

# ROMMEL (BOMBIE) SALVADOR

Department of Hospitality & Tourism Management  
90 Campus Center Way, 107 Flint Lab  
University of Massachusetts  
Amherst, MA 01003-9247  
Phone: (413) 545-4042  
Email: rsalvador@isenberg.umass.edu

## EDUCATION

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### **Ph.D., Business Administration (Management), 2008**

University of Central Florida, Orlando

Dissertation: *Perceived Organizational Forgiveness and Punitive Intent*

Committee: Robert G. Folger (Chair), Marshall Schminke, David Mayer, Stephen Sivo

### **M.B.A., 1998**

The Australian Graduate School of Management, University of New South Wales, Sydney

### **B.S. Applied Mathematics/B. Secondary Education, Summa Cum Laude, 1992**

De La Salle University, Manila

### **Certificate in Social Entrepreneurship, 2013**

United States Association for Small Business and Entrepreneurship

## ACADEMIC EMPLOYMENT

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### **Assistant Professor of Hospitality and Tourism Management, 2011-present**

University of Massachusetts | Amherst

### **Assistant Professor of Management, 2008-2011**

University of Washington | Tacoma

### **Instructor, Business Management Department, 1999-2000**

### **Instructor, Mathematics Department, 1992-1995**

De La Salle University | Manila

## RESEARCH INTERESTS

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### **Socially-responsible management**

- Behavioral ethics and sustainability
- Workplace health and safety
- Gender and diversity in organizational contexts

## PEER-REVIEWED PUBLICATIONS

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Salvador, R., Merchant, A. & Alexander, E. (In press). Faith and fair trade: The moderating role of contextual religious salience. *Journal of Business Ethics*.

Salvador, R., Folger, R., & Priesemuth, M. (2012). Organizational apology and defense: Effects of guilt and managerial status. *Journal of Managerial Issues*, 24, 124-139. [Lead article]

Burke, M.J., Salvador, R., Smith-Crowe, K., Chan-Serafin, S., Smith, A.N., & Sonesh, S.C. (2011). The dread factor: How hazards and safety training influence learning and performance. *Journal of Applied Psychology*, 96, 46-70.

*Article featured in "Good Science-Good Practice" by J. Madigan and T. Giberson, The Industrial & Organizational Psychologist (TIP), 48, 110-113.*

Salvador, R. & Folger, R. (2009). Business ethics and the brain. *Business Ethics Quarterly*, 19, 1-31. [Lead article]

*Reprinted in Crane, A. & Matten, D. (Eds.). (2012). New Directions in Business Ethics. London: Sage Publications Ltd.*

Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., & Salvador, R. (2009). How low does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior and Human Decision Processes*, 108, 1-13. [Lead article]

Folger, R. & Salvador, R. (2008). Is management theory too "self-ish?" *Journal of Management*, 34, 1127-1151.

*Reprinted in Ciulla, J., Uhl-Bien, M., & Werhane, P.J. (Eds.). (2013). Leadership Ethics. London: Sage Publications Ltd.*

Zellmer-Bruhn, M., Maloney, M.M, Bhappu, A., & Salvador, R. (2008). When and how do differences matter? An exploration of perceived similarity in teams. *Organizational Behavior and Human Decision Processes*, 107, 41-59.

Burke, M.J., Chan-Serafin, S., Salvador, R., Smith, A. & Sarpy, S.A. (2008). The role of national culture and organizational climate in safety training effectiveness. *European Journal of Work and Organizational Psychology*, 17, 133-152.

Burke, M.J., Sarpy, S.A., Smith-Crowe, K., Chan-Serafin, S., Salvador, R., & Islam, G. (2006). Relative effectiveness of worker safety and health training methods. *American Journal of Public Health*, 96, 315-324.

Phelan, S.A., Ferreira, M.P., & Salvador, R. (2002). The first twenty years of the Strategic Management Journal. *Strategic Management Journal*, 23, 1161-1168.

## OTHER PUBLICATIONS

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- Salvador, R. (2012). Do environmentally responsible endeavors pay off? *Journal of Tourism and Hospitality*, 2, 1:e106.
- Furman, R., Negi, N., & Salvador, R. (2010). An introduction to transnational social work. In N. Negi & R. Furman (Eds.), *Transnational Social Work Practice* (pp. 3-19). New York: Columbia University Press.
- Just, L.A. & Salvador, R. (2003). Marketing meets design: A conference summary. *Marketing Science Institute (MSI) Reports (No. 03-001)*. Cambridge, MA: Marketing Science Institute.

