

## **Mahmut Bayazit**

Özyeğin University

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### **ACADEMIC APPOINTMENTS**

- 2024- Associate Professor of Organizational Studies  
Business School, Özyeğin University, Istanbul
- 2013-2024 Associate Professor of Organizational Studies  
Business School, Sabancı University, Istanbul
- 2016-2017 Visiting Associate Professor of Organizational Behavior and Human Resources  
Sauder School of Business, University of British Columbia
- 2011-2012 Assistant Professor of Organizational Studies  
School of Management, Sabancı University, Istanbul
- 2010-2011 Visiting Scholar in Organizational Behavior  
School of Industrial and Labor Relations, Cornell University
- 2007-2010 Assistant Professor of Organizational Studies  
Faculty of Management, Sabancı University, Istanbul
- 2003-2007 Assistant Professor of Industrial and Organizational Psychology  
Department of Psychology, Koç University, Istanbul

### **EDUCATION**

- Ph.D. Cornell University, Ithaca NY USA, 2003  
School of Industrial and Labor Relations  
Major: Organizational Behavior Minors: Human Resource Studies and Social Statistics
- M.S. Baruch College, CUNY, NY USA, 1998  
Department of Psychology  
Major: Industrial and Organizational Psychology
- B.A. Boğaziçi University, Istanbul Turkey, 1995  
Faculty of Arts and Sciences  
Major: Psychology

## RESEARCH INTERESTS

Leadership and Employee Motivation, Gender and Leadership, Work-Family Conflict, Employee wellbeing, Person-environment interaction/fit, Strategic HRM, Compensation and Employee Behaviors.

## REFEREED JOURNAL PUBLICATIONS

Ayyildiz, F., Özalp-Türetgen, İ. & Bayazit, M. (2024). Effects of Stereotype Threat on Women's Leadership Aspirations and Affective Responses: The Role of Stigma Consciousness. *Psychological Reports*.

Bayazit, M., Czukor, G., Dural, U. & Özalp-Türetgen, İ. (2024). Backlash toward male vs. female leaders' interpersonal emotion management strategy use: The role of followers' gender-based leadership stereotypes. *Asian Journal of Social Psychology*. <https://doi.org/10.1111/ajsp.12608>

Aksoy, E. & Bayazit, M. (2022). Trait activation in commitment to difficult goals: The role of achievement striving and situational cues. *Applied Psychology: An International Review*, 71(4), 1565-1592. <https://doi.org/10.1111/apps.12368>

Erden Bayazit, Z. & Bayazit, M. (2019). How do flexible work arrangements alleviate work-family-conflict? The roles of flexibility i-deals and family-supportive cultures. *International Journal of Human Resource Management*, 30(3), 405-435. <https://doi.org/10.1080/09585192.2017.1278615>

Saucier, G., Kenner, J. S., Iurino, K., Bou Malham, P., Chen, Z., Thalmayer, A. G., Kimmelmeier, M., Tov, W., Boutti, R., Metaferia, H., Çankaya, B., Mastor, K. A., Hsu, K.-Y., Wu, R., Maniruzzaman, M., Rugira, J., Tsousis, I., Sosnyuk, O., Regmi Adhikary, J., Skrzypińska, K., Pongpet, B., Maltby, J., Salanga, M. G. C., Racca, A., Oshio, A., Italia, E., Kovaleva, A., Nakatsugawa, M., Morales-Vives, F., Ruiz, V. M., Braun Gutierrez, R. A., Sarkar, A., Deo, T., Sambu, L., Huisa Veria, E., Ferreira Dela Coleta, M., Kiama, S. G., Hongladoram, S., Derry, R., Zazueta Beltrán, H., Peng, T. K., Wilde, M., Ananda, A., Banerjee, S., **Bayazit, M.**, Joo, S., Zhang, H., Orel, E., Bizumic, B., Shen-Miller, S., Watts, S., Pereira, M. E., Gore, E., Wilson, D., Pope, D., Gutema, B., Henry, H., Dacanay, J. C., Dixon, J., Köbis, N., Luque, J., Hood, J., Chakravorty, D., Pal, A. M., Ong, L., Leung, A., & Altschul, C. (2015). Cross-cultural differences in a global 'Survey of World Views'. *Journal of Cross-Cultural Psychology*, 46(1), 53-70. <https://doi.org/10.1177/0022022114551791>

Czukor, G. & Bayazit, M. (2014). Commentary: Casting a wide net? Performance deficit, priming and subjective performance evaluation in organizational stereotype threat research. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 7(3), 409-413. <https://doi.org/10.1111/iops.12169>

Aksoy, E. & Bayazit, M. (2014). The relationships between MBO system strength and goal climate quality and strength. *Human Resource Management*, 53(4), 505-525. <https://doi.org/10.1002/hrm.21603>

Aycan, Z., Bayazit, M., Berkman, Y. & Boratav, H. B. (2012). Attitudes towards women managers: Development and validation of a new measure with Turkish samples. *European Journal of Work and Organizational Psychology*, 21(3), 426-455. <https://doi.org/10.1080/1359432X.2011.557860>

