

# Remus Ilies

Full Professor



**Knowledge Group:** Leadership, Human Resources and Digital Technologies

**Research Domains:** Organizational Behavior

**Teaching Domains:**

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## Biography

Remus Ilies is a Full Professor in the Department of Management and Technology at Università Bocconi. Before moving to Bocconi in 2021, he was Provost's Chair and Full Professor of Management and Organisation at The National University of Singapore for 10 years, and before that he was the Gary Valade Research Fellow and Professor of Management at Michigan State University where he started his academic career as an assistant professor in 2003.

His research focuses on employee well-being, work-family processes, attitudes, and leadership and motivation, with a particular interest in understanding the role of emotional processes in explaining outcomes relevant to these research topics. He is the author of numerous articles on his topics of interest. His works have been published in the Journal of Applied Psychology, Journal of Occupational and Organizational Psychology and Journal of Organizational Behavior, among others.

He has an MBA from Iowa State University and a PhD in Organizational Behavior/Human Resource Management from the University of Florida.

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## Articles in Scholarly Journals

### **On the Receiving End of Customer Creativity: Insights From Approach-Avoidance and Interpersonal Complementarity Perspectives**

LEE, R., A. KLOTZ, S. MCCLEAN, R. ILIES, J. H. ZHANG, "On the Receiving End of Customer Creativity: Insights From Approach-Avoidance and Interpersonal Complementarity Perspectives", Journal of Management, 2025, vol. 51, no. 7, pp. 2809-2851

### **The Things I Do for You... and for Myself: Dyadic and Dynamic Effects of Social Support in Dual-Earner Couples**

PLUUT, H., R. ILIES, P. L. CURŞEU, K. SAVANI, "The Things I Do for You... and for Myself: Dyadic and Dynamic Effects of Social Support in Dual-Earner Couples", *Journal of Business and Psychology*, 2025

**Crafting Well-Being: Employees Can Enhance Their Own Well-Being by Savoring, Reflecting upon, and Capitalizing on Positive Work Experiences**

ILIES, R., J. E. BONO, A. B. BAKKER, "Crafting Well-Being: Employees Can Enhance Their Own Well-Being by Savoring, Reflecting upon, and Capitalizing on Positive Work Experiences", *Annual Review of Organizational Psychology and Organizational Behavior*, 2024, vol. 11, no. 1, pp. 63-91

**Why does using personal strengths at work increase employee engagement, who makes the most out of it, and how?**

ILIES, R., Y. LIU, S. AW, M. LAS HERAS, Y. ROFCANIN, "Why does using personal strengths at work increase employee engagement, who makes the most out of it, and how?", *Journal of Occupational Health Psychology*, 2024, vol. 29, no. 2, pp. 113-129

**Blurred lines: The spillover and crossover effects of interpersonal experiences at work on family behaviors and well-being**

ILIES, R., J. YAO, H. PLUUT, A. X. LIANG, Q. WENG, "Blurred lines: The spillover and crossover effects of interpersonal experiences at work on family behaviors and well-being", *Journal of Vocational Behavior*, 2024, vol. 154, pp. 104043

**What we are pushed to do versus what we want to do: Comparing the unique effects of citizenship pressure and actual citizenship behavior on fatigue and family behaviors**

NETCHAEVA, E., R. ILIES, M. MAGNI, J. YAO, "What we are pushed to do versus what we want to do: Comparing the unique effects of citizenship pressure and actual citizenship behavior on fatigue and family behaviors", *Journal of Vocational Behavior*, 2023, vol. 141, pp. 103845

**Admired and disgusted? Third parties' paradoxical emotional reactions and behavioral consequences towards others' unethical pro-organizational behavior**

TANG, P. M., K. C. YAM, J. KOOPMAN, R. ILIES, "Admired and disgusted? Third parties' paradoxical emotional reactions and behavioral consequences towards others' unethical pro-organizational behavior", *Personnel Psychology*, 2022, vol. 75, no. 1, pp. 33-67

**How and when service beneficiaries' gratitude enriches employees' daily lives.**

TANG, P. M., R. ILIES, S. S. Y. AW, K. J. LIN, R. LEE, C. TROMBINI, "How and when service beneficiaries' gratitude enriches employees' daily lives.", *Journal of Applied Psychology*, 2022, vol. 107, no. 6, pp. 987-1008

**Stop the spin: The role of mindfulness practices in reducing affect spin.**

HÜLSHEGER, U. R., T. YANG, J. E. BONO, Z. GOH, R. ILIES, "Stop the spin: The role of mindfulness practices in reducing affect spin.", *Journal of Occupational Health Psychology*, 2022, vol. 27, no. 6, pp. 529-543