## AWARDS, HONORS, AND GRANTS

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- 2013-14 Mellon Mutual Mentoring Team Grant, Center for Teaching and Faculty Development, University of Massachusetts, Amherst (with Deepankar Basu, Richard Chu, and Emily Wang, \$10,000)
- 2013 Selected for the Best Paper Proceedings, Academy of Management Annual Meeting for the paper “*Faith and fair trade: The moderating role of contextual religious salience*”
- 2013 Awardee, Sustainability Curriculum Initiative, University of Massachusetts, Amherst (\$1,000)
- 2012-13 Fellow, Interdisciplinary Studies Institute, University of Massachusetts, Amherst
- 2012-13 Mellon Mutual Mentoring Team Grant, Center for Teaching and Faculty Development, University of Massachusetts, Amherst (with Elaine Wang and Elizabeth Miller, \$10,000)
- 2012 Faculty Intern, Hyatt Hotels Corporation
- 2012 Outstanding Reviewer Award, Academy of Management (Management Education and Development Division)
- 2011 Finalist, Most Inspirational Faculty, Milgard School of Business Celebration of Excellence, University of Washington Tacoma
- 2011 Dean’s Commendation for Outstanding Teaching, University of Washington Tacoma, Milgard School of Business (Winter Quarter)
- 2010 Dean’s Commendation for Outstanding Teaching, University of Washington Tacoma, Milgard School of Business (Autumn Quarter)

## AWARDS, HONORS, AND GRANTS (CONT.)

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- 2010 Outstanding Reviewer Award, Academy of Management (Organizational Behavior Division)
- 2010 Finalist, Most Inspirational Faculty, Milgard School of Business Celebration of Excellence, University of Washington Tacoma
- 2010 Finalist, Best Paper Award, International Association of Conflict Management, for “*When and how do differences matter? An exploration of perceived similarity in teams,*” Organizational Behavior and Human Decision Processes, Vol. 107
- 2010 Curriculum Development Grant (“*Integrating Ethical Leadership and Organizational Social Responsibility*”), Center for Leadership and Social Responsibility, University of Washington Tacoma (\$1,000)
- 2009 Research Fellow, Center for Leadership and Social Responsibility, University of Washington Tacoma
- 2009 Master Professor Award, Glo-Bus Strategic Management Simulation, McGraw-Hill/Irwin, Inc.
- 2009 Beta Gamma Sigma Honor Society Membership
- 2009 Curriculum Development Grant (“*Promoting Ethical Decision Making*”), Center for Leadership and Social Responsibility, University of Washington Tacoma (\$1,000)
- 2009 Founder’s Endowment Grant (“*Departmental Computer Lab Transformation Into Flexible Learning Space Classroom*”), University of Washington Tacoma (\$17,000)
- 2007 Founder’s Award for Emerging Scholars in Business Ethics, Society for Business Ethics
- 1997 Stein Partnership Pty Ltd Prize for Most Outstanding Performance in Total Quality Management, MBA Program, Australian Graduate School of Management
- 1997 Australian Finance Company Prize for Most Outstanding Performance in Finance, MBA Program, Australian Graduate School of Management
- 1993 Ten Outstanding Students of the Philippines

