

CAFER BAKAC

Technical University of Munich,
TUM School of Management, Chair of Psychology
Email: cafer.bakac@tum.de

ACADEMIC POSITIONS

-
- 2023 – **Postdoctoral Researcher**, Technical University of Munich (Germany)
- 2019 – 2023 **Research Associate and Lecturer**, Technical University of Munich (Germany)

PROFESSIONAL APPOINTMENTS

-
- 2023 – Called for tenured associate professor of organizational behavior at Oslo Business School, Oslo Metropolitan University

VISITING SCHOLAR ACTIVITIES

-
- 4/2025 – 8/2025 College of Business (Prof. Dr. Manuel London), State University of New York at Stony Brook
- 4/2022 – 6/2022 Faculty of Psychology and Education Sciences (Prof. Dr. Jonas Lang), University of Ghent

EDUCATION

-
- 2019 – 2023 **Ph. D. in Motivational and Organizational Psychology**, TUM School of Management, Technical University of Munich, Munich (Germany)
Dissertation title: Implicit and Explicit Motives at Work: Incremental Validity Beyond Big Five Traits and Negative Effects of Their Incongruence
Committee: Hugo M. Kehr (supervisor), Jutta Roosen, Isabell M. Welp
- 2016 – 2018 **Master of Science in Psychology: Learning Sciences**, Ludwig-Maximilians-University, Munich (Germany)
- 2015 – 2017 **Master of Education in Research on Teaching and Learning**, Technical University of Munich, Munich (Germany)
- 2010 – 2015 **Bachelor of Science in Psychology**, Middle East Technical University, Ankara (Turkey)

RESEARCH INTERESTS

Motives, Negotiation, Risk Management, Social Networks, Research Methods

PUBLICATIONS

Bakaç, C. & Kehr, H. M. (accepted for publication). Theory X and Y revisited: Examining their predictive power in sales, promotions, and job terminations. *Current Psychology*

Durar, E., Şöhret, T. & **Bakaç, C.** (accepted for publication). Automatic thoughts mediate the relationship between social appearance anxiety and attitudes toward cosmetic surgery. *BMC Psychology*

Kluger, A. N., Lehmann, M., Aguinis, H., Itzhakov, G., Gordoni, G., Zyberaj, J., & **Bakaç, C.** (2024). A registered systematic review and meta-analyses of the associations of perceived listening and job outcomes. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-023-09897-5>

- Bakaç, C.** & Kehr, H. M. (2023). Getting to the bargaining table: The role of explicit motives and traits in negotiation initiation. *Personality and Individual Differences*, 205. <https://doi.org/10.1016/j.paid.2023.112099>
- Berg, A. K., **Bakaç, C.**, & Kauffeld, S. (2022). Modeling (in)congruence in groups: A how-to guide for applying polynomial regression and response surface method to multilevel data. *Group Dynamics: Theory, Research, and Practice*. Advance online publication. <https://doi.org/10.1037/gdn0000200>
- Bakaç, C.** & Kehr, H. M.(2022). Unpacking the relationship between fear motives and self-control strategies among managers: The mediating role of intrusive thoughts. *Behavioral Science*, 13(5), 384. <https://doi.org/10.3390/bs13050384>
- Kehr, H. M., Graff, D. [Shared first authorship], & **Bakaç, C.** (2022). Followers' motives as moderators of the effects of transformational leadership behaviors on follower outcomes and leaders' influence. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-022-09826-y>
- Zyberaj, J. & **Bakaç, C.** (2022). Insecure yet resourceful: Psychological papital mitigates the negative effects of career insecurity on subjective career success during COVID-19. *Behavioral Sciences*, 12(12), 473. <https://doi.org/10.3390/bs12120473>
- Bakaç, C.**, Zyberaj, J.[shared first authorship], & Seibel, S. (2022). Latent transition analysis in organizational psychology: A simplified "how to" guide by using an applied example. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.977378>
- Kehr, H. M., **Bakaç, C.** [shared first authorship], Jais, M., Brunner, D., Voigt, J., Holzemer, L. (2022). The role of death anxiety-induced fear of COVID-19 in compliance with and acceptance of government-issued COVID-19 regulations. *Frontiers in Psychology*. <https://doi.org/10.3389/fpsyg.2022.881603>
- Bakaç, C.**, Zyberaj, J.[shared first authorship] & Barela, J.C. (2021). Predicting employee telecommuting preferences and job outcomes amid COVID-19 pandemic: a latent profile analysis. *Current Psychology*. <https://doi.org/10.1007/s12144-021-02496-8>
- Bakaç, C.**, Chen, Y., Zyberaj, J., Kehr, H. M., & Quirin, M. (2021). Perceived intrinsic motivation mediates the effect of motive incongruence on job burnout and job satisfaction. *The Journal of Psychology*, 1–21. <https://doi.org/10.1080/00223980.2021.1980758>
- Jais, M., **Bakac, C.**, Kehr, H. M., Baumann, N., & Quirin, M. (2021). Misattribution of duties as free choices: The role of emotional awareness in self-infiltration. *Acta Psychologica*, 220, Article 103401. <https://doi.org/10.1016/j.actpsy.2021.103401>
- Mok, S.Y., **Bakaç, C.** & Froehlich, L. (2020). 'My family's goals are also my goals': the relationship between collectivism, distal utility value, and learning and career goals of international university students in Germany. *International Journal for Educational and Vocational Guidance*. <https://doi.org/10.1007/s10775-020-09447-y>
- Deng, M., Aich, G., **Bakaç, C.**, & Gartmeier, M. (2020). Fictional video cases on parent-teacher conversations: Authenticity in the eyes of teachers and teacher education students. *Education Sciences*, 10(3), 63. <https://doi.org/10.3390/educsci10030063>

