

CURRICULUM VITAE

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EMPLOYMENT HISTORY

2023-Present: Associate Professor in Management, College of Business, Alfaisal University, Riyadh, The Kingdom of Saudi Arabia.
 July – December 2022: Research Leave, UQ Business School, the University of Queensland, Brisbane, Australia.
 November 2020 - August 2023: Senior Lecturer in Management, College of Business and Law, RMIT University, Australia.
 2014- November 2020: Senior Lecturer in Human Resource Management, School of Management, College of Business and Law, RMIT University.
 2010- 2013: Senior Lecturer in Management, School of Management, Central Queensland University.
 2007-2009: Lecturer in Management, School of Management, Central Queensland University.
 2003-2006: Course Tutor and Research Assistant, University of New England.

ACADEMIC QUALIFICATION

2007: PhD in Business Management. University of New England, Armidale, Australia.
 PhD Title: *Transformational Leader Behaviour, Social Processes of Leadership and Substitutes for Leadership as Predictors of Employee Commitment, Efficacy, Citizenship Behaviours and Performance Outcomes.*
 2001: Master of Science in Psychology (Industrial and Organisational Psychology). Gadjah Mada University, Yogyakarta, Indonesia. Passed Cum Laude.
 Dissertation Title: *Transformational and Transactional Leadership Behaviours as Predictors of Organisational Citizenship Behaviours and Organisational Commitment at the Railways Corporation in Indonesia.*

SERVICE TO THE UNIVERSITY/COLLEGE/SCHOOL

2023-Present: Appeals Committee, College of Business, Alfaisal University
 2014-2015: Inaugural Program Manager, Master of Human Resource Management, RMIT University, Australia
 2021-2023: Research Integrity Advisor, College of Business and Law, RMIT University, Australia
 2021-2023: Chairman, Workload Allocation Committee, School of Management, RMIT University
 2019-2023: Member, RMIT University Cultural Inclusion Working Group
 2014-2015: Excellence Research Australia Champion for Field of Research 1503 (Management, Organisational Behaviour), RMIT University
 2014-2018: Member, School of Management Research Committee

2015-2019: Panel Member, Academic Staff Recruitment and Selection, School of Management, RMIT University.

PROFESSIONAL AFFILIATIONS

- Member of Academy of Management (US)
- Member of American Psychological Association
- Member of Australia and New Zealand Academy of Management

GUEST SPEAKING

- Guest Speaker: the Australian Human Resource Institute (AHRI) in 2015.
- Guest Speaker: Australian and New Zealand Academy of Management's Doctoral Colloquium in Melbourne (2016)

SERVICE TO THE DISCIPLINE

- Editorial Advisory Board member for the *Personnel Review* journal (ABDC A; ABS 2; SJR Q1), *Leadership & Organization Development Journal* (ABDC B; SJR Q1), *Contemporary Management Research journal*, and a Panel Review Member for *Small Enterprise Research* journal (ABDC C).
- Ad hoc reviewer for *Journal of Organizational Behavior* (A*), *Journal of Occupational and Organizational Psychology* (A), *The Leadership Quarterly* (A*), *Personnel Review* (A), *Journal of Public Administration Research and Theory* (A), and *Journal of Management Studies* (A*).
- Review conferences papers for Academy of Management (US) and Australian and New Zealand Academy of Management.

RESEARCH INTERESTS

Positive Organizational Behavior (Ethical, Authentic, Servant, Transformational leadership)
 Leadership and Employment Relationships (Thriving, Engagement, Commitment, Psychological Capital,
 Organizational Virtuousness, Safety, Well-being), Innovative and Entrepreneurial Behaviors.