Bayazit, M., Eser, S. & Çanacık, B. (2011). [Sahip-yöneticilerin kurumsallaşma yorumları: Çevresel tarama, denetim odakları ve çevresel karmaşıklık algılarının etkisi](#) (Owner-managers' interpretations of

institutionalization: The roles of perceived environmental complexity, regulatory focus and environmental scanning). *Yönetim Araştırmaları Dergisi (Management Research Journal)*, 11(1-2), 5-34. [https://yad.baskent.edu.tr/files/2011\\_cilt\\_11\\_1.pdf](https://yad.baskent.edu.tr/files/2011_cilt_11_1.pdf)

Bayazit, M. & Koçaş, C. (2010). [Örgütsel kültürel değerler ve pazar odaklılık: “Kültür tipi” ve “Güçlü kültür” hipotezlerinin Türkiye’de testi](#) (Organizational cultural values and market orientation: The test of “culture type” and “strong culture” hypotheses in Turkey). *Yönetim Araştırmaları Dergisi (Management Research Journal)*, 10(1-2), 35-70. [https://yad.baskent.edu.tr/files/2010\\_cilt\\_10\\_3.pdf](https://yad.baskent.edu.tr/files/2010_cilt_10_3.pdf)

Oreg, S. & Bayazit M. (2009). Prone to bias: Towards a theory of individual differences in bias manifestation. *Review of General Psychology*, 13(3): 175-193. <https://doi.org/10.1037/a0015656>

Hammer, T. H., Bayazit, M. & Wazeter, D. L. (2009). Union leadership and member attitudes: A multi-level analysis. *Journal of Applied Psychology*, 94(2): 392-410. <https://doi.org/10.1037/a0013613>

Oreg, S., Bayazit, M., Vakola, M. Arciniega, L., Armenakis, A., Barkauskiene, R., Bozionelos, N., Fujimoto, Y., González, L., Han, J., Hřebíčková, M., Jimmieson, N., Ferić, I., Kordačová, J., Mitsuhashi, H., Mlačić, B., Topić, M. K., Ohly, S., Saksvik, P. Ø., Hetland, H., Saksvik, I., & van Dam, K. (2008). Dispositional resistance to change: Measurement equivalence and the link to personal values across 17 nations. *Journal of Applied Psychology*, 93(4): 935-944. <https://doi.org/10.1037/0021-9010.93.4.935>

Myors, B., Lievens, F., Schollaert, E., Van Hoye, G., Cronshaw, S. F., Mladinic, A., Rodríguez, V., Aguinis, H., Steiner, D. D., Rolland, F., Schuler, H., Frintrup, A., Nikolaou, I., Tomprou, M., Subramony, S., Raj, S. B., Tzafrir, S., Bamberger, P., Bertolino, M., Mariani, M., Fraccaroli, F., Sekiguchi, T., Onyura, B., Yang, H., Anderson, N., Evers, A., Chernyshenko, O., Englert, P., Kriek, H. J., Joubert, T., Salgado, J. F., König, C. J., Thommen, L. A., Chuang, A., Sinangil, H. K., **Bayazit, M.**, Cook, M., Shen, W., & Sackett, P. R. (2008). International perspectives on the legal environment for selection. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1(2): 206-246. <https://doi.org/10.1111/j.1754-9434.2008.00040.x>

Myors, B., Lievens, F., Schollaert, E., Van Hoye, G., Cronshaw, S. F., Mladinic, A., Rodríguez, V., Aguinis, H., Steiner, D. D., Rolland, F., Schuler, H., Frintrup, A., Nikolaou, I., Tomprou, M., Subramony, S., Raj, S. B., Tzafrir, S., Bamberger, P., Bertolino, M., Mariani, M., Fraccaroli, F., Sekiguchi, T., Onyura, B., Yang, H., Anderson, N., Evers, A., Chernyshenko, O., Englert, P., Kriek, H. J., Joubert, T., Salgado, J. F., König, C. J., Thommen, L. A., Chuang, A., Sinangil, H. K., **Bayazit, M.**, Cook, M., Shen, W., & Sackett, P. R. (2008). Response: Broadening International Perspectives on the Legal Environment for Personnel Selection. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1(2): 266-270. <https://doi.org/10.1111/j.1754-9434.2008.00045.x>

Bayazit, M. & Hammer, T. H. & Wazeter, D. L. (2004). Methodological challenges in union commitment studies. *Journal of Applied Psychology*, 89(4): 738-747. <https://doi.org/10.1037/0021-9010.89.4.738>

Hammer, T. H., Saksvik, P. O., Nytro, K., Torvatn, H. & Bayazit, M. (2004). Expanding the psychosocial work environment: Workplace norms and work-family conflict as correlates of stress and health. *Journal of Occupational Health Psychology*, 9(1): 83-97. <https://doi.org/10.1037/1076-8998.9.1.83>

\* Top 20 finalist for 2005 Kanter Award for Excellence in Work-Family Research.

