



Full Professor Muhammad Umer AZEEM

Academic Department: Organization, Management
and Human Resources

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RESEARCH INTERESTS

- Organizational Sociology
- Human Ressources Management
- Behavioral research

TEACHING DOMAINS

- Human resources management

EDUCATION

Highest degree :

- | | |
|------|---|
| 2016 | PhD in Business Administration, Management - Doctor of Social and Economic Sciences (Dr.rer.soc.oec), Johannes Kepler University, Austria
<i>Perceived injustice affecting job outcomes through mediating mechanism of episodic envy: moderating role of psychological capital</i> |
| 2010 | Master, Management, University of Faisalabad, Pakistan |
| 2007 | Master of Business and Information Technology, University of Agriculture Faisalabad, Pakistan |

PROFESSIONAL EXPERIENCE

Academic experience and positions

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|-------------|---|
| Since 2022 | Professor, ESSCA School of Management, France |
| 2019 - 2022 | Associate Professor, University of Management and Technology, Pakistan |
| 2019 - 2022 | Department head, University of Management and Technology, Pakistan |
| 2018 - 2022 | Director of PhD Management Program, University of Management and Technology, Pakistan |
| 2018 - 2021 | Head of research group, University of Management and Technology, Pakistan |
| 2016 - 2019 | Assistant Professor, University of Management and Technology, Pakistan |
| 2017 - 2018 | Programs director MS Management & MS Strategic HRM, University of Management and Technology, Pakistan |
| 2013 - 2016 | Doctoral student, Johannes Kepler University, Austria |
| 2010 - 2013 | Adjunct Lecturer, UCP Business School, Pakistan |

GRANTS AND HONORS

2021	Collaborative Research Grant - Dr. Muhammad Umer Azeem (P.I). Threat of Terrorism and CPEC; challenges and Solutions, Higher Education Commission, Pakistan
2020	Employee Recognition Award 2020: Best Researcher of the year Award, University of Management and Technology, Pakistan
2019	Industry Specific Grant – Dr. Muhammad Umer Azeem (P.I). “Developing skill based hiring competency”, VINCO International
2019	Employee Recognition Award 2019: Best Researcher of the year Award, University of Management and Technology, Pakistan
2018	Employee Recognition Award 2018: Best Researcher of the year Award, University of Management and Technology, Pakistan
2017	Thematic Research Grant - Dr. Inam Ul Haq (P.I) & Dr. Muhammad Umer Azeem (Co-P.I). “Revisiting Women Inheritance Issues and their Implication” (Under the theme “The New Role of Emerging Status of Pakistan”), Higher Education Commission, Pakistan
2013	Research Fund for Doctoral Program - Muahammad Umer Azeem (P.I) “Perceived Injustice Affecting Job Outcomes through Mediating Mechanism of Episodic Envy: Moderating Role of Psychological Capital”, Higher Education Commission, Pakistan

INTELLECTUAL CONTRIBUTIONS

Peer-reviewed Articles

KHAN, M., HAQ, I., AZEEM, M.U. and GHAFOR, A. (2025). Climate Change Initiatives, Environmental Management Training, and Firm Performance: The TrickleDown Effect of Board Level Gender Diversity on Gender Diversity in the top Management Team. *Business Strategy and the Environment*, 34(7), pp. 9274-9300.

HAQ, I.U., TANVEER, U. and AZEEM, M.U. (2025). Unpacking the link between servant leadership and followers' helping behavior: The mediating role of followers' servant attitude and the moderating effect of relational identity. *International Journal of Hospitality Management*, 130, pp. 104263.

HAQ, I.U., RAJA, U., AZEEM, M.U. and BAJWA, N. (2025). Combined effects of abusive supervision, willpower and waypower on employees' task performance and helping behavior, through quality of work life. *Journal of Organizational Effectiveness: People and Performance*, 12(3), pp. 694–711.

AZEEM, M.U., MEHMOOD, I., HAQ, I.U. and NASHO AHPINE, E. (2025). When do challenge hindrance stressors differentially effect employees' ability to meet work deadlines? *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*, 42(1), pp. 110-124.

ALI, S.A., AZEEM, M.U., YAZDANI, N., BAJWA, S.U. and ASLAM, H. (2025). Falling against incivility spirals or standing to maintain individuality: a social conformity perspective. *Management Research Review*, 48(5), pp. 786-807.

ALI, M.A., TING, D.H., AZEEM, M.U. and ABBASI, A.Z. (2025). Do online reviews help? The contingent effect of perceived crowdedness and gender for restaurant selection. *EuroMed Journal of Business*, 20(1), pp. 33-51.