RESEARCH PUBLICATIONS AND CONFERENCE PRESENTATIONS

1. Di Milia, LV, Jiang, Z & Muchiri, MK. (2026), 'The role of psychological empowerment, thriving and safety climate on reducing turnover intention'. *Safety Science*. Vol. 199. <https://doi.org/10.1016/j.ssci.2026.107205>. (ABDC A; SJR Q1).
2. Shahid, S & Muchiri, M.K. (2026). Thriving in Service Organizations. Paper accepted for presented during the 40th BAM Conference, 7- 11 September 2026, Royal Holloway, University of London, UK.
3. Hoang, G, Yang, M, Luu, TT, McNeil, N & Muchiri, MK. (2026), 'The goldilocks effect of ethical climate: How 'just right' levels drive service innovation'. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-026-06278-9>. (ABS 3; ABDC A; SJR Q1).
4. Khan, J., Zhang, Q., Salameh, A. A., & Muchiri, M.K. (2026). Withhold knowledge rather than share: Does job frustration among overqualified employees lead to knowledge-hoarding behavior? *Journal of Knowledge Management*, 30(1)192-210. <https://doi.org/10.1108/JKM-01-2025-0021> (ABS 2, ABDC A; SJR Q1).
5. Muchiri, M.K., & Babalola, M.T. (2026). Meaningful Work for Migrant Workers: A Research Agenda. In: Gomes, C., Wang, W.Y., Qi, J. (eds) *Understanding Culturally and Linguistically Diverse Migrants: Practical Approaches and Effective Research Methodologies*. pp 217-235, Springer, Singapore. https://doi.org/10.1007/978-981-95-5855-1_13
6. Babalola, M.T., & Muchiri, M.K. (2026). Organisational Research on Vulnerable Workers: The Role of Researchers and Context. In: Gomes, C., Wang, W.Y., Qi, J. (eds) *Understanding Culturally and Linguistically Diverse Migrants: Practical Approaches and Effective Research Methodologies*. Springer, Singapore. pp 35-52, https://doi.org/10.1007/978-981-95-5855-1_3
7. Tariq, H., Khan, A. K., Hochwarter, W. A., Muchiri, M., & Babalola, M. T. (2025). Trickle out effects of abusive supervision: A social information processing perspective. *Human Relations*, 79(1), 59-94. <https://doi.org/10.1177/00187267251317444>. (ABS 4; ABDC A*; SJR Q1)