Bayazit, M. & Mannix, E. A. (2003). Should I stay or should I go? Predicting team members' intent to remain in team. *Small Group Research*, 34(3): 290-321. <https://doi.org/10.1177/1046496403034003002>

## BOOK CHAPTERS

Bayazit, M. Özalp-Türetgen, İ., & Sinangil, H. K. (2018). IWO Psychology in the Middle East. In D. S. Ones, N. Anderson, H. K. Sinangil, and C. Viswesvaran (Eds.), *The SAGE Handbook of Industrial, Work & Organizational Psychology, Volume 3*. Sage. <https://doi.org/10.4135/9781473914964>

Sackett, P.R., Shen, W., Myors, B., Lievens, F., Schollaert, E., Van Hove, G., Cronshaw, S.F., Onyura, B., Mladinic, A., Rodríguez, P., Steiner, D.D., Rolland, F., Schuler, H., Frintrup, A., Nikolaou, I., Tomprou, M., Subramony, S., Raj, S.B., Tzafrir, S., Bamberger, P., Bertolino, M., Mariani, M., Fraccaroli, F., Sekiguchi, T., Yang, H., Anderson, N.R., Evers, A., Chernyshenko, O., Kriek, H.J., Joubert, T., Salgado, J.F., König, C.K., Thommen, L.A., Chuang, A., Sinangil, H. K. **Bayazit, M.** Cook, M., Aguinis, H., (2017) Perspectives from twenty-two countries on the legal environment for selection. *Handbook of Employee Selection* (p. 651-676). Taylor and Francis. <https://doi.org/10.4324/9780203809808>

Oreg, S., Bayazit, M., Vakola, M. Arciniega, L., Armenakis, A., Barkauskiene, R., Bozionelos, N., Fujimoto, Y., González, L., Han, J., Hřebíčková, M., Jimmieson, N., Ferić, I., Kordačová, J., Mitsuhashi, H., Mlačić, B., Topić, M. K., Ohly, S., Saksvik, P. Ø., Hetland, H., Saksvik, I., & van Dam, K. (2011). Measurement equivalence of the dispositional resistance to change scale. In E. Davidov, P. Schmidt & J. Billiet (Eds). *Cross-cultural Analysis: Methods and Applications* (chapter 9, 249-280). Routledge. Also published in the 2<sup>nd</sup> edition of the same book (Chapter 8). ISBN 9781138690271

Ararat, M. & Bayazit, M. (2009). Does the adoption of codes of conduct marginalize labor unions? The case of Turkey's garment industry. In C. Mallin (ed.), *Corporate Social Responsibility: A Case Study Approach* (pp.216-257). Edward Elgar, Cheltenham, Northampton. <https://doi.org/10.4337/9781849802192.00021>

## CONFERENCE PROCEEDINGS

Bayazit, M. & Canacik, B. (June, 2008) Turkish Owner-Managers' Interpretations of Institutionalization: The Roles of Perceived Environmental Complexity, Regulatory Focus and Environmental Scanning. In Proceedings of the 11th Bi-Annual Conference of the International Society for the Study of Work and Organizational Values (ISSWOV). Singapore.

Oreg, S. & Bayazit M. (August, 2005): Prone to bias: Towards a theory of individual differences in bias manifestation. Best Paper Proceedings of the Academy of Management Conference, Hawaii, USA.  
Bayazit, M. (August, 2004): Contextual variation in leadership prototypes: A multilevel perspective. In Proceedings of the 9th Bi-Annual Conference of the International Society for the Study of Work and Organizational Values (ISSWOV), New Orleans, USA.

## MANUSCRIPTS UNDER REVIEW

Koçak, Ö., Bayazit, M., Yılmaz Tanrıver, Ç. & Şenol N. F. Optimal distinctiveness in a labor market. In review at *Strategy Science* (Q1).

Bayazit, M., Saleh S. E. & Özalp Türetgen, İ. Challenge vs. Hindrance Stressors and Job Outcomes: Role of Neuroticism. Manuscript in preparation for submission to *Journal of Occupational Health Psychology* (Q1).

Bayazit, M., Ma, D. & van Jaarsveld, D. Competitive pay systems and workplace productivity: The role of workforce gender composition. Manuscript in preparation for submission to *Journal of Applied Psychology* (FT 50).

## WORK IN PROGRESS

Bayazit, M., Özalp Türetgen, İ., Ayyıldız, F. & Kosova, J. E. Telework, time-control, self-control and tactic use to balance work and home during the COVID-19 pandemic. Manuscript in preparation for submission to *Journal of Applied Psychology*.

Dural, U. & Bayazit, M. Exposure-induced malleability of implicit prejudice toward female leadership: A quasi-experiment following municipality elections. Manuscript in preparation for submission to *The Leadership Quarterly*.

Aksoy, E. & Bayazit, M. Understanding the Interplay between HRM System and Leadership in Shaping Service Climate: Joint Effects of Transformational and Transactional Leadership with HPWS. Manuscript in preparation for *Leadership Quarterly* (Q1)

Aksoy, E. & Bayazit, M. High-performing work systems and HR system strength: Multiple organizational climates and customer loyalty in small franchised businesses. Manuscript in preparation for submission to *Academy of Management Journal*.

Hammer, T. H., Bayazit, M. & Saksvik, P. O. A multilevel empirical expansion of Siegrist's ERI model. Manuscript in preparation for submission to *Journal of Occupational Health Psychology*.

Bayazit, M. & van Jaarsveld, D., Making the customer "pay": Gender differences and the role of revenge following customer mistreatment. Manuscript in preparation for submission to *Human Relations*.