**Are you too happy to serve others? When and why positive affect makes customer mistreatment experience feel worse**

LEE, R., K. M. MAI, F. QIU, R. ILIES, P. M. TANG, "Are you too happy to serve others? When and why positive affect makes customer mistreatment experience feel worse", *Organizational Behavior and Human Decision*

**How social stressors at work influence marital behaviors at home: An interpersonal model of work–family spillover**

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**Work-related helping and family functioning: A work–home resources perspective**

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**Turning lemons into lemonade: The role of proactive personality and information exchange in limiting reciprocal negative affect transference in service encounters**

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**Supervisory Abuse of High Performers: A Social Comparison Perspective**

TARIQ, H., Q. WENG, R. ILIES, A. K. KHAN, "Supervisory Abuse of High Performers: A Social Comparison Perspective", *Applied Psychology*, 2021, vol. 70, no. 1, pp. 280-310

**An App-Based Workplace Mindfulness Intervention, and Its Effects Over Time**

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**Robots at work: People prefer—and forgive—service robots with perceived feelings.**

YAM, K. C., Y. E. BIGMAN, P. M. TANG, R. ILIES, D. DE CREMER, H. SOH, K. GRAY, "Robots at work: People prefer—and forgive—service robots with perceived feelings.", *Journal of Applied Psychology*, 2021, vol. 106, no. 10, pp. 1557–1572

**Scientific Contributions of Within-Person Research in Management: Making the Juice Worth the Squeeze**

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**Emotional resources link work demands and experiences to family functioning and employee well-being: the emotional resource possession scale (ERPS)**

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### **Happy But Uncivil? Examining When and Why Positive Affect Leads to Incivility**

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### **When employees and supervisors (do not) see eye to eye on family supportive supervisor behaviours: The role of segmentation desire and work-family culture**

MARESCAUX, E., Y. ROFCANIN, M. LAS HERAS, R. ILIES, M. J. BOSCH, "When employees and supervisors (do not) see eye to eye on family supportive supervisor behaviours: The role of segmentation desire and work-family culture", *Journal of Vocational Behavior*, 2020, vol. 121, pp. 103471

### **Educated and Happy: A Four-Year Study Explaining the Links Between Education, Job Fit, and Life Satisfaction**

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### **Personality characteristics that are valued in teams: Not always "more is better"?**

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### **Doing good, feeling good? The roles of helping motivation and citizenship pressure.**

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### **Schadenfreude: A Counternormative Observer Response to Workplace Mistreatment**

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### **Social support at work and at home: Dual-buffering effects in the work-family conflict process**

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### **Intrapersonal and interpersonal need fulfillment at work: Differential antecedents and incremental validity in explaining job satisfaction and citizenship behavior**

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### **Emotional Mechanisms Linking Incivility at Work to Aggression and Withdrawal at Home: An Experience-Sampling Study**

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**Misery Loves Company: An Investigation of Couples' Interrole Conflict Congruence**

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**You are a helpful co-worker, but do you support your spouse? A resource-based work-family model of helping and support provision**

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**Flow at Work and Basic Psychological Needs: Effects on Well-Being**

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**Is it Better to Give or Receive? The Role of Help in Buffering the Depleting Effects of Surface Acting**

UY, M. A., K. J. LIN, R. ILIES, "Is it Better to Give or Receive? The Role of Help in Buffering the Depleting Effects of Surface Acting", *Academy of Management Journal*, 2017, vol. 60, no. 4, pp. 1442-1461

**Why do employees have better family lives when they are highly engaged at work?**

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**A Naturalistic Multilevel Framework for Studying Transient and Chronic Effects of Psychosocial Work Stressors on Employee Health and Well-Being**

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**Supportive supervisors improve employees' daily lives: The role supervisors play in the impact of daily workload on life satisfaction via work-family conflict**

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**Explaining the links between workload, distress, and work-family conflict among school employees: Physical, cognitive, and emotional fatigue.**

ILIES, R., M. HUTH, A. M. RYAN, N. DIMOTAKIS, "Explaining the links between workload, distress, and work-family conflict among school employees: Physical, cognitive, and emotional fatigue.", *Journal of Educational Psychology*, 2015, vol. 107, no. 4, pp. 1136-1149

### **Perceived progress variability and entrepreneurial effort intensity: The moderating role of venture goal commitment**

UY, M. A., M.-D. FOO, R. ILIES, "Perceived progress variability and entrepreneurial effort intensity: The moderating role of venture goal commitment", *Journal of Business Venturing*, 2015, vol. 30, no. 3, pp. 375-389

### **Capitalising on Positive Work Events by Sharing them at Home**

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### **Intraindividual models of employee well-being: What have we learned and where do we go from here?**