8. Zhang, Q., Chen, L., Qu, Y., Muchiri, M. K., & Zhang, S. (2025). The ethical dilemma of organization norm and ideology: Investigating why and when guanxi HRM practice predicts unethical pro-leader behaviour. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-025-06165-9>. (ABS 3; ABDC A; SJR Q1).
9. Sharma, V, Babalola, M, Pathki, C, Pandey, J & Muchiri, M, (2025), Understanding Why and When Supervisor Bottom-line Mentality Inhibits Workplace Safety. *Journal of Organizational Behavior*, DOI: 10.1002/job.70017. <https://doi.org/10.1002/job.70017>. (ABS 4; ABDC A*; SJR Q1).
10. Faisal, M., Muchiri, M., & Stanton, P. (2025). Exploring the Nexus of High-Performance Work Systems and Ethical Leadership on employee attitudes and behaviours: Case Study Evidence from Healthcare. *Personnel Review*. Vol 54 No. 6, 1397-1414. <https://doi.org/10.1108/PR-02-2024-0136>. (ABDC A; SJR Q1).
11. Faisal, M., Stanton, P., & Muchiri, M. (2025). Championing Ethical Leadership for Enhanced Patient Care in Public Hospitals (#18610). Academy of Management Annual Meeting Proceedings. Paper presented at the 85th Annual Meeting of the Academy of Management, 25-29 July 2025 in Copenhagen, Denmark. <https://journals.aom.org/doi/10.5465/AMPROC.2025.18610abstract>
12. Zhang, Q., Chen, L., Qu, Y. (Elly), Muchiri, M. K., & Zhang, S. (2025). The hidden impact of Guanxi: A study on the mechanism of guanxi HRM practices influencing employee unethical behavior. 2025 Paper presented at the Annual Conference of the Management Psychology Committee, Chinese Society of Social Psychology & The 7th Chinese Forum on Management Psychology/Organizational Behavior. Lanzhou, China.
13. Hameed, I., Arain, G.A., Hameed, I., Gamage, A & Muchiri, M (2025). How and When Does Employee Creativity Relate to Unethical Pro-organizational Behavior? Unmasking the Negative Side of Organizational Creativity. *Journal of Business Ethics*. 199 (2), pp. 331-349. <https://doi.org/10.1007/s10551-024-05822-9>. (<http://www.scopus.com/inward/record.url?eid=2-s2.0-85204529260&partnerID=MN8TOARS>). (ABS 3; ABDC A; SJR Q1).
14. Gamage, A, Muchiri, M, Shahid, S, & Rashid, T, (2025), Leading from a distance: Nurturing trust in virtual and crisis environments. *Business Process Management Journal*, 31(4), pp. 1197-1221. <https://doi.org/10.1108/BPMJ-01-2024-0049>. (<http://www.scopus.com/inward/record.url?eid=2-s2.0-85205056894&partnerID=MN8TOARS>). (ABS2; SJR Q1).
15. Samad, A. & Muchiri, M.K. (2024). Leadership during crisis: a multi-sector exploration of perceptions of leadership in Australia. *The Bottom Line*, 37(3), pp. 351-377. <https://doi.org/10.1108/BL-05-2023-0134>. (SJR Q1).
16. Babalola, M. T., Qu, Y., Ali, M., Muchiri, M.K., & Usman, M. (2024). The Consequences of Unethical Pro-Family Behavior. (#15594). Academy of Management Annual Meeting Proceedings. Paper presented during the 84th Annual Meeting of the Academy of Management (AOM 2024) in Chicago, Illinois, United States from 9-13 August 2024. <https://doi.org/10.5465/AMPROC.2024.15594abstract>.
17. Faisal, M, Stanton, P & Muchiri, M. (2024). Exploring HPWS and Ethical Leadership. Paper presented during the 84th Annual Meeting of the Academy of Management (AOM 2024) in Chicago, Illinois, United States from 9-13 August 2024. <https://doi.org/10.5465/AMPROC.2024.18376abstract>.
18. Jacob, A, Afshari, L, McMurray, A, Muenjohn, N, & Muchiri, M. 2024. Conceptualizing Inclusive Communicative Leadership for Disability Inclusion. Paper presented at the 37th Australian and New Zealand Academy of Management Conference, Wollongong, Australia, 3-5, December 2024. <https://anzamconference.org/wp-content/uploads/2024/11/ANZAM-Conference-Program-2024-Final-draft.pdf>
19. Samad, A, Muchiri, M, & Gamage, A. 2024. Rediscovering Effective Leadership Attributes During Crisis in Australian Higher Education Context. Paper presented at the 37th Australian and New Zealand Academy of Management Conference, Wollongong, Australia, 3-5, December 2024. <https://anzamconference.org/wp-content/uploads/2024/11/ANZAM-Conference-Program-2024-Final-draft.pdf>
20. Muchiri, MK, Pham, H, Nkhoma, M & McMurray, AJ (2023). Leading in the context of disruptive Industry Revolution 4.0: Ethical leaders as enablers of employee commitment and innovative work behaviour in Vietnam, in Oeij, P, Dhondt, S & McMurray, AJ (Eds.), *Research Agenda for Workplace Innovation: The Challenge of Disruptive Transitions*, Edward Elgar Publishing, UK, pp. 183-198. DOI: <https://doi.org/10.4337/9781800881945.00020>.