## CONFERENCE PRESENTATIONS

Bayazit, M., Saleh S. E. & Özalp Türetgen, İ. (2024) Challenge vs. Hindrance Stressors and Job Outcomes: Role of Neuroticism. Poster to be presented in the 29th annual conference of the Society for Industrial and Organizational Psychologists, Chicago, USA.

Bayazit, M., Özalp Türetgen, İ., Ayyıldız, F. & Kosova, J. E. (2021). Telework, self-control and work-home transitions during the COVID-19 pandemic. Poster to be presented in the 26th annual conference of the Society for Industrial and Organizational Psychologists, Chicago, USA.

Bayazit, M., Van Jaarsveld, D. & Fricke P. (2019). Customer Mistreatment and Frontline Employee Retaliation. Paper presented as part of the symposium titled "The Evolving Role of Frontline Service Employees: Multidisciplinary Perspectives and Research Directions" at the 78th Annual Conference of the Academy of of Management, Boston.

Aksoy, E. & Bayazit, M. (2019). Trait activation in goal commitment: interactions between achievement striving and situational cues. Paper presented at the 78th Annual Conference of the Academy of of Management, Boston.

Bayazit, M., Ma, D. & Van Jaarsveld, D. (August, 2018). Workplace Consequences of Competitive vs. Egalitarian Strategic Compensation Plans. Presentation in symposium titled "Compensation Plan Implementation and Change: Consequences for Individuals, Teams, and Firms" 77th Annual Conference of the Academy of Management, Chicago.

- Also presented in ILERA World Congress, Seoul, South Korea (July, 2018) and CRDCN 2017 National Conference, Montreal, QC, Canada (November, 2017)
- Aksoy, E. & Bayazit, M. (August, 2018). Do HRM and Leadership Go Hand in Hand? Their Multi-Level Interactive Effects on Service Climate. Paper presented at the 77th Annual Conference of the Academy of Management, Chicago.
- Koçak, Ö., Bayazit, M., Bozer, Ç., & Şenol N. F. (August, 2016). Labor market identities: An empirical investigation. Paper presented at the 75<sup>th</sup> Annual Conference of the Academy of Management, Anaheim.
- Dural, U., Czukor, G. & Bayazit, M. (July, 2015). A measurement for implicit attitudes towards female leadership: Gender-leadership/followership implicit association test. Paper presented in the 14th European Congress of Psychology, Milan, Italy.
- Koçak, Ö., Bayazit, M., Bozer, Ç., & Şenol N. F. (June, 2015). Labor market identities: An empirical investigation. Paper presented at the 18th Annual Organizational Ecology Meeting in Istanbul, Turkey.
- Bayazit, M. Czukor, G., Dural, U. & Özalp Türetgen, İ. (August, 2014) Pick Your Words Carefully! Leader Gender, Emotion Regulation Request and Follower Reactions. Paper presented at the 73<sup>rd</sup> Annual Conference of the Academy of Management, Philadelphia.
- Bayazit, M., Özalp Türetgen, İ. & Dural, U. (2014). Leadership metaphors as schemas: Individual, task and organizational predictors. Paper presented at the 28th International Congress of Applied Psychology, Paris, France.
- Dural, U., Bayazit, M & Özalp Türetgen, İ. (2014). Kadın benliğinin merkeziliği ölçeğinin geçerlik ve güvenilirlik sınaması için öncül bir çalışma (A study to test the validity and reliability of women's gender identity centrality scale). Poster presented at the 18<sup>th</sup> National Congress of Psychology, Bursa, Turkey.
- Hammer, T. H., Bayazit, M. & Saksvik, P. O. (August, 2012) A license to misbehave? Organizational harassment norms and employee well-being. Paper presented in the 71st annual conference of the Academy of Management Conference. Boston, August 7th, 2012.
- Erden Bayazit, Z. & Bayazit M. (May, 2012). İş-aile hayatı dengesi kurmada örgütsel politikalar, bireysel pazarlıklar ve örgütsel normların etkileşimi: Çalışanlar iş-aile hayatı çatışmasını nasıl yönetiyorlar? (The joint role of organizational policies, i-deals and organizational norms on work-family balance: How do employees manage work-family conflict?) Paper presented in the 20th Yönetim ve Organizasyon Kongresi (Management and Organization Congress), Çeşme, Turkey.
- Bayazit, M. & Inceoglu, F (August, 2011). Pay dispersion and member performance in interdependent groups: The role of status hierarchy. Paper presented in the 70th annual conference of the Academy of Management Conference. San Antonio.
- Hammer, T. H., Bayazit, M. & Saksvik, P. O. (August, 2011) A multilevel empirical expansion of Siegrist's ERI model of job stress and health. Paper presented in the 70th annual conference of the Academy of Management Conference. San Antonio.
- Bayazit, M.. (2008). Endüstri ilişkileri iklimi ve kuruma ve sendikaya bağlılık” (Industrial relations climate and commitment to organization and union). Paper presented in the 1<sup>st</sup> Çalışma İlişkileri Kongresi (Labor Relations Congress). Sakarya Turkey.

Ararat, M. & Bayazit, M. (2008). Does the adoption of codes of conduct marginalize trade unions. Paper presented in the 21st Conference of European Business Ethics Network (EBEN), Antalya, Turkey.

