM VITA**

Department of Management, Marketing, and General Business  
College of Business  
West Texas A&M University  
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**EMPLOYMENT HISTORY**

Professor of Management, West Texas A&M University, 2018-Present  
Williams Professor of Management, West Texas A&M University, 2010-Present  
Associate Professor of Management, West Texas A&M University, 2013-2018  
Assistant Professor of Management, West Texas A&M University, 2008-2013

**EDUCATION**

Ph.D. University of Arizona 2008  
Major: Management (Organizational Behavior)  
Minor: Research Methodology (Educational Psychology)

M.S. University of Arizona 2006  
Major: Management

M.A. University of Northern Iowa 2003  
Major: Industrial/Organizational Psychology

B.A. Shantou University, China 1998  
Major: English

**RESEARCH INTEREST**

Organizational justice, Personality, Impression Management, Work-Family Balance, Research methodology

**PUBLICATION IN REFEREED JOURNALS**

Chiu, S. S., Hoskisson, R. E., Kong, D. T., Li, A., & Shao, P. (in press). Predicting primary and secondary stakeholder engagement: A CEO motivation-means contingency model. *Journal of Business Research*.

- Li, A., Zhou, Z., Shao, P., & Lin, Q. (in press). The father's and the mother's intrinsic work motivation and their work-to-family conflict perceived by the adolescent: Dyadic and triadic analyses. *Journal of Organizational Behavior*.
- Li, A., Kong, D. T., Lin, Q., & Fan, Y. (2022). Why Do Followers Feel Inauthentic and Withdraw?: The Joint Effect of Leader Machiavellianism and Perceived Collectivistic Work Climate. *Journal of Personality*, 90, 490-508.
- Li, A., Liao, C., Shao, P., & Huang, J. L. (2022). Angry but not Deviant: Employees' Prior-Day Deviant Behavior toward the Family Buffers Their Reactions to Abusive Supervisory Behavior. *Journal of Business Ethics*, 177, 683-697.
- Li, A., Chiu, S. S., Kong, D. T., Cropanzano, R., & Ho, C. (2021). How CEOs respond to mortality salience during the COVID-19 pandemic: Integrating terror management theory with regulatory focus theory. *Journal of Applied Psychology*, 106, 1188-1201.
- Li, A., Shaffer, J., Wang, Z., & Huang, J. (2021). Work-family conflict, perceived control, and health: A 20-year study. *Journal of Vocational Behavior*, 127, 1-15.
- Li, A., Cropanzano, R., Butler, A., Shao, P., & Westman, M. (2021). Work-family crossover: A meta-analytic review. *International Journal of Stress Management*, 28, 89-104.
- Huang, J. L., Shaffer, J. A., Li, A., & King, R. A. (2019). General mental ability, conscientiousness, and the work-family interface: A test of mediating pathways. *Personnel Psychology*, 72, 291-321.
- Reb, J., Li, A., & Bagger, J. (2018). Decoy effect, anticipated regret, and preferences for work-family benefits. *Journal of Occupational and Organizational Psychology*, 91, 441-464.
- Li, A., Butler, A., & Bagger, J. (2018). Depletion or expansion? Understanding the effects of support policy use on employee work and family outcomes. *Human Resource Management Journal*, 28, 216-234.
- Shao, P., Li, A., & Mawritz, M. (2018). Self-protective reactions to peer abusive supervision: The moderating role of 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.
- Li, A., Mai, K. M., & Bagger, J. (2017). Licensed to say no: How and why does engaging in a prior moral action influence family support provision? *Journal of Vocational Behavior*, 102, 86-98.