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### **Social and study related stressors and resources among university entrants: Effects on well-being and academic performance**

PLUUT, H., P. L. CURŞEU, R. ILIES, "Social and study related stressors and resources among university entrants: Effects on well-being and academic performance", *Learning and Individual Differences*, 2015, vol. 37, pp. 262-268

### **Studying employee well-being: moving forward**

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### **Guilty and helpful: An emotion-based reparatory model of voluntary work behavior.**

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### **Leaders' emotional expressiveness and their behavioural and relational authenticity: Effects on followers**

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### **Genetic influences on core self-evaluations, job satisfaction, and work stress: A behavioral genetics mediated model**

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**The mind and heart (literally) of the negotiator: Personality and contextual determinants of experiential reactions and economic outcomes in negotiation.**

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**Attributed causes for work–family conflict: Emotional and behavioral outcomes**

ILIES, R., I. E. D. PATER, S. LIM, C. BINNEWIES, "Attributed causes for work–family conflict: Emotional and behavioral outcomes", *Organizational Psychology Review*, 2012, vol. 2, no. 4, pp. 293-310

**Alternative reference points and outcome evaluation: The influence of affect.**

JOHNSON, M. D., R. ILIES, T. L. BOLES, "Alternative reference points and outcome evaluation: The influence of affect.", *Journal of Applied Psychology*, 2012, vol. 97, no. 1, pp. 33-45

**Work–family interpersonal capitalization: Sharing positive work events at home**

ILIES, R., J. KEENEY, B. A. SCOTT, "Work–family interpersonal capitalization: Sharing positive work events at home", *Organizational Behavior and Human Decision Processes*, 2011, vol. 114, no. 2, pp. 115-126

**Too much of a good thing: Curvilinear relationships between personality traits and job performance.**

LE, H., I.-S. OH, S. B. ROBBINS, R. ILIES, E. HOLLAND, P. WESTRICK, "Too much of a good thing: Curvilinear relationships between personality traits and job performance.", *Journal of Applied Psychology*, 2011, vol. 96, no. 1, pp. 113-133

**A within-individual study of interpersonal conflict as a work stressor: Dispositional and situational moderators**

ILIES, R., M. D. JOHNSON, T. A. JUDGE, J. KEENEY, "A within-individual study of interpersonal conflict as a work stressor: Dispositional and situational moderators", *Journal of Organizational Behavior*, 2011, vol. 32, no. 1, pp. 44-64

**Mood, blood pressure, and heart rate at work: An experience-sampling study.**

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**The Influence of Cognitive and Affective Reactions to Feedback on Subsequent Goals**

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**Do they [all] see my true self? Leader's relational authenticity and followers' assessments of transformational leadership**

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**Psychological and physiological reactions to high workloads: Implications for well-being**



ILIES, R., N. DIMOTAKIS, I. E. DE PATER, "Psychological and physiological reactions to high workloads: Implications for well-being", *Personnel Psychology*, 2010, vol. 63, no. 2, pp. 407-436

**Are health and happiness the product of wisdom? The relationship of general mental ability to educational and occupational attainment, health, and well-being.**

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**The role of self-efficacy, goal, and affect in dynamic motivational self-regulation**

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**The development of leader–member exchanges: Exploring how personality and performance influence leader and member relationships over time**

NAHRGANG, J. D., F. P. MORGESON, R. ILIES, "The development of leader–member exchanges: Exploring how personality and performance influence leader and member relationships over time", *Organizational Behavior and Human Decision Processes*, 2009, vol. 108, no. 2, pp. 256-266

**Personality and citizenship behavior: The mediating role of job satisfaction.**

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**Beyond genetic explanations for leadership: The moderating role of the social environment**

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**The Spillover Of Daily Job Satisfaction Onto Employees' Family Lives: The Facilitating Role Of Work-Family Integration**

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**Explaining affective linkages in teams: Individual differences in susceptibility to contagion and individualism-collectivism.**

ILIES, R., D. T. WAGNER, F. P. MORGESON, "Explaining affective linkages in teams: Individual differences in susceptibility to contagion and individualism-collectivism.", *Journal of Applied Psychology*, 2007, vol. 92, no. 4, pp. 1140-1148

**When can employees have a family life? The effects of daily workload and affect on work-family conflict and social behaviors at home.**

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### **Leader-member exchange and citizenship behaviors: A meta-analysis.**

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### **Differential affective reactions to negative and positive feedback, and the role of self-esteem**

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### **Relationship of personality traits and counterproductive work behaviors: the mediating effects of job satisfaction**

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### **The Interactive Effects of Personal Traits and Experienced States on Intraindividual Patterns of Citizenship Behavior**