21. Babalola, M.T., Qu, Y., Ali, M., Pathki, C., Usman, M., & Muchiri, M (2023). An uncertainty management perspective on the antecedents of leader self-serving behavior. *Journal of Organizational Behavior*. 44(8), pp. 1164-1182. DOI: <https://doi.org/10.1002/job.2711>. (ABS 4; ABDC A*; SJR Q1).
22. Muchiri, M.K., Gamage, A. and Samad, A. (2023), Reframing positive leadership within the context of Australian not-for-profit organisations. *International Journal of Organizational Analysis*, Vol. 31 No. 6, pp. 2465-2480. <https://doi.org/10.1108/IJOA-11-2021-3024>. (ABDC B; SJR Q1).
23. Faisal, M, Stanton, P, & Muchiri, M.K. (2023). Public healthcare in Pakistan: A people management solution? *Asia Pacific Journal of Human Resources*, Vol 61, No 2, pp 462-482. <https://doi.org/10.1111/1744-7941.12360>. (ABS 2; ABDC B; SJR Q1).
24. Hassan, S, Kaur, P, Muchiri, M.K., Ogbonnaya, C, & Dhira, A, (2023). Unethical leadership: Review, synthesis and directions for future research, *Journal of Business Ethics*. Vol. 183, pp.511–550. <https://link.springer.com/article/10.1007/s10551-022-05081-6>. DOI: 10.1007/s10551-022-05081-6. (ABS 3; ABDC A; SJR Q1).
25. Samad, A., Muchiri, M.K. & Shahid, S. (2022). Investigating leadership and employee well-being in higher education. *Personnel Review*, Vol. 51 No. 1, pp. 57-76. <https://doi.org/10.1108/PR-05-2020-0340>. (ABDC A). <https://www.emerald.com/insight/content/doi/10.1108/PR-05-2020-0340/full/html>
26. Faisal, M, Stanton, P & Muchiri, M 2022, Public Health Care in Pakistan: A People Management Solution? Academy of Management Annual Meeting Proceedings. Paper presented at the 82nd Annual Meeting of the Academy of Management, 4 – 10 August 2022, Seattle, Washington, USA. <https://doi.org/10.5465/AMBPP.2022.14506abstract>.
27. Faisal, M, Stanton, P & Muchiri, M 2022, Why Ethical Leadership Matters: An Examination of The Relationship Between Ethical Leadership, Affective Commitment, and Organisational Citizenship Behaviour in A Large Pakistani Public Hospital. Paper presented at the EURAM 2022 Conference, 15-17 June, at the ZHAW School of Management and Law, Winterthur, Switzerland.
28. Shahid, S., Muchiri, M.K. and Walumbwa, F.O. (2021), "Mapping the antecedents and consequences of thriving at work: A review and proposed research agenda", *International Journal of Organizational Analysis*, Vol. 29 No. 1, pp. 78-103. <https://doi.org/10.1108/IJOA-09-2019-1881>.
29. Faisal, M, Stanton, P & Muchiri, M 2021, High-Performance Work Systems and Ethical Leadership: A Case Study in a Pakistani Public Hospital". Academy of Management Annual Meeting Proceedings. Paper presented at the virtual 81st Annual Meeting of the Academy of Management taking place 29 July - 4 August 2021. <https://doi.org/10.5465/AMBPP.2021.14288abstract>.
30. Muchiri, M.K., McMurray, A., Nkhoma, M. & Pham, H. (2020). Mapping antecedents of innovative work behavior: A conceptual review, *The Journal of Developing Areas*, Vol. 54, pp. 33 – 40. <https://www.jstor.org/stable/26832105>.
31. Faisal, M, Stanton, P & Muchiri, M 2020, 'High-Performance Work Systems and Ethical Leadership: A Case Study in a Pakistani Public Tertiary Care Hospital', in British Academy of Management, Virtual Conference (UK), 2-4 September 2020.
32. Barua, B., Muchiri, M.K., Muenjohn, N., & Burgess, K. (2019). A model exploring relationships between positive leadership, meditation, flow and task performance, *Journal of Developing Areas*, 53(2), 229-238. <https://doi.org/10.1353/jda.2019.0033>.
33. Muchiri, M.K., McMurray, A., Nkhoma, M., & Pham, H. (2019). How transformational and empowering leader behaviors enhance workplace safety: A review and research agenda, *The Journal of Developing Areas*, 53(1), 257-265. <https://doi.org/10.1353/jda.2019.0015>.
34. Muchiri, M.K., Shahid, S., & Ayoko, O. (2019). And now for something completely different: Reframing social processes of leadership theory using positive organisational behaviour, *Journal of Management and Organization*, 25(3), 370-373. <https://doi.org/10.1017/jmo.2019.33>. (ABS 2; ABDC B; SJR Q2)
35. Shahid, S. & Muchiri, M. (2019). Positivity at the workplace: Conceptualising the relationships between authentic leadership, psychological capital, organisational virtuousness, thriving and job performance, *International Journal of Organizational Analysis*, Vol. 27, No. 3, pp. 494 -523. <https://doi.org/10.1108/IJOA-05-2017-1167>.