## PEER-REVIEWED CONFERENCE PRESENTATIONS

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1. Salvador, R., Merchant, A., & Alexander, E. (2013, August). Faith and fair trade: The moderating role of contextual religious salience. Paper to be presented at the **2013 Academy of Management Annual Meeting**, Orlando, FL.
2. Smith, A., Brief, A., Christian, M., Salvador, R., & Netchaeva, E. (2013, August). *Sexuality and everyday mistreatment at work: The role of gendered organizations*. Paper to be presented at the **2013 Academy of Management Annual Meeting**, Orlando, FL.
3. Salvador, R., Alexander, E., & Bhappu, A. (2013, July). *Decision comprehensiveness and team performance: The moderating role of perceived similarity*. Poster to be presented at the **121<sup>st</sup> Annual Convention of the American Psychological Association**, Honolulu, HI.
4. Salvador, R. & Cartier, E. (2013, July). Cumulative evidence on the effectiveness of food safety training. Paper to be presented at the **2013 Annual Conference of the International Council on Hotel, Restaurant, and Institutional Education**, St. Louis, MO.
5. Waller, M.J., Salvador, R., & Sutcliffe, K. (2012, August). *Adaptation to discontinuous nonroutine events: Dual threats and the mediator of fear*. In Z. Lei (Chair), Information-laden processes under complexity and uncertainty: Individual and team perspectives. Symposium conducted at the **2012 Academy of Management Annual Meeting**, Boston, MA.
6. Salvador, R., Merchant, A. & Alexander, E. (2012, July). Religious commitment and fair trade: The moderating role of contextual religious salience. Paper presented at the **3<sup>rd</sup> Annual Conference on Social Responsibility**, sponsored by the Center for Leadership and Social Responsibility, University of Washington, Tacoma, WA.
7. Salvador, R., Folger, R. & Priesemuth, M. (2012, April). How guilt and managerial status influence organizational communication following failure. Poster presented at the annual conference of the **Society for Industrial and Organizational Psychology**, San Diego, CA.
8. Salvador, R. (2011, August). Organizational forgivingness influences the punishment of ethical misconduct. Paper presented at the **2011 Academy of Management Annual Meeting**, San Antonio, TX.
9. Zellmer-Bruhn, M., Maloney, M., Bhappu, A. & Salvador, R. (2011, July). Are we who I thought we were? Examining individual similarity perception change. Paper presented at the **6<sup>th</sup> Annual Interdisciplinary Network for Group Research (INGroup) Conference**, Minneapolis, MN.
10. Salvador, R., Folger, R. & Priesemuth, M. (2010, August). *I feel guilty...so we're sorry: Moral emotions and organizational apology*. Paper presented at the **2010 Academy of Management Annual Meeting**, Montreal, Canada.

## PEER-REVIEWED CONFERENCE PRESENTATIONS (CONT.)

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11. Salvador, R. & Burrows, J. (2010, May). *Negotiating by God's rules: Religious identification and unethical bargaining tactics*. Poster presented at the 22<sup>nd</sup> Annual Convention of the *Association for Psychological Science*, Boston, MA.
12. Salvador, R. (2010, March). *Perceived organizational forgiveness and the punishment of ethical misconduct: Toward a conceptual model*. Paper presented at WAM 2010, the 50<sup>th</sup> annual meeting of the *Western Academy of Management*, Kona, HI.
13. Burke, M.J., Salvador, R., Smith, A.N., Chan-Serafin, S., Smith-Crowe, K., & Sonesh, S. (2009, August). *The dread factor: How hazards and safety training influence training outcomes*. Paper presented at the 2009 Annual Meeting of the *Academy of Management*, Chicago, IL.
14. Salvador, R., Chan-Serafin, S., Brief, A. & Smith-Crowe, K. (2009, May). *Hello God, goodbye gays: The amplifying role of religious salience in the workplace*. Poster presented at the 21<sup>st</sup> Annual Convention of the *Association for Psychological Science*, San Francisco, CA.
15. Salvador, R. & Folger, R. G. *Organizational Forgiveness and Punishing Ethical Misconduct*. (2009, April). In R. DeShon & R. Sinha (Co-Chairs), *Injustice and Recovery: Understanding Forgiveness at the Workplace*. Symposium presented at the 24<sup>th</sup> annual meeting of the *Society for Industrial and Organizational Psychology*, New Orleans, LA.
16. Sivo, S.A., Fan, X., & Salvador, R. (2009, April). *Conditional Utility of Widely Used Fit Indices for Small and Large Models: CFAs and SEMs*. Paper presented at the 2009 Annual Meeting of the *American Educational Research Association*, San Diego, CA.
17. Salvador, R. (2007, August). *The effectiveness of business ethics instruction: A meta-analytic review*. Paper presented at the annual meeting of the *Society for Business Ethics*, Philadelphia, PA. *Recipient of the Founders' Award, Society for Business Ethics*.
18. Salvador, R., Smith-Crowe, K., Chan-Serafin, S., & Brief, A. (2007, August). *Religious identity and destructive conformity*. In D.E. Warren & A.K. Vadera (Co-Chairs), *Doing good or doing evil? Identity and deviance in organizations*. Symposium conducted at the annual meeting of the *Academy of Management*, Philadelphia, PA.
19. Salvador, R., Greenbaum, R., Bardes, M., Porter, R., Caldwell, J., Gresock, A. & Folger, R. (2007, August). *Is it your company or your boss? Perceptions of justice, support, and their focus*. Paper presented at the annual meeting of the *Academy of Management*, Philadelphia.
20. Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M., Salvador, R., & Caldwell, J. (2007, August). *How low does ethical leadership flow? Examining the effects of supervisors and top management*. In D. M. Mayer (Chair), *New developments in ethical leadership: Multilevel and international perspectives*. Symposium conducted at the annual meeting of the *Academy of Management*, Philadelphia, PA.