ILIES, R., B. A. SCOTT, T. A. JUDGE, "The Interactive Effects of Personal Traits and Experienced States on Intraindividual Patterns of Citizenship Behavior", *Academy of Management Journal*, 2006, vol. 49, no. 3, pp. 561-575

### **The Dynamic Process of Life Satisfaction**

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### **Work-family conflict and emotions: effects at work and at home**

JUDGE, T. A., R. ILIES, B. A. SCOTT, "Work-family conflict and emotions: effects at work and at home", *Personnel Psychology*, 2006, vol. 59, no. 4, pp. 779-814

### **Charisma, positive emotions and mood contagion**

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### **Goal Regulation Across Time: The Effects of Feedback and Affect.**

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### **Authentic leadership and eudaemonic well-being: Understanding leader-follower outcomes**

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### **The Role of Person Versus Situation in Life Satisfaction: A Critical Examination**

HELLER, D., D. WATSON, R. ILIES, "The Role of Person Versus Situation in Life Satisfaction: A Critical Examination", *Psychological Bulletin*, 2004, vol. 130, no. 4, pp. 574-600

### **Individual Differences in Leadership Emergence: Integrating Meta-Analytic Findings and Behavioral Genetics Estimates**

ILIES, R., M. W. GERHARDT, H. LE, "Individual Differences in Leadership Emergence: Integrating Meta-Analytic Findings and Behavioral Genetics Estimates", International Journal of Selection and Assessment, 2004, vol. 12, no. 3, pp. 207-219

**Intelligence and Leadership: A Quantitative Review and Test of Theoretical Propositions.**

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**Affect and Job Satisfaction: A Study of Their Relationship at Work and at Home.**

JUDGE, T. A., R. ILIES, "Affect and Job Satisfaction: A Study of Their Relationship at Work and at Home.", Journal of Applied Psychology, 2004, vol. 89, no. 4, pp. 661-673

**The Forgotten Ones? The Validity of Consideration and Initiating Structure in Leadership Research.**

JUDGE, T. A., R. F. PICCOLO, R. ILIES, "The Forgotten Ones? The Validity of Consideration and Initiating Structure in Leadership Research.", Journal of Applied Psychology, 2004, vol. 89, no. 1, pp. 36-51

**On the heritability of job satisfaction: The mediating role of personality.**

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**Beyond alpha: An empirical examination of the effects of different sources of measurement error on reliability estimates for measures of individual-differences constructs.**

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**Reported incidence rates of work-related sexual harassment in the united states: using meta-analysis to explain reported rate disparities**

ILIES, R., N. HAUSERMAN, S. SCHWOCHAU, J. STIBAL, "Reported incidence rates of work-related sexual harassment in the united states: using meta-analysis to explain reported rate disparities", Personnel Psychology, 2003, vol. 56, no. 3, pp. 607-631

**Understanding the dynamic relationships among personality, mood, and job satisfaction: A field experience sampling study**

ILIES, R., T. A. JUDGE, "Understanding the dynamic relationships among personality, mood, and job satisfaction: A field experience sampling study", Organizational Behavior and Human Decision Processes, 2002, vol. 89, no. 2, pp. 1119-1139

**Personality and leadership: A qualitative and quantitative review.**

JUDGE, T. A., J. E. BONO, R. ILIES, M. W. GERHARDT, "Personality and leadership: A qualitative and quantitative review.", Journal of Applied Psychology, 2002, vol. 87, no. 4, pp. 765-780

**Cross-Cultural Construct Validity of the Five-Factor Model of Personality among Korean Employees**

YOON, K., F. SCHMIDT, R. ILIES, "Cross-Cultural Construct Validity of the Five-Factor Model of Personality among Korean Employees", Journal of Cross-Cultural Psychology, 2002, vol. 33, no. 3, pp. 217-235

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## Proceedings/Presentations

### **Orchestrating a Cooperative Economy Platform as a Solution to Economic Inequality**

LAVIE, D., G. L. BRADY, U. STETTNER, R. ILIES, C. GUTIERREZ, "Orchestrating a Cooperative Economy Platform as a Solution to Economic Inequality" in The 85th Annual Meeting of Academy of Management, July 25-29, 2025, Copenhagen, Denmark

### **When Family Hits Work: The Effects of Technology-Based Family Intrusions at Work**

MAGNI, M., R. ILIES, "When Family Hits Work: The Effects of Technology-Based Family Intrusions at Work" in The 85th Annual Meeting of Academy of Management, July 25-29, 2025, Copenhagen, Denmark

### **How can Employees Become Both Creative and Ethical? The Role of State Authenticity at Work**

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## Contribution to Chapters, Books or Research Monographs

### **Affective Processes in the Work–Family Interface: Global Considerations**

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### **Experience Sampling Methodology**

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