AZEEM, M.U., HAQ, I.U., MURTAZA, G. and KHAN, R. (2025). When and how is abusive supervision enacted toward competent subordinates? The role of supervisors' power loss concern

and downward envy. *Applied Psychology: An International Review*, 74(1), pp. e12559.

AZEEM, M.U., BAJWA, S.U., ASLAM, H. and HAQ, I.U. (2025). How and when do an organization's social sustainability orientation and green human resource practices enhance its sustainable performance? *International Journal of Human Resource Management*, 36(2), pp. 275-

HAQ, I.U., DE CLERCQ, D. and AZEEM, M.U. (2024). How and when do perceptions of supervisor evasive knowledge hiding escalate into diminished job performance? *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*, 41(4), pp. 558-576.

LIU, C., PENG, Y., XU, S. and AZEEM, M.U. (2024). Proactive employees perceive coworker ostracism: The moderating effect of team envy and the behavioral outcome of production deviance. *Journal of Occupational Health Psychology*, 29(6), pp. 445-459.

PAILLÉ, P., VALEAU, P. and AZEEM, M.U. (2024). Configurations of green human resources practices for environmental sustainability. *Revue de Gestion des Ressources Humaines*, 134(4), pp. 3-20.

AZEEM, M.U., HAQ, I.U., DE CLERCQ, D. and LIU, C. (2024). Why and When Do Employees Feel Guilty About Observing Supervisor Ostracism? The Critical Roles of Observers' Silence Behavior and Leader-Member Exchange Quality. *Journal of Business Ethics*, 194, pp. 317-334.

AZEEM, M.U., DE CLERCQ, D. and HAQ, I.U. (2024). Religiosity as a buffer of the harmful effects of workplace loneliness on negative work rumination and job performance. *Journal of Organizational Effectiveness: People and Performance*, 11(4), pp. 847-872.

SUHAIL, A., HAQ, I.U., AZEEM, M.U. and VIGODA-GADOT, E. (2024). Compulsory citizenship behavior, role overload, creativity and service-oriented voluntary behavior: does generational difference have an impact? *Personnel Review*, 53(8), pp. 2126-2146.

DE CLERCQ, D., AZEEM, M.U. and HAQ, I.U. (2024). How coworker undermining leads justice-sensitive employees to miss deadlines. *Journal of Organizational Effectiveness: People and Performance*, 11(4), pp. 1066-1084.

HUMAYUN, S., SALEEM, S., AZEEM, M.U., MURTAZA, G. and HAQ, I.U. (2024). Paradigm shift in sustained employability: relevance of workaholism, job insecurity, job crafting, and presenteeism. *International Journal of Human Resource Management*, 35(16), pp. 2705-2741.

HAQ, I.U., AZEEM, M.U., RASHEED, M. and ANWAR, F. (2024). How does witnessing coworker ostracism differentially elicit victim-directed help and enacted ostracism: The mediating roles of compassion and schadenfreude, moderated by dispositional envy. *Journal of Business Research*, 179, pp. 114708.

DE CLERCQ, D., AZEEM, M.U. and HAQ, I.U. (2024). Resentful and religious: How religiosity can mitigate the detrimental effects of workplace embitterment on helping behaviors. *Canadian Journal of Administrative Sciences - Revue Canadienne des Sciences de l'Administration*, 41(1), pp. 40-57.

AIN, N.U., AZEEM, M.U., HAQ, I.U. and MEHMOOD, I. (2024). When does knowledge hiding hinder employees' job performance? The roles of emotional exhaustion and emotional intelligence. *Knowledge Management Research & Practice*, 22(2), pp. 210-222.

AZEEM, M.U. and HAQ, I.U. (2024). How and when does family incivility steer employees towards work delays: implications for HR. *Personnel Review*.

AZEEM, M.U., DE CLERCQ, D. and HAQ, I.U. (2023). How employees leverage psychological capital and perform, even in the presence of rude co-workers: an empirical study from Pakistan. *International Journal of Organizational Analysis*, 31(7), pp. 3002-3022.

DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2023). Unfair rewards, poorly performing organizations and perceptions of deservingness as explanations of diminished job performance. *Journal of Organizational Effectiveness: People and Performance*, 10(4), pp. 624-643.

DE CLERCQ, D., AZEEM, M.U. and HAQ, I.U. (2023). Supervisor incivility, ruminations and insubordination: catalytic effects of supervisor task conflict. *Management Decision*, 61(11), pp. 3385-3407.

DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2023). Dissatisfied employees, diminished helping: Using psychological capital to buffer the damaging effects of job dissatisfaction on helping behaviours. *Journal of Management & Organization*, 29(5), pp. 968-982.

DE CLERCQ, D., AZEEM, M.U. and HAQ, I.U. (2023). How contemptuous leaders might harm their organization by putting high-performing followers in their place. *Journal of Organizational Effectiveness: People and Performance*, 10(3), pp. 437-454.

ALI, M.A., KHAN, A.Z., AZEEM, M.U. and INAM, U.H. (2023). How does environmental corporate social responsibility contribute to the development of a green corporate image? The sequential mediating roles of employees' environmental passion and proenvironmental behavior. *Business Ethics, the Environment and Responsibility*, 32(3), pp. 896-909.

DE CLERCQ, D., HAQ, I.U., AZEEM, M.U. and KHALID, S. (2023). The link between fear about COVID-19 and insomnia: mediated by economic concerns and psychological distress, moderated by mindfulness. *Journal of Management & Organization*, 29(3), pp. 445-463.

AZEEM, M.U., HAQ, I.U., MURTAZA, G. and JAFFERY, H. (2023). Challenge–Hindrane Stressors, Helping Behavior and Job Performance: Double-Edged Sword of Religiousness. *Journal of Business Ethics*, 184, pp. 687-699.

AZEEM, M.U., DE CLERCQ, D. and UL HAQ, I. (2023). “Things have to change!” How and when change-oriented leaders and idea championing employees can address organizational underperformance through performance pressures. *Management Decision*, 61(5), pp. 1395-1412.

DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2023). Gossiping about outsiders: How time-related work stress among collectivistic employees hinders job performance. *Journal of Management & Organization*, 29(2), pp. 191-206.

HAQ, I.U., DE CLERCQ, D. and AZEEM, M.U. (2023). The danger of feeling sorry for oneself: How coworker incivility diminishes job performance through perceived organizational isolation among self-pitying employees. *Australian Journal of Management*, 48(1).

DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2023). Ignoring Leaders who Break Promises or Following God: How Depersonalization and Religious Faith Inform Employees' Timely Work Efforts. *British Journal of Management*, 34(1), pp. 16-36.

HAQ, I.U., DE CLERCQ, D. and AZEEM, M.U. (2023). Instigated Incivility, Guilt Expression, and Performance: Moderating Role of Religiosity. *Journal of Management, Spirituality & Religion*, 20(1), pp. 87-109.

BAJWA, S.U., SHAIKH, A.S., AZEEM, M.U., SHAHZAD, K. and KITCHLEW, N. (2022). ICU Pharma Pakistan: Growth Crossroads. *Asian Journal of Management Cases*, 19(2), pp. 141–151.

DE CLERCQ, D., AZEEM, M.U. and HAQ, I.U. (2022). You're draining me! When politically inept employees view organization-linked emotional exhaustion and unforgiveness as reasons for diminished job performance. *Management Decision*, 60(8), pp. 2272-2293.

AIN, N.U., AZEEM, M.U., SIAL, M.H. and ARSHAD, M.A. (2022). Linking knowledge hiding to extra-role performance: The role of emotional exhaustion and political skills. *Knowledge Management Research & Practice*, 20(3), pp. 367-380.