36. Shahid, S, Muchiri, MK, McMurray, A, Walumbwa, FO & Mazari, H (2019). Why positive leader behaviour is good for job performance: A mediation study, paper presented at the Academy of Management Meeting, 9-13, August 2019, Boston, Massachusetts, USA. <https://doi.org/10.5465/AMBPP.2019.14523abstract>.
37. Faisal, M, Muchiri, M & Stanton, P 2019, 'Do ethical leaders influence on employee behaviours? A case from a public tertiary care hospital in Pakistan', in Australasian Business Ethics Network, Melbourne, Australia, pp. 28-29, <<https://www.abenconference2019.com.au/wp-content/uploads/2019/12/Abstract-Book-RMIT-ABEN..pdf>>.
38. Faisal, M, Stanton, P & Muchiri, M 2019, 'Public healthcare in Pakistan: Structure and Challenges – Is human resource management the way forward?', in ANZAM, Cairns, Australia, 4.12.2019-6.12.2019, p. 1249, <<https://www.anzam.org/wp-content/uploads/2020/01/ANZ5696-ANZAM-Conference-Proceedings-Abstracts-2019-17-January-2020.pdf>>.
39. Faisal, M, Stanton, P, Muchiri, M & Shao, J 2019, 'Ethically leading public hospitals in Pakistan: Do leaders influence citizenship and counter-productive workplace behaviours?', in International Conference on Business Management (ICBM), Melbourne, Australia, 12-14 December, 2019.
40. Walumbwa, F., Muchiri, M.K., Misati, E., Wu, C., & Meiliani, M. (2018). Inspired to perform: A multilevel investigation of antecedents and consequences of thriving at work, *Journal of Organizational Behavior*, 39(3), 249-261. <https://doi.org/10.1002/job.2216>. (ABS 4; ABDC A*; SJR Q1).
41. Pham, T., McMurray, A., Muenjohn, N., & Muchiri, M.K. (2018). Job engagement in higher education, *Personnel Review*, 47(4), 951-967. <https://doi.org/10.1108/PR-07-2017-0221>. (ABS 2; ABDC A; SJR Q1).
42. Lu, J., Huang, X. & Muchiri, M. (2017). Political risk and Chinese outward foreign direct investment to Africa: the role of foreign aid, *Africa Journal of Management*, 3(1), 82-98. <https://doi.org/10.1080/23322373.2016.1275941>.
43. Shahid, S & Muchiri, M (2017). Transformational leadership and organisational virtuousness as antecedents of thriving at work: A review of underlying influence mechanisms, presented during the ANZAM 2017/31st ANZAM Conference, RMIT University, Melbourne.
44. Pham, N, McMurray, A & Muchiri, M (2017). Evaluating the relationship between job engagement, transformational leadership, high-performance human resource practices, and job performance, presented during the ANZAM 2017/31st ANZAM Conference, RMIT University, Melbourne.
45. Walumbwa, F., Muchiri, M., Misati, E., Wu, C., Meiliani, M. (2016). Fired up to perform: A multilevel examination of antecedents and consequences of thriving at work, in *Academy of Management Proceedings*, Anaheim, California, United States., August 5 - 9, 2016. <https://doi.org/10.5465/ambpp.2016.79>.
46. Muchiri, MK & McMurray, AJ, (2016). Leadership and thriving behavior as predictors of safety climate in public sector of two countries, paper presented at the 2016 Academy of Management Meeting, August 5-9, 2016, Anaheim, California. <https://doi.org/10.5465/ambpp.2016.16043abstract>.
47. Muchiri, M.K. & McMurray, A.J. (2015). Entrepreneurial orientation within small firms: a critical review of why leadership and contextual factors matter, *Small Enterprise Research*, Vol. 22 No. 1, pp. 17- 31.
48. McMurray, A.J, Simmers, C.A., Mitchell, L. & Muchiri, M.K. (2015). Trustworthiness, awareness and environmental concern: An approach to evidence-based sustainability curriculum development, paper presented during the 75th Annual Meeting of the Academy of Management, August 7-11, 2015 Vancouver, BC, Canada. <https://doi.org/10.5465/ambpp.2015.11314symposium>.
49. Muchiri, M.K. (2015), 'Effects of Servant Leader Behaviours on Thriving, Efficacy Beliefs and Safety Climate', accepted for presentation during the APS 11th Industrial and Organisational Psychology Conference, Melbourne, 2 – 4 July 2015.
50. Muchiri, M.K. (2015), 'Ethically Leading a Healthy and Committed Workforce: an exploratory study', accepted for presentation during the APS 11th Industrial and Organisational Psychology Conference, Melbourne, 2 – 4 July 2015.
51. Muchiri, M.K. & McMurray, A.J, (2015), 'Leading safe and thriving organisations: Enhancing organisational effectiveness through ethical leadership', paper under review for presentation during the British Academy of Management Conference at the University of Portsmouth, UK, 8th - 10th September 2015.
52. Muchiri, M.K. (2015). Leading safe public organisations: An investigation of the links between transformational leadership, safety climate citizenship behaviour, organisational commitment, turnover