- Li, A., McCauley, K., & Shaffer, J. (2017). The influence of leader behavior on employee work-family outcomes: A review and research agenda. *Human Resource Management Review*, 27, 458-472.
- Li, A., Bagger, J., & Cropanzano, R. (2017). The impact of stereotypes and supervisor perceptions of employee work-family conflict on job performance ratings. *Human Relations*, 70, 119-145.
- Shaffer, J. A., DeGeest, D., & Li, A. (2016). Tackling the problem of construct proliferation: A guide for assessing the discriminant validity of conceptually-related constructs. *Organizational Research Methods*, 19, 80-110 (**Winner of ORM's 2016 Best Paper Award**).
- Li, A., & Thatcher, S. (2015). Understanding the effects of self and teammate OCB congruence and incongruence. *Journal of Business and Psychology*, 30, 641-655. (**Recipient of the Editor's commendation**)
- Shaffer, J. A., Li, A., & Bagger, J. (2015). A moderated mediation model of personality, self-monitoring, and OCB. *Human Performance*, 28, 93-111.
- Li, A., Shaffer, J. A., & Bagger, J. (2015). The psychological well-being of disability caregivers: Examining the roles of family strain, family-to-work conflict, and perceived supervisor support. *Journal of Occupational Health Psychology*, 20, 40-49.
- Bagger, J., & Li, A. (2014). How does supervisory family support influence employees' attitudes and behavior? A social exchange perspective. *Journal of Management*, 40, 1123-1150.
- Bagger, J., Reb, J., & Li, A. (2014). Anticipated regret in time-based work-family conflict. *Journal of Managerial Psychology*, 29, 304-320.
- Nandkeolyar, A. K., Shaffer, J. A., Li, A., Ekkirala, E. S., & Bagger, J. (2014). Surviving an abusive supervisor: The joint roles of conscientiousness and coping strategies. *Journal of Applied Psychology*, 99, 138-150.
- Li, A., Cropanzano, R., & Bagger, J. (2013). Justice climate and peer justice climate: A closer look. *Small Group Research*, 44, 563-592.
- Li, A., Bagger, J., & Friske, W. (2013). Social desirability in the selection process: New insights from a novel context. *Asia Pacific Journal of Human Resources*, 51, 45-62.
- Bagger, J., & Li, A. (2012). Being Important Matters: The Impact of Work and Family Centralities on the Work-to-Family Conflict – Satisfaction Relationship. *Human Relations*, 65, 473-500.

- Li, A., & Bagger, J. (2012). Linking procedural justice to turnover intentions: A longitudinal study of the mediating effects of perceived job characteristics. *Journal of Applied Social Psychology, 42*, 624-645.
- Li, A., & Bagger, J. (2011). Walking in your shoes: Interactive effects of childcare responsibilities difference and gender similarity on supervisory family support and work-related outcomes. *Group and Organization Management, 36*, 659-691.
- Cropanzano, R., Li, A., & Benson, L. (2011). Peer justice and teamwork process. *Group and Organization Management, 36*, 567-596.
- Li, A., Evans, J., Christian, M. S., Gilliland, S. W., Kausel, E. E., & Stein, J. H. (2011). The effects of managerial regulatory fit priming on reactions to explanations. *Organizational Behavior and Human Decision Processes, 115*, 268-282.
- Li, A., & Cropanzano, R. (2009). Fairness at the group level: Justice climate and intraunit justice climate. *Journal of Management, 35*, 564-599.
- Li, A., & Cropanzano, R. (2009). Do East Asians respond more/less strongly to organizational justice than North Americans? A meta-analysis. *Journal of Management Studies, 46*, 787-805.
- Li, A., & Reb, J. (2009). A cross-nations, cross-cultures, and cross-conditions analysis on the equivalence of the Balanced Inventory of Desirable Responding (BIDR). *Journal of Cross-Cultural Psychology, 40*, 241-233.
- Li, A., & Bagger, J. (2008). Role ambiguity and self-efficacy: The moderating effects of goal orientation and procedural justice. *Journal of Vocational Behavior, 73*, 368-375.
- Bagger, J., Li, A., & Gutek, B. (2008). How much do you value your family and does it matter: The joint effects of family identity salience, family interference with work, and gender. *Human Relations, 61*, 187-211.
- Li, A., & Bagger, J. (2007). The Balanced Inventory of Desirable Responding (BIDR): A reliability generalization study. *Educational & Psychological Measurement, 67*, 525-544.
- Li, A., & Bagger, J. (2006). Using the BIDR to distinguish the effects of impression management and self-deception on the criterion validity of personality measures: A meta-analysis. *International Journal of Selection & Assessment, 14*, 131-141.
- Slaughter, J., Bagger, J., & Li, A. (2006). Context effects on group-based employee selection decisions. *Organizational Behavior and Human Decision Processes, 100*, 47-59.
- Li, A., & Gasser, M. B. (2005). Predicting Asian international students' sociocultural adjustment: A test of two mediation models. *International Journal of Intercultural Relations, 29*, 561-576.

Li, A., & Butler, A. B. (2004). The effects of participation in goal setting and goal rationales on goal commitment: An exploration of justice mediators. *Journal of Business & Psychology, 19*, 37-51.

MacLin, O. H., Van Sickler, B. R., MacLin, M. K., Li, A. (2004). A re-examination of the cross-race effect: The role of race, inversion, and basketball trivia. *North American Journal of Psychology, 6*, 189-204.

### **BOOK CHAPTERS**

Li, A., Cropanzano, R., Molina, A. (2015). Fairness at the unit level: Justice climate, justice climate strength, and peer justice. In R. Cropanzano & M. Ambrose (Eds.), *The Oxford handbook of justice in the workplace* (pp. 137-164). Oxford, UK: Oxford University Press.