Ararat, M. & Bayazit, M. (2008). Does the adoption of codes of conduct marginalize trade unions. Paper presented at the Joint Meetings of the Law and Society Association and the Canadian Law and Society Association, Montreal.

Okay, B. & Bayazit, M. (2008). Antecedents of graduating engineers' underemployment tendencies: A social-cognitive perspective. Paper presented in the 68th annual conference of Academy of Management, California, USA.

Bayazit, M. & Canacik, B. (June, 2008). Turkish owner-managers' interpretations of institutionalization: The roles of perceived environmental complexity, regulatory focus and environmental scanning. Paper presented at the 11th Bi-Annual Conference of the International Society for the Study of Work and Organizational Values (ISSWOV). Singapore.

Bayazit, M. Eser, S. & Canacik, B. (2008). Türk Sahip-Yöneticilerin Kurumsallaşma Yorumları: Çevresel Tarama, Denetim Odakları ve Çevresel Karmaşıklık Algılarının Etkisi. Paper presented at the 16th Yönetim ve Organizasyon Kongresi, Antalya, Turkey.

Oreg, S., Bayazit, M., et al. (August, 2007). Dispositional resistance to change across cultures. Paper presented as part of the symposium "Resistance and adaptation across cultures" in the 67th annual conference of Academy of Management, Philadelphia.

Bayazit, M. Aycan, Z., Celik, L., Oztekin, T., Aksoy, E. & Goncu, A. (August, 2007). Predicting contextual performance: The role of psychological empowerment. Paper presented at the 67th annual conference of Academy of Management, Philadelphia, USA.

Aksoy, E. & Bayazit, M. (2007). Investigating the antecedents of goal commitment: Goal-related psychological empowerment as a mediatory process. Paper presented at the 13th European Congress of Work and Organizational Psychology, Stockholm, Sweden.

Tever, A. & Bayazit, M. (August, 2006). The influence of person-organization value congruence on employees' psychological contracts and turnover intentions. Paper presented at the 66th annual conference of Academy of Management, Atlanta, USA.

Bayazit, M., Aycan, Z., Oztekin, T., Goncu, A., & Aksoy, E. (August, 2006). The influence of managerial assumptions and practices on employee contextual performance: Does workplace climate matter? Paper presented as part of the symposium "Leader characteristics across contexts: Implications for leadership outcomes. Paper presented at the 66th annual conference of Academy of Management, Atlanta, USA.

Kisbu, Y. & Bayazit, M. (July, 2006). Are some drivers more prone to be biased? Influences of personality and age in biases in perception and choice. Poster presented at the 26th International Congress of the International Association of Applied Psychology. Athens, Greece.

Bayazit, M., Aycan, Z., Aksoy, E., Goncu, A. & Oztekin, T. (July, 2006). Leadership and organizational climate as predictors of contextual performance: The role of culture, extrinsic versus intrinsic motivational factors. Paper presented as part of the symposium "Multilevel research" at the 26th International Congress of International Association of Applied Psychology. Athens, Greece.

Bayazit, M., Aycan, Z., Aksoy, E., Goncu, A., & Oztekin, T. (June, 2006). Proactivity at work: Intrinsic and extrinsic motivational factors. Paper presented as part of the symposium, "Employee proactivity: Motivational processes and contextual antecedents" at the 10th Bi-Annual Conference of the International Society for the Study of Work and Organizational Values (ISSWOV). Tallinn, Estonia.

Hammer, T. H., Bayazit, M., and Wazeter, D. (January, 2006). Union leadership and member attitudes: A multi-level analysis. Paper presented as part of the symposium, "What Do Union Leaders Do?" Labor and Employment Research Association (LERA) 58th Annual Conference, Boston.

Oreg, S. & Bayazit M. (August, 2005). Prone to bias: Towards a theory of individual differences in bias manifestation. Paper presented in the 65th annual conference of Academy of Management, Hawaii, USA.

Ozkan, K., Altinsoy, D. & Bayazit, M. (September, 2004). Örtülü zeka inanclarinin bireylerin hedef seçimleri üzerine etkisi (The influence of implicit intelligence theories on individuals' goal selections). Poster presented at the 13th National Congress of Psychology, Istanbul, Turkey.

Bayazit, M. (September, 2004). Liderlik prototiplerinde kültürlerarası farklılıklar (Cross-cultural differences in leadership prototypes). Paper presented at the 13th National Congress of Psychology, Istanbul, Turkey.

Bayazit, M. (August, 2004). Contextual variation in leadership prototypes: A multilevel perspective. Paper presented at the 9th Bi-Annual Conference of the International Society for the Study of Work and Organizational Values (ISSWOV), New Orleans, USA.

Saksvik, P. Ø., Hammer, T. H., Nytrø, K., Torvatn, H., Bayazit, M. (March, 2003). A Multilevel Perspective of the Psychosocial Work Environment. Poster presented at the 5th Interdisciplinary Conference on Occupational Stress & Health. Toronto, Canada, March, 2003.

Bayazit, M. (April, 2002) CEO leadership and compensation. Poster presented in the 17th annual conference of the Society for Industrial and Organizational Psychologists, Toronto, Canada.

Bayazit, M. & Mannix, E. A. (April, 2001). Should I stay or should I go? Predicting team viability. Poster presented in the 16th annual conference of the Society for Industrial and Organizational Psychologists, San Diego, CA.