- intention, and employee performance', paper presented at the British Academy of Management Conference, University of Portsmouth, UK, 8th -10th September 2015.
53. Muchiri, MK (2014). Linking leadership and authentic followership to organizational outcomes in Kenya: a conceptual model, *Journal of Global Business Issues*, Vol. 8, 17 – 26.
 54. Ayoko, O.B. & Muchiri, M. K. (2014). Conflict at Multiple Levels: Transformational Leadership and Followers' Cultural Orientation, in N. M. Ashkanasy, K.A. Jehn & O.B. Ayoko, (Eds.), *Handbook of Research in Conflict Management*, Edward Elgar Publishing, UK, pp. 440-458.
<https://doi.org/https://doi.org/10.4337/9781781006948.00038>
 55. Ahmed, E & Muchiri, MK (2014). Linking abusive supervision to employees' OCBs and turnover intentions: the role of psychological contract breach and perceived organisational support, *Contemporary Management Research*, Vol. 10 No. 2, pp. 147- 164. <https://doi.org/10.7903/cmr.11518>.
 56. Muchiri, M.K. (2014). Authentic Followership to Citizenship Behaviours, Safety Citizenship and Employee Performance in the Australian Public Sector', paper presented during the 74th Annual Meeting of the Academy of Management, August 1-5, 2014 Philadelphia, PA, US.
<https://doi.org/10.5465/ambpp.2014.14765abstract>
 57. Muchiri, M.K. & Ayoko, O.B. (2013). Linking demographic diversity to organisational outcomes: the moderating role of transformational leadership, *Leadership & Organization Development Journal*, 34(5), 384-406. <https://doi.org/10.1108/LODJ-11-0086>. (ABDC B; SJR Q1).
 58. Walumbwa, F. O., Christensen, A. L. & Muchiri, M. K. (2013). Transformational Leadership and Meaningful Work, in B. J. Dik, Z. S. Byrne & M. F. Steger (Eds.), *Purpose and Meaning in the Workplace*, American Psychological Association, Washington, DC, pp. 197-215. <https://doi.org/10.1037/14183-010>
 59. Muchiri, M.K. (2013), 'Entrepreneurial orientation and leadership: A review, model and research agenda', paper presented at the Small Enterprise Association of Australia and New Zealand 26th Annual Conference, Sydney, 11-12 July, 2013.
 60. Muchiri, M.K., Cooksey, R.W. & Walumbwa, F.O. (2012). Transformational and social processes of leadership as predictors of organisational outcomes, *Leadership & Organization Development Journal*, 33(7), 662-683. <https://doi.org/10.1108/01437731211265241>. (ABDC B; SRJ Q1).
 61. Walumbwa, F.O., Aryee, S., Muchiri, M.K., Di Milia, L.V., & Cooksey, R.W. (2012), 'Servant Leadership and Safety Citizenship Behavior: Examining Mediating and Moderating Processes', presented as part of Symposium on Servant Leadership: Providing Socially Responsible Pathways to Individual and Team Effectiveness, during the 72nd Annual Meeting of the Academy of Management, AUGUST 3 – 7, 2012, Boston, Massachusetts.
 62. Muchiri, M.K. & Ayoko, O. B. (2012), 'Leading conflict across multiple levels and cultures: A research agenda'. Paper presented during the 25th Annual Conference of the International Association for Conflict Management, July 11-14, 2012, Stellenbosch, South Africa.
 63. Muchiri, M.K. (2012), 'Linking transformational leadership and authentic followership to commitment, citizenship behaviours and follower performance'. Paper presented during the African International Business and Management (AIBUMA) Conference, Nairobi, Kenya, July 12 -13 2012.
 64. Muchiri, M.K. (2011). Leadership in context: a review and research agenda for Sub-Saharan Africa, *Journal of Occupational and Organizational Psychology*, 84(3), 440-452. <https://doi.org/10.1111/j.2044-8325.2011.02018.x>. (ABS 4; ABDC A; SJR Q1).
 65. Muchiri, MK & Cooksey, R.W. (2011), 'Examining the effects of substitutes for leadership on performance outcomes', *Leadership & Organization Development Journal*, 32(8), 817-836.
<https://doi.org/10.1108/01437731111183757>. (ABDC B; SJR Q1).
 66. Muchiri, MK, Cooksey, R.W., Di Milia, L.V. & Walumbwa, F.O. (2011), 'Gender and managerial level perceptions of effective leadership', *Leadership & Organization Development Journal*, 32(5), 462-492.
<https://doi.org/10.1108/01437731111146578>. (ABDC B; SJR Q1).
 67. Muchiri, M.K. (2011), 'Leading through social processes: some findings from public sector organisations'. In the proceedings of the 25th Annual Australian and New Zealand Academy of Management Conference (The Future of Work and Organisations), Wellington, New Zealand 7-9 December 2011.