- ASLAM, H., AZEEM, M.U., BAJWA, S.U., RAMISH, A. and SAEED, A. (2021). Developing organisational citizenship behaviour for the environment: the contingency role of environmental management practices. *Management Decision*, 59(12), pp. 2932-2951.
- DE CLERCQ, D., UL HAQ, I. and AZEEM, M.U. (2021). Unpacking the relationship between procedural justice and job performance. *Management Decision*, 59(9), pp. 2183-2199.
- DE CLERCQ, D., AZEEM, M.U. and HAQ, I.U. (2021). But they promised! How psychological contracts influence the impact of felt violations on job-related anxiety and performance. *Personnel Review*, 50(2), pp. 648-666.
- DE CLERCQ, D., AZEEM, M.U. and HAQ, I.U. (2021). If the organization is a mess, do employees explain or exploit the situation? *Personnel Review*, 50(2), pp. 610-629.
- AZEEM, M.U., DE CLERCQ, D. and HAQ, I.U. (2021). Suffering doubly: How victims of coworker incivility risk poor performance ratings by responding with organizational deviance, unless they leverage ingratiation skills. *Journal of Social Psychology*, 161(1), pp. 86-102.
- AZEEM, M.U., BAJWA, S.U., SHAHZAD, K. and ASLAM, H. (2020). Psychological contract violation and turnover intention: the role of job dissatisfaction and work disengagement. *Employee Relations*, 42(6), pp. 1291-1308.
- HAQ, I.U., DE CLERCQ, D., AZEEM, M.U. and SUHAIL, A. (2020). The Interactive Effect of Religiosity and Perceived Organizational Adversity on Change-Oriented Citizenship Behavior. *Journal of Business Ethics*, 165(1), pp. 161-175.
- DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2020). Threatened but Involved: Key Conditions for Stimulating Employee Helping Behavior. *Journal of Leadership & Organizational Studies*, 27(3), pp. 271-285.
- RAJA, U., HAQ, I.U., DE CLERCQ, D. and AZEEM, M.U. (2020). When ethics create misfit: Combined effects of despotic leadership and Islamic work ethic on job performance, job satisfaction, and psychological wellbeing. *International Journal of Psychology*, 55(3), pp. 332-341.
- DE CLERCQ, D., AZEEM, M.U., HAQ, I.U. and BOUCKENOOGHE, D. (2020). The stress-reducing effect of coworker support on turnover intentions: Moderation by political ineptness and despotic leadership. *Asian Journal of Business Research*, 111, pp. 12-24.
- RAJA, U., AZEEM, M.U., HAQ, I.U. and NASEER, S. (2020). Perceived threat of terrorism and employee outcomes: The moderating role of negative affectivity and psychological capital. *Asian Journal of Business Research*, 110, pp. 316-326.
- DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2019). Time-related work stress and counterproductive work behavior. *Personnel Review*, 48(7), pp. 1756-1781.
- DE CLERCQ, D., HAQ, I.U., AZEEM, M.U. and AHMAD, H.N. (2019). The Relationship between Workplace Incivility and Helping Behavior: Roles of Job Dissatisfaction and Political Skill. *Journal of Psychology*, 153(5), pp. 507-527.
- DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2019). Role ambiguity and perceptions of unfair performance appraisals: mitigating roles of personal resources. *Asia Pacific Journal of Human Resources*, 57(2), pp. 150-173.
- DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2019). Workplace ostracism and job performance: roles of self-efficacy and job level. *Personnel Review*, 48(1), pp. 184-203.
- DE CLERCQ, D., HAQ, I.U., AZEEM, M.U. and RAJA, U. (2018). Family incivility, emotional exhaustion at work, and being a good soldier: The buffering roles of waypower and willpower. *Asian Journal of Business Research*, 89, pp. 27-36.

DE CLERCQ, D., HAQ, I.U., RAJA, U., AZEEM, M.U. and MAHMUD, N. (2018). When is an Islamic work ethic more likely to spur helping behavior? The roles of despotic leadership and gender. *Personnel Review*, 47(3), pp. 630-650.

DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2018). Self-efficacy to spur job performance. *Management Decision*, 56(4), pp. 891-907.

DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2018). The roles of informational unfairness and political climate in the relationship between dispositional envy and job performance in Pakistani organizations. *Asian Journal of Business Research*, 82, pp. 117-126.

DE CLERCQ, D., HAQ, I.U. and AZEEM, M.U. (2017). Perceived threats of terrorism and job performance: The roles of job-related anxiety and religiousness. *Asian Journal of Business Research*, 78, pp. 23-32.

Conference proceedings

MEHMOOD, I., AZEEM, M.U. and HAQ, I.U. (2025). High-Performance Work Systems and Outcomes: The Transactional Theory of Stress Perspective. In: *AOM Annual Meeting*. Copenhagen: Proceedings - Academy of Management (AOM).

LIU, C., PENG, C., AZEEM, M.U., HAQ, I.U., MEHMOOD, I., HUNT, A.L. ... YANG, J. (2025). Destructive and Constructive Behavioral Responses to Workplace Ostracism. In: *AOM Symposium*. Copenhagen: Proceedings - Academy of Management (AOM).

ANDIAPPAN, M., AZEEM, M.U., HAQ, I. and BANOUN, A. (2024). The Role of Jealousy in Predicting the Effects of Informational Unfairness on Helping and Gossiping. In: *AOM Annual Meeting*. Chicago: Proceedings - Academy of Management (AOM).

HAQ, I., SATTAR, H., RAJA, U. and AZEEM, M.U. (2020). Workplace Incivility and Job Performance: The Role of Anxiety and Psychological Capital. In: *AOM Annual Meeting*. Briarcliff Manor: Proceedings - Academy of Management (AOM).