Cropanzano, R., & Li, A. (2006). Organizational politics and workplace stress. In E. Vigoda-Gadot & A. Drory (Eds.), *Handbook of Organizational Politics* (pp. 139-160). Cheltenham, UK: Edward Elgar.

Cropanzano, R., Li, A., & James, K. (2007). Intraunit justice and interunit justice and the people who experience them. In F. Dansereau & F.J. Yammarino (Eds.), *Research in multi-level issues* (Vol. 6, pp. 415-437). Oxford, UK: Elsevier.

### **CONFERENCE PRESENTATION**

Li, A., Shao, P., Thatcher, S. M., & Sun, X. (2018). A multi-level model of family demands diversity, team work-family conflict, and employee effort. *Paper accepted at the Annual Conference of the Academy of Management, Chicago, IL.*

Li, A., Shao, P., & Butler, A. B. (2017). Work-family conflict crossover: A meta-analysis. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Orlando, FL.*

Reb, J., Li, A., & Bagger, J. (2016). Preferences for family-friendly benefits: Anticipated regret, work centrality, and decoy options. *Paper accepted at the Annual Conference of the Academy of Management, Anaheim, CA.*

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, Anaheim, CA.*

Li, A., Butler, A. B., & Bagger, J. (2016). Organizational work-family support policies, work-family enrichment, and family identity. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology (featured at the top-rated poster session), 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.*
- Li, A., Mai, K., & Bagger, J. (2015). Family support provision: A moral licensing perspective. *Paper presented at the Annual Conference of the Academy of Management, Vancouver, BC, Canada.*
- Li, A., & Bagger, J. (2015). Stereotypes hit home? The impact of supervisor perceptions on work-family conflict and performance. *Paper presented at the Annual Conference of the Academy of Management, Vancouver, BC, Canada.*
- 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 Conference of the Academy of Management, Vancouver, BC, Canada.*
- Shaffer, J. A., Li, A., & Bagger, J. (2014). A moderated mediation model of personality, self-monitoring, and OCB. *Paper presented at the Annual Conference of the Academy of Management, Philadelphia, PA.*
- Li, A., Shaffer, J. A., & Bagger, J. (2014). Disability caregiving and employment. *Paper presented at the Annual Conference of the Academy of Management, Philadelphia, PA.*
- Bagger, J. & Li, A., (2014). Legislated absenteeism: The case of mandated family-friendly leave policies. *Paper presented at the Annual Conference of the Academy of Management, Philadelphia, PA.*
- Shaffer, J. A., Li, A., & Bagger, J. (2014). Testing relative validity of three personality scales for predicting performance. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Honolulu, HI.*
- Shaffer, J. A., Li, A., & Bagger, J. (2014). Moral disengagement, empathy, and antisocial behavior: A two-study investigation. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Honolulu, HI.*
- Nandkeolyar, A. K., Shaffer, J. A., Li, A., Ekkirala, S., & Bagger, J. (2013). Surviving an abusive supervisor: An examination of the roles of conscientiousness and coping strategies. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Houston, TX.*
- Li, A., Shaffer, J., Bagger, J., Nandkeolyar, A., & Ekkirala, S. (2013). Dammed if she does or doesn't: Agreeableness, gender, and performance. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Houston, TX.*
- Cropanzano, R., Li, A., Bagger, J., Thatcher, S. M. B., & Hauck, R. V. (2012). Responses to promotion rejection: A model of internal and external attribution congruence. *Paper presented at the Annual Conference of the Academy of Management, Boston, MA.*