68. Muchiri, M.K. (2011), 'Linking demographic diversity to organisational outcomes: some preliminary findings'. In the proceedings of the 25th Annual Australian and New Zealand Academy of Management Conference (The Future of Work and Organisations), Wellington, New Zealand 7-9 December 2011. https://www.anzam.org/wp-content/uploads/pdf-manager/627_ANZAM2011-445.PDF.
69. Thornton, L., Muchiri, M.K. & Waight, P. (2011), 'Leadership behaviours and entrepreneurial attitude as predictors of business outcomes within business incubators: a conceptual model'. In the proceedings of the 25th Annual Australian and New Zealand Academy of Management Conference (The Future of Work and Organisations), Wellington, New Zealand 7-9 December 2011. https://www.anzam.org/wp-content/uploads/pdf-manager/637_ANZAM2011-461.PDF.
70. Muchiri, MK & Cooksey, R.W. (2010). Using hierarchical item clustering to establish the dimensionality of the multifactor leadership questionnaire', *International Journal of Organisational Behaviour*, Vol.15 No.1, pp. 1-14.
71. Muchiri, M.K. (2010), 'Societal culture as a moderator of the impact of leadership on organizational effectiveness: a conceptual model' Paper presented during the Australian and New Zealand Academy of Management Annual Conference to be held in Adelaide, Australia, 7-10 December 2010.
72. Muchiri, M.K. & Cooksey, R.W. (2010), 'Using hierarchical item clustering to establish the dimensionality of the multifactor leadership questionnaire'. Paper accepted for presentation during the Australian and New Zealand Academy of Management Annual Conference to be held in Adelaide, Australia, 7-10 December 2010.
73. Muchiri, M.K. & Cooksey, R.W. (2010), 'Examining the impact of substitutes for leadership on organizational performance'. Paper presented during the Australian and New Zealand Academy of Management Annual Conference to be held in Adelaide, Australia, 7-10 December 2010.
74. Muchiri, MK (2009). Book review. Managing training and development in South Africa (4th edn), by BJ Erasmus, PVZ Loedolff, T Mda and PS Nel (2006). *Journal of Management & Organization*, Vol. 15 No.1, pp.135-136. <https://doi.org/10.1017/S1833367200002959>. (ABS 2; ABDC B; SJR Q1).
75. Muchiri, M.K. & Cooksey, R.W. (2009), 'Thematic analyses of employee perceptions of leadership: Further support for the construction of effective leadership within local councils of Australia'. Paper presented on 4th December 2009 during the annual ANZAM Conference, in Melbourne, Australia.
76. Muchiri, M.K (2008). Book Review: A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Leadership Brad Jackson and Ken Parry (2008) Sage Publications Ltd; ISBN 978-1-4129-2846-5; 176 pages; PB USD 25.95. *Journal of Management & Organization*. 2008;14(5):594-596. <https://doi.org/10.1017/S1833367200003084>. (ABS 2; ABDC B; SJR Q1).
77. Muchiri, M.K. & Cooksey, R.W. (2008), 'Leadership viewed through double lenses: An examination of transformational leader behaviours and social processes of leadership and their impact on key organisational variables within Australian local councils'. Paper presented on 4th December 2008 at the ANZAM Conference, in Auckland, New Zealand. https://www.anzam.org/wp-content/uploads/pdf-manager/1376_MUCHIRI_MICHAEL-414.PDF.

RESEARCH GRANTS

1. Muchiri, M.K., & Alfayez, N. 2024-25, How and When Positive Leader Behaviors improve Employee Mental Well-being, Thriving and Safety Behaviors. Office of Research & Innovation - Alfaisal University. SAR 16,000.
2. Muchiri, MK & Rametse, MN (2019-2020). Business Literacy and Entrepreneurial Skills Training for African Australian Small Businesses in Shepparton. Small Business Victoria, Victoria State Government, AUD \$ 30,804.50.
3. Muchiri, MK & Rametse, MN (2018). Empowering African Australian Women through Financial Literacy and Entrepreneurship. City of Melbourne Council, AUD \$ 19,741.65.
4. Muchiri, MK & Rametse, MN (2017). Empowering African Australian Women through Leadership Development. City of Melbourne Council Research Grant, AUD \$ 16,899.