## PEER-REVIEWED CONFERENCE PRESENTATIONS (CONT.)

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21. Salvador, R. (2006, November). *Revisiting the link between religiosity and ethical decision-making: How internalization matters*. Paper presented at the 37<sup>th</sup> annual meeting of the **Decision Sciences Institute**, San Antonio, TX.
22. Burke, M.J., Chan-Serafin, S., Salvador, R., Smith, A., & Sarpy, S.A. (2006, November). *An examination of the roles of organizational culture and national culture in the transfer of safety training*. Poster presented at the 134<sup>th</sup> annual meeting and exposition of the **American Public Health Association**, Boston, MA.
23. Bhappu, A., Salvador, R., & Zellmer-Bruhn, M. (2006, July). *Evidence of the anchoring and adjustment heuristic: Perceived similarity in diverse teams*. Paper presented at the **1<sup>st</sup> Annual Interdisciplinary Network for Group Research (INGroup) Conference**, Pittsburgh.
24. Waller, M.J. & Salvador, R. (2005, August). *Temporal aspects of panic in organizations*. In A.J. Shipp & A. Bluedorn (Co-Chairs), *Time, Time, Time, See what's become of me: Management research through a new temporal vision*. Symposium conducted at the annual meeting of the **Academy of Management**, Honolulu, HI.
25. Burke, M.J., Chan-Serafin, S., Salvador, R., Sarpy, S.A., Maurizio, A., & Smith, A. (2005, April). *The effects of national culture and organizational climate on safety and health training*. In F. Zijlstra & M.J. Burke (Co-Chairs), *Climate Research in the USA and Europe: Traditional approaches and research synthesis*. Symposium conducted at the annual meeting of the **Society for Industrial and Organizational Psychology**, Los Angeles, CA.
26. Burke, M.J., Sarpy, S.A., Smith-Crowe, K., Chan, S., Salvador, R., & Islam, G. (2003, March). *The effectiveness of worker health and safety training: A meta-analytic investigation*. Paper presented at the *Work, Stress and Health: New Challenges in a Changing Workplace* conference sponsored by the **American Psychological Association** and the **National Institute of Occupational Safety and Health**, Toronto, Canada.
27. Phelan, S., Ferreira, M. & Salvador, R. (2001, August). *The first twenty years of the Strategic Management Journal*. Paper presented at the annual meeting of the **Academy of Management**, Washington, DC.

## INVITED PRESENTATIONS

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Salvador, R. (2011, June). *Relative Effectiveness of Training Methods: Comparative Results from Meta-analyses of the Workplace Safety Training Literature*. Presented at the **Symposium on Innovations in Messaging and Communications**, sponsored by the Center for Research on Occupational and Environmental Toxicology, Oregon Health and Sciences University, Portland, OR.

Salvador, R. (2010, February). *On begging forgiveness and asking permission: An idea statement*. Presented at the **2010 Behavioral Ethics Research Workshop**, sponsored by the University of Central Florida, Orlando, FL.

## TEACHING INTERESTS

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- Management (Organizational Behavior /Human Resource Management)
- Ethics and Sustainability
- Entrepreneurship

## COURSES TAUGHT

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### University of Massachusetts, Amherst

- Hospitality Human Resource Management
- Hotel Supervision
- Sustainable Service Management
- Ph.D. Seminar in Hospitality Research (team taught)
- Faculty First Year Seminar (When People Get Together: The Good, The Bad, and the Funny)

### University of Washington | Tacoma

- Managing Organizations (Principles of Management)
- Business Policy and Strategic Management
- Business Ethics and Social Responsibility (MBA Core Course)
- Managing Corporate Responsibility

### University of Central Florida

- Organizational Behavior
- Strategic Management

### De La Salle University, Manila

- Business Policy
- International Business
- Human Resource Planning, Recruitment, and Selection
- Statistics and Probability

## SERVICE

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### Service to the University of Massachusetts, Amherst

**Chair**, Ph.D. Comprehensive Exam Committee, Elizabeth Cartier (Summer 2013)

**Member**, Ph.D. Dissertation Committee, Kirk Silvernail (2013-present)

**Member**, M.S. Thesis Committee, Erin Mosher (2012-2013)

**Member**, First Year Qualifying Exam Committee

- Tiffany Shin (Summer 2013)
- Elizabeth Cartier (Summer 2012)
- Robin Back (Summer 2012)