AZEEM, M.U., BAJWA, S.U., ASLAM, H. and ALI, S.A. (2019). Incivility and Turnover Intention; The Role of Social Adaptability and Emotional Exhaustion. In: *AOM Annual Meeting*. Briarcliff Manor: Proceedings - Academy of Management (AOM).

HAQ, I., AZEEM, M.U., RAJA, U. and SHARIF, I. (2018). Combined Effects of Perceived Threat of Terrorism, PsyCap, Negative Affectivity on Job Outcomes. In: *AOM Annual Meeting*. Briarcliff Manor: Proceedings - Academy of Management (AOM), pp. 13863.

AZEEM, M.U., HAQ, I., FAROOQ, O. and MUNIR, K. (2017). Unlocking emotional mechanism of injustice-outcome relationship; mediating role of episodic envy. In: *AOM Annual Meeting*. Briarcliff Manor: Proceedings - Academy of Management (AOM), pp. 15798.

Conference paper (with selection committee)

AZEEM, M.U., ABBASI, A.Z. and ALI, M.A. (2025). Customer-Driven ESG: From Organizational Environmental CSR to Employee Sustainability. In: *Accounting Governance & Sustainability Conference 2025*. King Fahd University of Petroleum and Minerals, Dhahran.

AZEEM, M.U., HAQ, I.U., NASIR, A. and ALI, M.A. (2024). When hiding knowledge is a sin! When and how does supervisor knowledge hiding hinder employees' ability to meet work-related deadlines? In: *British Academy of Management (BAM) 2024*. Nottingham Business School, Nottingham Trent University.

HAQ, I.U., AZEEM, M.U., SHAKEEL, A. and NASIR, A. (2024). When do you feel Schadenfreude with your Co-Workers? Combined Effects on Observed Bullying and Interpersonal Conflict on Negative Workplace Gossip. In: *British Academy of Management (BAM) 2024*. Nottingham Business School, Nottingham Trent University.

HAQ, I.U., AZEEM, M.U. and BAJWA, S.U. (2024). How organizations' social sustainability orientation enhances its sustainable performance? the roles of green human resource management and employees' collective affective commitment towards environment. In: International Conference on Sustainable Business Practices in a VUCA World - ICSBP2024. Rabat Business School, université Internationale de Rabat.

AZEEM, M.U., GARAVAN, T. and HAQ, I.U. (2023). This place is not for me now! When and how abusive supervision signals to subordinates to leave the organization? In: British Academy of Management (BAM) Conference. University of Sussex Business School, Brighton.

ISLAM, M., AZEEM, M.U., NASHO, E., ANWAR, F. and HAQ, I.U. (2023). Barriers towards Entrepreneurial Pathway, the Role of Psychological Capital and Entrepreneurial Intention. In: EURAM Annual Conference. Dublin.

SUHAIL, A., RIALP, A., SIMON, A., AZEEM, M.U., VIGODA, E. and SHAKEEL, A. (2023). Compulsory Citizenship Behavior, Creativity, and Role Overload: Do Generations Make A Difference? In: EURAM Annual Conference. Dublin.

SHAKEEL, A., HAQ, I.U., NIAZI, A., NASHO, E. and AZEEM, M.U. (2022). Interactional Injustice and Timely Completion of Work-related Task: Roles of Job Anxiety and Psychological Capital. In: EURAM 2022 Annual Conference. Zurich.

AZEEM, M.U. (2013). Perceived Politics and Job Outcomes: Moderating Effect of Personality Types; Mach, Narcissism, Equity Sensitivity and Core-Self Evaluation. In: European conference on Social Science Research. Istanbul.

AZEEM, M.U. (2011). Comparison of workplace Aggression and sexual harassment: Attribution in eastern context. In: Annual Paris conference on "Money, Economy and Management. Paris.

AZEEM, M.U. (2011). The Impact of Interpersonal Conflict on Job Outcomes: Mediating Role of Perception of Organizational Politics. In: Annual Conference of the Institute of Behavioral and Applied Management. Orlando.

Research / consulting reports

HAQ, I.U. and AZEEM, M.U. (2017). Revisiting Women Inheritance Issues and their Implication (Under the theme "The New Role of Emerging Status of Pakistan").

RESEARCH ACTIVITIES

Editorial activities

Reviewer for an academic or professional publication

Since 2022	Ad-hoc reviewer, International Journal of Human Resource Management
Since 2022	Ad-hoc reviewer, European Management Review
Since 2022	Ad-hoc reviewer, Journal of Management & Organization
Since 2022	Ad-hoc reviewer, Personnel Review