5. Muchiri, MK & Sablok, G (2016). Strategic Organisational Analysis for Security International Services Pty Ltd. Security International Services Pty Ltd Research Grant, AUD \$17,468.
6. Muchiri, MK & Rametse, MN (2016). Empowering African Australian Women: Visioning, Strategy, Goals and Objectives. City of Melbourne Council Research Grant, AUD \$ 5693.
7. Muchiri, MK & Rametse, MN (2016). Finding Common Ground: Exploring Inter-group Dynamics to Enhance Empowerment for African Australian Women. City of Melbourne Council, AUD \$ 4337.
8. Muchiri, MK, Nkhoma, M, McMurray AJ & Gordon, R (2016), 'A multilevel, cross-country examination of leadership and innovative behaviours of Vietnamese and Australian Manufacturing Industries', RMIT Vietnam Research Grant, AUD \$ 9,424.
9. Muchiri, M.K. (2010). AUD \$ 8,539, to research on the relationship between positive leader behaviours, safety and several organisational outcomes. Funded by Faculty Research Development & Incentives grant. Grant was for a project titled 'Examining the relationship between positive leader behaviours, healthy workplace practices, employee well-being and organisational performance'.
10. Alcock, D. & Muchiri, M.K. (2008). AUD \$ 15,000, to research on a Sustainable Business Model for Central Queensland Regional Information Systems. Funded by the Queensland's Department of Local Government, Planning, Sport and Recreation.
11. Muchiri, M.K., Miles, R, Greer, L, O'Dea, G., Makiela, S., Waight, P., & Kinnear, S (2007). AUD \$ 400,000 to research Community Interests Assessment for Mount Morgan, QLD. Worked with a research team from the Institute of Sustainable Regional Development – CQUniversity. Funded by Queensland's Department of Local Government, Planning, Sport and Recreation.

HIGHER DEGREE BY REASERCH (PHD) SUPERVISIONS AS PRINCIPAL SUPERVISOR

1. Dr Muhammad Faisal: PhD topic. Transforming Pakistan's hospital: Are high-performance work systems and ethical leadership the answer? PhD awarded by RMIT in December 2023.
2. Dr Sehrish Shahid. PhD topic. Positivity at the workplace: Examining the relationships among leadership, employee psychological capital, organisational virtuousness, employee thriving and job performance. PhD awarded by RMIT in December 2020. Sehrish is incoming Lecturer in Management, School of Management. Currently Lecturer at Australian Institute of Business.
3. Dr Brad Nikolic. PhD topic: Attaining sustainable business success through innovative leadership processes. PhD awarded by RMIT University in 2016. Brad is a tutor in our School.
4. Dr Ataus Samad. PhD topic: Health promoting organisational leadership within public universities. PhD awarded by CQ University, Australia in 2016. Ataus is a Lecturer at the University of Western Sydney, Australia, and is an ongoing research collaborator as indicated earlier.
5. Dr Jedidah V Muli. PhD topic: Influence of leadership on human resource practices in banks. PhD awarded by Kenyatta University, Kenya in 2016. Jedidah is a Lecturer at Kenyatta University, Kenya.

HONOURS AND AWARDS

2012, 2014 and 2016 Top Reviewer Award, Public and Not-for-Profit Division of the Academy of Management Annual Meeting, US.

2019 School of Management Outstanding Teaching Award for teaching BUSM4177 Leadership and Decision Making in **Sem 1**.

2019 School of Management Outstanding Teaching Award for teaching BUSM4177 Leadership and Decision Making in **Sem 2**.

2019 School of Management Outstanding Teaching Award for teaching postgraduate course, BUSM4595 Contemporary Issues in Strategic Human Resource Management in **Sem 1**.

2018 School of Management Outstanding Teaching Award for teaching postgraduate course, BUSM4595 Contemporary Issues in Strategic Human Resource Management in **Sem 2**.

2018 School of Management Outstanding Teaching Award for teaching BUSM4177 Leadership and Decision Making in **Sem 2**.