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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.

TERTIARY 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*.

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

1. Muchiri, MK & Babalola, MT (2026, accepted), 'Meaningful work for migrant workers: a research agenda', in Gomes, C, Qi, J & Wang, W (Eds.), *Understanding Culturally and Linguistically Diverse Migrants: Practical Approaches and Effective Research Methodologies*, Springer, UK. https://link.springer.com/book/9789819558544

2. Babalola, MT & Muchiri, MK (2026, accepted), 'Organizational research on vulnerable workers: the role of researchers and context', in Gomes, C, Qi, J & Wang, W (Eds.), *Understanding Culturally and Linguistically Diverse Migrants: Practical Approaches and Effective Research Methodologies*, Springer, UK. https://link.springer.com/book/9789819558544

3. Khan, J., Zhang. Q., Salameh, A. A., & Muchiri, M.K. (2025). Withhold knowledge rather than share: Does job frustration among overqualified employees lead to knowledge-hoarding behavior? *Journal of Knowledge Management*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/JKM-01-2025-0021 (ABS 2, ABDC A, SJR Q1).

4. 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, FT50).

5. 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).

6. 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).

7. Tariq, H., Khan, A. K., Hochwarter, W. A., Muchiri, M., & Babalola, M. T. (2025). Trickling out effects of abusive supervision: A social information processing perspective. *Human Relations*, 0(0). https://doi.org/10.1177/00187267251317444. (ABS 4, ABDC A*, FT50, SRJ Q1)

8. 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

9. 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.

10. 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, FT50).

11. Gamage, A, Muchiri, M, Shahid, S, & Rashid, T, (2025), Leading from a distance: Nurturing trust in virtual and crisis environments. *Business Process Management Journal*, 34 (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).

12. Samad, A. & Muchiri, M.K. (2024). Leadership during crisis: a multi-sector exploration of perceptions of leadership in Australia. *The Bottom Line*, Vol.37, No.3, pp. 351-377. https://doi.org/10.1108/BL-05-2023-0134. (SRJ Q1).

13. 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.

14. 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.

15. 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

16. 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

17. 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..

18. 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*. Vol 44, No 8, pp, 1164-1182. DOI: https://doi.org/10.1002/job.2711. (ABS 4; ABDC A*, SRJ Q1).

19. 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.

20. 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.

21. Hassan, S, Kaur, P, Muchiri, M.K., Ogbonnaya, C, & Dhir, 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; FT50)

22. 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

23. 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.

24. 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.

25. 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.

26. 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.

27. 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.

28. 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.

29. 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.

30. 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..

31. 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)

32. 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.

33. 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.

34. 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>.

35. 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>.

36. 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.

37. 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).

38. 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.(ABDC A, SJR Q1).

39. 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.

40. 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.

41. 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.

42. 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.

43. 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.

44. 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.

45. 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.

46. 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.

47. 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.

48. 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.

49. 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.

50. 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.

51. 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

52. 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.

53. 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

54. 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, SRJ Q1).

55. 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 https://psycnet.apa.org/record/2012-34174-010

56. 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.

57. 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).

58. 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.

59. 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.

60. 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.

61. 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).

62. 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, SRJ Q1).

63. 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, SRJ Q1).

64. 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.

65. 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.

66. 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.

67. 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.

68. 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.

69. 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.

70. 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.

71. 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, SRJ Q1).

72. 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.

73. 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, SRJ Q1).

74. 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.