Hammer, T. H., Wazeter, D. & Bayazit, M. (August, 2000). Union leadership effectiveness. Paper presented in the 60th annual conference of the Academy of Management. Toronto, Canada.

Bayazit, M., Komaki, J. L., Redding, T. Jr., Haimovich, T. & Kalt, A. (April, 2000). Observing subordinate reactions to being monitored and evaluated. Poster presented in the 15th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, USA.

Bayazit, M. & Komaki, J. L. (July, 1998). Receptive vs. intrusive perspectives on performance monitoring. Paper presented at the 6th Bi-Annual Conference of the International Society for the Study of Work and Organizational Values (ISSWOV), Istanbul, Turkey.

## **INVITED TALKS**

External Research Seminar, Özyeğin University, Business School, February, 2024

External Research Seminar, Özyeğin University, Psychology Department, February, 2024

OB HR Seminar Series, University of British Columbia, Sauder Business School, January 2017.



School of Management Colloquim, Sabancı University, March 2015.  
 School of Business Administration, Hebrew University of Jerusalem, February 2014.  
 OB & Management Seminar Series, ILR School, Cornell University, May 2011.  
 Faculty of Management, Sabancı University, Fall 2006.  
 Psychology Department research seminar series. Hacettepe University, Ankara, Turkey, Nov. 2005.  
 Cultural Bridges Project, Faculty of Management, Sabancı University. May, 2005.  
 Department of Psychology, Koç University, Istanbul. 2003.  
 Department of Business Administration, Bilkent University, 2003.  
 Department of Psychology, Hofstra University, 2003.

## TECHNICAL REPORTS

Salgın sürecinde çalışma hayatı ve ev içi şiddet (with M Ararat, P Basbay, and S Alkan). UNFPA Türkiye. 2021.  
 İş dünyası aile içi şiddete karşı projesi etki araştırması sonuçları (with M Ararat and S Alkan). 2019.  
 “Management Quality and HRM Systems in Mobile Shops” (with Eda Aksoy) prepared for Vodafone Türkiye 2017.  
 “Domestic Violence against White-Collar Working Women in Turkey” for Sabancı University Corporate Governance Forum Domestic-Violence Project (with Ararat, M., Alkan, S. & Budan, P.)  
 “MBO System Effectiveness” (with Eda Aksoy) prepared for Koç Holding.

## ARTICLES IN POPULAR PRESS

Bayazit M. (Sept. 2023). HR Tech – Dijital İK. Peryön Dergisi.  
 Bayazit, M. (July 2008). İnsana Değer Veren Şirketler Kazanıyor. Infomag, 7, 58.  
 Bayazit, M. (July 17, 2008). Tersane efsaneleri ve çözüm yolları. Radikal, Yorum, 13.

## GRANTS AWARDED

2022- 2024 274841 TL PI, “Satış Temsilcisi İşe Alım Süreçlerine Yönelik İnsan Kaynakları Karar Destek Sistemi Geliştirilmesi” TEYDEB 1505 Üniversite - Sanayi İşbirliği Projesi (Proje no: 5220073) TUBITAK (Turkish Academy of Science and Technology).  
 2020 55930 TL, PI, “COVID-19 Pandemisinin Gölgesinde Mecburi Evden Çalışma Düzeninin Çalışanların İş-Ev Çatışmaları ve Sağlıklarına Etkisi: Boylamsal bir Araştırma” TUBITAK (Turkish Academy of Science and Technology).  
 2009-2012 45000 TL, PI, “Bireysel Farklılıklarının Türkiye’deki Örtük Liderlik Teorileri’nin Metaforik Yapısına Etkileri” (The effects of individual differences on the metaphoric structure of implicit leadership theories) TUBITAK (Turkish Academy of Science and Technology).  
 2006-2007 \$11500, PI, “Factors Affecting the Effectiveness of a Management by Objectives (MBO) Program” KÜMPREM, Koç University.  
 2004-2005 \$4500 Co-PI (with Zeynep Aycan), “Understanding the Employee Contribution Process: Individual and Organizational Factors Facilitating Employee Proactivity” KÜMPREM, Koç University.  
 2002-2003 \$7000 PI, “Examining Leadership Prototypes across Cultures.” Center for Advancement of Human Resource Studies (CAHRS), Cornell University.

## AWARDS & HONORS

Finalist for the 2005 Rosemary Moss Kanter Award for Excellence in Work-Family Research

Cornell University School of Industrial and Labor Relations Fellowship Award (1999-2003)

Nuh Çimento A. Ş., Graduate Education Scholarship Award (1999-2002)

## **GRADUATE STUDENT ADVISING & COMMITTEES**

### **Doctoral Students**

Yeşim Uygur (Management; Sabancı University; ongoing). Dissertation advisor.

Ferhat Ayyıldız (Applied Psychology, İstanbul University; ongoing) Dissertation committee member.

Ece J. Kosova (Applied Psychology, İstanbul University; ongoing) Dissertation committee member.

Pınar Başbay (Applied Psychology, İstanbul University; ongoing) Dissertation committee member.

Afşar Yeğın (Management; Sabancı University; 2021). Dissertation committee member. Placed at Kadir Has University, İstanbul Türkiye.