- Li, A., & Bagger, J. (2011). Being Important Matters: The Impact of Work/Family Centrality on the Work-Family Conflict – Satisfaction Relationship. *Paper presented at the Annual Conference of the Academy of Management, San Antonio, TX.*
- Li, A., & Bagger, J. (2011). Walking in your shoes: Interactive effects of childcare responsibilities difference and gender similarity on supervisory family support and turnover intentions. *Paper presented at the Annual Conference of the Academy of Management, San Antonio, TX.*
- Li, A., Cropanzano, R., & Benson, L. (2011) Peer justice and teamwork process. *Paper presented at the 2<sup>nd</sup> international workshop on organizational justice and behavioral ethics, Aston, United Kingdoms.*
- Li, A., Bagger, J., & Friske, W. (2010). Social desirability: New insights from a novel context. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology (featured at the top-rated poster session), Atlanta, GA.*
- Bagger, J. & Li, A. (2009). A longitudinal investigation of LMX, family supportive supervision, and work outcomes. *Paper presented at the Annual Conference of the Academy of Management, Chicago, IL.*
- Christian, M., Li, A., Evans, J. M., Gilliland, S. G., Stein, J. H., & Kausel, E. E. (2009). Enhancing explanations for change through regulatory focus priming. *Paper presented at the Annual Conference of the Academy of Management, Chicago, IL.*
- Li, A., & Cropanzano, R. (2008). A model of intraunit justice climate and team effectiveness. *Paper presented at the Annual Conference of the Academy of Management, Anaheim, CA.*
- Li, A., & Bagger, J. (2008). Procedural justice and work-related outcomes: The mediating role of job characteristics. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, San Francisco, CA.*
- Li, A., & Bagger, J. (2007) The effects of role ambiguity on self-efficacy: Exploring the moderating effects of goal orientation and procedural justice. *Paper presented at the Annual Conference of the Academy of Management, Philadelphia, PA.*
- Li, A., Cropanzano, R., & Benson, L. Intraunit justice climate: Explication and validation of a new construct. (2007). *Paper presented at the Annual Conference of the Academy of Management, Philadelphia, PA.*
- Bagger, J., Li, A., & Gutek, B. (2006). Relationship between family interference with work and work-related outcomes: The buffering role of family identity salience. *Paper presented at the Annual Conference of the Academy of Management, Atlanta, GA.*

- Slaughter, J., & Li, A. (2006). The origin of trait inference about organizations. In C. Harold (Chair), *Toward an understanding of the antecedents of initial organizational attraction. Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Dallas, TX.*
- Slaughter, J., Bagger, J., & Li, A. (2006). Accountability influences decoy effects on group-based selection decisions. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Dallas, TX.*
- Ellis, A. P. J., Li, A., Hollenbeck, J. R., Ilgen, D. R., & Humphrey, S. E. (2006). The asymmetrical nature of structural changes in teams. In C. J. Resick (Chair), *Team adaptation to environmental forces: Current research and theory. Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Dallas, TX.*
- Li, A., & Bagger, J. (2005). The Balanced Inventory of Desirable Responding (BIDR): A reliability generalization study. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Los Angeles, CA.*
- Li, A., & Bagger, J. (2005). Using the BIDR to distinguish the effects of impression management and self-deception on the criterion validity of personality measures: A meta-analysis. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Los Angeles, CA.*
- Li, A., Bagger, J., & Cropanzano, R. (2005). Effects of receiving repeated negative feedback on performance and affect. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Los Angeles, CA.*
- Ellis, A. P. J., Hollenbeck, J. R., Ilgen, D. R., Humphrey, S. E., & Li, A., (2005). Internal and external fit in decentralized team structure: Beyond empowerment. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Los Angeles, CA.*
- Slaughter, J. E., Bagger, J., & Li, A. (2004). Contextual effects on group-based personnel selection decisions. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Chicago, IL.*
- Li, A. (2004). Are reactions to justice cross-culturally invariant?: A meta-analysis. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Chicago, IL.*
- Li, A., & Butler, A. B. (2003). The effects of participation in goal setting and goal rationales on goal commitment: An exploration of justice mediators. *Paper presented at the Annual Conference of the Society for Industrial/Organizational Psychology, Orlando, FL.*

## **SERVICES**



- Editorial board member, Journal of Management (2009 – 2022)
- Editorial board member, Group and Organization Management (2018 – 2022)
- Editorial board member, Journal of Applied Psychology (2020 – 2022)
- Managing Editor, Journal of Management (2005 – 2008)
- Ad-hoc reviewer, Journal of Management (2005 – 2008)
- Speaker, Accounting Career Awareness Program (ACAP, 2007)
- Organizer, Summit del sol (2004)

### **AWARDS**

- Excellent Teaching Assistant Award (2004)
- Graduate Assistantship Award (2003-present)
- Research grant (\$500 from California State University – Sacramento, with Jessica Bagger)
- Dean’s Service Award (2008)
- Best Poster Award – Annual Conference of the Society for Industrial/Organizational Psychology (2010, 2016)
- Best Paper Proceedings – Academy of Management Meeting, San Antonio, Texas (2011)
- West Texas A&M University College of Business Teaching Excellence Award (2010)
- Texas A&M University System Chancellor’s Teaching Excellent Award (2010, 2011, 2012)
- West Texas A&M University Intellectual Contribution Award (2012)
- West Texas A&M University College of Business Research Excellence Award (2012, 2015, 2018)

### **PROFESSIONAL AFFILIATION**

- Academy of Management (member): Organizational Behavior and Human Resources Divisions

### **REFERENCES**

Russell Cropanzano, Ph.D.  
Professor of Management

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