**Member**, Ph.D. Program Admissions Committee, Hospitality and Tourism Management

**Member**, Faculty Search Committee, Food Services Tenure-track Position



## **SERVICE (CONT.)**

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### **Service to the Profession**

#### **Ad-hoc Reviewer, Peer-Reviewed Journals**

Academy of Management Review  
Organization Science  
Organizational Behavior and Human Decision Processes  
Journal of Management  
Business Ethics Quarterly  
International Journal of Conflict Management  
Journal of Hospitality and Tourism Research  
Journal of Hospitality and Tourism Education  
Canadian Journal of Administrative Sciences  
Journal of Management Education  
Journal of Managerial Issues

#### **Ad-hoc Reviewer, Professional Association Annual Meetings**

Academy of Management  
Southern Management Association  
Society for Business Ethics  
18th Annual Graduate Education & Graduate Student Research Conference in  
Hospitality and Tourism  
International Council on Hotel, Restaurant, and Institutional Education  
Western Academy of Management  
European Association of Work and Organizational Psychology  
Interdisciplinary Network for Group Research, *INGroup*

#### **Committee Member**

Registration, New Doctoral Student Consortium, AOM Meetings, August 2004

## **APPLIED EXPERIENCE**

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### **Assistant Superintendent, 1999-2000**

Lasallian Schools Supervision Services, Inc., Manila

### **Director, Career Services, 1999**

De La Salle University, Manila

### **Graduate Trainee, Funds Management Division, 1998**

MLC Management, Ltd., Sydney

### **Coordinator, Student Development, 1995**

De La Salle University, Manila

## **MEDIA MENTIONS**

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Henegan, T. (2009, October 15). Brain science starting to impact varied fields. Reuters Life!  
Retrieved from <http://www.reuters.com/article/lifestyleMolt/idUSTRE59E21J20091015>

## PROFESSIONAL DEVELOPMENT ACTIVITIES

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Environmental Sustainability at Work: Advancing Research, Enhancing Practice  
*Society for Industrial and Organizational Psychology, New Orleans, LA, Oct 2012*

Research Consortium, Career Advancement Academy  
*International Council on Hotel, Restaurant, and Institutional Education, Providence, RI, Aug 2012*

Global Ethics Symposium and Teaching Workshop  
*Bentley University Center for Business Ethics, Waltham, MA, May 2012*

Grounded Theory Method and Analysis  
*Center for the Advancement of Research Methods and Analysis, Detroit, MI, May 2012*

Multilevel Modeling: Foundations and Applications  
*University of Kansas, June 2011*

2<sup>nd</sup> Annual Conference on Teaching Ethics at Universities  
*Brigham Young University, May 2011*

Essentials of HR Law 2011  
*Fred Pryor Seminar, October 2010*

Summer Institute in Cultural Neuroscience  
*University of Michigan, July 2010*

Teaching Ethics at Universities  
*Brigham Young University, May 2010*

Multi-level Analysis  
*Center for the Advancement of Research Methods and Analysis, Detroit, MI, January 2010*

Intensive Ten-Day Neuroscience Workshop  
*University of Pennsylvania, August 2009*

Virtual Summer Institute for Political Psychology  
*Stanford University, July 2006*

Doctoral Mentoring Workshop  
*Association for the Sociology of Religion, Philadelphia, PA, August 2005.*

Organizational Behavior Doctoral Consortium  
*Academy of Management, Honolulu, HI, August 2005.*

Organizational Behavior Teaching Conference (OBTC) Doctoral Institute  
*Organizational Behavior Teaching Society, Scranton, PA, June 2005.*

## **PROFESSIONAL DEVELOPMENT ACTIVITIES (CONT.)**

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Negotiation and Teamwork Teaching Workshop

*Dispute Resolution Research Center, Northwestern University, October 2004.*

New Doctoral Student Consortium

*Academy of Management, Seattle, WA, August 2003.*

Social Change Workshop for Graduate Students

*Institute for Humane Studies, University of Virginia, June 2003.*

## **PROFESSIONAL AFFILIATIONS**

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- Academy of Management
- American Psychological Association
- Association for Psychological Science
- Social Psychology Network
- Society for Business Ethics
- Society for Industrial & Organizational Psychology
- United States Association for Small Business and Entrepreneurship

Updated: July 19, 2013