Eda Aksoy (Management; Sabancı University; 2017), Dissertation advisor and committee chair. Placed at Koç University, İstanbul Türkiye.

- Winner of the Ralph Alexander Best Dissertation Award of the HR Division of Academy of Management.

Uzay Dural (Management; Sabancı University; 2016), Dissertation advisor and committee chair. Placed at Doğuş University, İstanbul Türkiye

- Winner of the 2017 Fredric M. Jablin Doctoral Dissertation Award.
- Official Finalist of the 2017 Alvah H. Chapman Jr. Outstanding Dissertation Award.

Selin Eser (Management; Sabancı University; 2011), Dissertation committee member. Placed at Yıldırım Beyazıt University, Ankara Türkiye

### **Masters Students**

Ayyıldız Ferhat (Dept. of Psychology; Institute of Social Sciences; İstanbul University); thesis committee member

Arslan Samet (Dept. of Psychology; Institute of Social Sciences; İstanbul University); thesis committee member

Kosova, Jülide Ece (Dept. of Psychology; Institute of Social Sciences; İstanbul University) thesis committee member.

Çelik, Lale (I/O Psychology; Koç University; 2007), Thesis advisor and committee chair. Placed at Ph.D. program in Portland State University.

Okay, Belgin (I/O Psychology; Koç University; 2007), Thesis advisor and committee chair. Placed at Ph.D. program in University of Strathclyde; Now Lecturer at University of Glasgow

Eda Aksoy (I/O Psychology; Koç University; 2007), Thesis advisor and committee chair. Placed at Ph.D. program in Management at Sabancı University

Yasemin Kisbu (Cognitive Developmental Psychology; Koç University; 2006): Thesis advisor and committee chair. Placed at Ph.D. program in Quantitative Psychology University of Kentucky; Now faculty member in Department of Psychology at Koç University

Burcu Çanacık (I/O Psychology; Koç University; 2006), Thesis advisor and committee chair.

Duygu Arı (I/O Psychology; Koç University; 2006), Thesis advisor and committee chair.

Selen Rodoplu (I/O Psychology; Koç University; 2006), Committee member.

Ayşe Tever (I/O Psychology; Koç University; 2006), Thesis advisor and committee chair.

## TEACHING INTERESTS

Leadership, Organizational Behavior, Strategic Human Resource Management, Compensation, Performance Management, Employment Relationship, Negotiation, Work Motivation.

## TEACHING EXPERIENCE

### Graduate

- Organizational Behavior Seminar (Ph.D.; ORG 612; 2014-2023)
- Organizational Behavior & Leadership (Exec-MBA; 2007-2024; ORG902), Sabancı University
  - Average teaching evaluation (*I = Poor, 5 = Excellent*): 4.3 (last 4 yrs: 4.6)
- Leadership (MM; Winter 2017; BAHR 505) Sauder Business School, University of British Columbia
  - Teaching evaluation (*I = Poor, 5 = Excellent*): 3.7
- Negotiation Skills for Executives (Exec-MBA; 2014; MGMT 953), Sabancı University
  - Teaching evaluation (*I = Poor, 5 = Excellent*): 4.7
- Negotiation Skills (MBA; 2013-2024; MGMT 524), Sabancı University
  - Teaching evaluation (*I = Poor, 5 = Excellent*): 4.7
- Human Resource Management (Ph.D. ; 2010-2012, ORG 615), Sabancı University
  - Average teaching evaluation (*I = Poor, 5 = Excellent*): 4.9
- Organizational Behavior (2006-2010; MBA ORG 501/552), Sabancı University
  - Average teaching evaluation (*I = Poor, 5 = Excellent*): 4.3
- Human Organization and Technology Management (MM; 2007; ITM 533), Sabancı University
  - Teaching evaluation (*I = Poor, 5 = Excellent*): 3.8
- Theory and Practice of Leadership (Ph.D.; Spring, 2011; ILROB 7280), Cornell University
- Seminar in Work Motivation (Ph.D.; Fall 2010; ILROB 7280), Cornell University
- Advanced Industrial and Organizational Psychology, (MA; 2005, 2006), Koç University
- Organizational Behavior (MA/MBA; 2003-2006), Koç University

### Undergraduate

- Negotiation Skills (MGMT 414; 2019 – 2024) Sabancı University
  - Teaching evaluations(*I = Poor, 5 = Excellent*): 4.5
- Organizational Behavior (2010; ORG 302), Sabancı University
  - Teaching evaluations(*I = Poor, 5 = Excellent*): 4.5
- Human Resource Management (2007; ORG 401), Sabancı University
  - Teaching evaluations (*I = Poor, 5 = Excellent*): 4.6
- Human Motivation (2006), Department of Psychology, Koç University
- Introduction to Psychology, (2003-2005) Department of Psychology, Koç University
- Organizational Behavior, (2003-2006) Department of Psychology, Koç University
- Behavior, Values and Performance (Spring, 2011; ILROB 1750), ILR School Cornell University

- OB: A Cross Cultural Perspective (Spring 2011; ILROB 3050), ILR School, Cornell University
- Theories and Research in Work Motivation (Fall, 2010; ILROB 3700), Cornell University
- Work Motivation (Spring 2003), ILR School, Cornell University

## **OTHER TEACHING EXPERIENCE**

- Global Immersion Program for Sabanci EMBA students; 2 week study trip to MIT Sloan School of Management (2011-2016; Average of 50 students)
- Multilevel Modeling – 5 day workshop for graduate students (July 2013; 2014); Koç University
- Entrepreneurial Leadership; Akbank Entrepreneurs Program; EDU, Sabanci University (2015-16)
- Entrepreneurial Leadership; SUCool, School of Management, Sabanci University (2015-16)
- Negotiation for Entrepreneurs; SUCool, School of Management, Sabanci University (2016-16)
- Supervised Independent Study Project for MS (Conflict Management) student Nazlı Turan on Negotiations in Organizations (Spring 2008).

## **PRESENTATIONS TO THE INDUSTRY**

“Özellik Aktivasyon Kuramının Değerlendirme Merkezlerinde Kullanımı” (The Use of Trait Activation Theory in Assessment Centers). İş Bankası İnsan Kaynakları Değerlendirme Merkezi Zirvesi. June 2015.

“Beklentileri Aşan Takımlar Yaratmak” (Building Teams that Surpass Expectations), Akdenet (Akbank Teftiş Heyetinde Yetişenler Derneği (Akbank Association of Auditors) 2013.

“Organizational Culture Analysis” at the 4<sup>th</sup> Conference of PERYÖN (Personnel Management Association), Bursa, Turkey, April, 2005.

“Farklı Kültürde Müzik ve Liderlik” (Music and Leadership in Different Cultures). 16<sup>th</sup> KALDER Congress of Quality, Istanbul, Turkey, November, 2007.

## **EXECUTIVE EDUCATION**

- Sabancı EDU Partner – since 2006 – workshops on leadership, change management, team leadership, relationship building, HR for managers; HR for HR specialists.
- “Middle Management Program-MMP Leadership” BSH Turkey, September 2015- August 2018.
- “Strategic HR & Leadership”, Borusan Akademi, May 2013
- “Management Training for Owner/Managers” Peugeot Otomotiv Pazarlama A. S., Turkey, 2006.
- “Managerial Skills Training” CEVA Logistics Turkey, 2008.
- “Management Systems for High Commitment and Performance” TEMSA A.Ş., 24-25 July, 2008
- “Young Leaders Program, Leadership Training” Koç Holding, Turkey, 2004.

## **CONSULTING EXPERIENCE**

- “Performance Management System Redesign Project” Denizbank, 2017
- “HR Services Satisfaction Survey” BSH Turkey, 2017
- “HR Image Survey” BSH Turkey, 2016
- “Competency Measurement Project” İş Bankası, 2014
- “Competency Modeling and Assessment Project.” Citibank, Turkey, 2004-2005.
- “Preparation of an in-basket assessment exercise.” Citibank, Turkey, 2004-2005.

- “Flexible Work Arrangements Task Force” Professional Women’s Network, Istanbul (pro bono, 2014-16)
- “Business against Domestic Violence Project” Sabancı University, Corporate Governance Forum (pro bono 2015-16)

## **SCHOOL AND UNIVERSITY SERVICE**

2023 -	Research Ethics Committee
2017 –2023	Coordinator of Ph.D. in Management program
2007 –	Management Ph.D. Student Recruitment Committee
2011 – 23	Management Faculty Recruitment Committee
2011 – 13	Academic Director, EMBA Program, School of Management, Sabancı University
2008 – 09	Academic Director, EMBA Program, School of Management, Sabancı University
2008	University Scholarship Committee, Sabancı University
2003 – 07	Co-coordinator of MA program in IO Psychology, Dept. of Psychology, Koç University

## **PROFESSIONAL SERVICE**

### **Associate/Review Editor**

2023- Management Decision <https://www.emeraldgrouppublishing.com/journal/md>

2018- International Studies of Management & Organization Print ISSN: 0020-8825 [Online ISSN: 1558-0911](#)

### **Editorial Board Member**

2018 - Psikoloji Çalışmaları (Studies in Psychology) [ISSN: 1304-4680](#)

### **Adhoc Reviewer**

- Personnel Psychology
- Journal of Organizational Behavior
- Journal of Cross-Cultural Psychology
- Applied Psychology, International Review
- Industrial and Labor Relations Review
- British Journal of Industrial Relations
- International Journal of Human Resource Management
- International Journal of Cross Cultural Management
- Cross Cultural Management: An International Journal
- Cross Cultural and Strategic Management
- European Management Review
- Türk Psikoloji Dergisi (Turkish Psychology Journal)
- Türk Psikoloji Yazıları (Turkish Psychology Writings)
- ODTÜ Gelişme Dergisi / METU Studies in Development

## **PROFESSIONAL MEMBERSHIPS**

- Academy of Management (AoM);
- Society for Industrial and Organizational Psychology (SIOP);
- American Psychological Association (APA);
- European Work and Organizational Psychology (EAWOP)

- International Society for the Study of Work and Organizational Values (ISSWOV);
- Turkish Psychologists Association (TPD)

### **OTHER EXPERIENCE**

1995 - 1996      Research Analyst, Alfa Market Research and Consultancy Ltd. Istanbul  
1993 - 1995      Flight Attendant, Turkish Airlines, Istanbul  
1992 - 1993      Administrative Assistant, Alarko Holding, Istanbul