MANUSCRIPTS UNDER REVIEW

-
- Bakaç, C.** Negotiation climate moderates the relationships between implicit motives and negotiation performance. *Motivation Science*
- Bakaç, C.** & Lang, J. W.B. Revisiting individual differences in negotiation performance: The role of implicit motives and explicit motives. *Journal of Behavioral Decision Making*
- Bakaç, C.**, Aykut, N. [shared first authorship] & London M. (Dis)Integration of high-skilled migrants at the workplace: Determinants and consequences. *German Journal of Human Resource Management*
- Bakaç, C.** & Erbecer M. S. Behind the links: Do implicit motives predict network positions? *British Journal of Management*

Bakaç, C. & London, M. Recognizing the subjectivity of personnel decisions: Roles of risk, implicit motives, and intuition. *Personnel Psychology*

SELECTED WORKING PAPERS

Bakaç, C. Who listens at the workplace? Examining personality correlates of perceived listening. *Journal of Research in Personality*

Bakaç, C. The additive and interactive effects of motivation and skills on performance: A multi-domain perspective. *Human Performance*

Bakaç, C. & London, M. Implicit motives predict intuitive decision making in personnel selection. *Motivation and Emotion*

Bakaç, C. & Ohlig, J. Explicit motives and value claiming in negotiations: Does the negotiation climate play a moderating role? *Journal of Research in Personality*

Bakaç, C. & Manuel, L. Investigating the role of hiring personnel's and applicant's implicit motives in personnel selection: An agent-based modeling technique? *Human Resource Management Journal*

Bakaç, C., Zyberaj, J. & Manuel, L. Adaptive Leadership. In S. K. Johnson & R. Riggio (Eds.), *International Handbook of Leadership*.

HONORS, AWARDS AND GRANTS

2026 Application for funding at the German Research Foundation (DFG) for a research project at the intersection of motivation psychology and generative artificial intelligence (~350.000€).

2022 Funding for a research stay at the Faculty of Psychology and Education Sciences (Prof. Dr. Jonas Lang), University of Ghent (3.100€).

2020 Academy of Management Best Paper Award for "Implicit motives as the missing link between transformational leadership behaviors and follower outcomes."

CONFERENCE PRESENTATIONS

Bakaç, C. (2024, October 10-11). Behind the links: Do implicit motives predict network positions? 43rd Motivational Psychology Colloquium, Munich, Germany.

Bakaç, C., Kehr, H. M., & Lang, J. W. B. (2023, May). Linking implicit motives and explicit motives with negotiation outcomes. In M. Runge & J. W. B. Lang (Chair). *Predicting leadership, negotiation, aggression, and faking: With implicit measures [Symposium]*, 21st European Association of Work and Organizational Psychology (EAWOP) Conference, Katowice, Poland.

Bakaç, C., Kehr, H. M., & Lang, J. W. B. (2022, August 05-09). Linking implicit motives and explicit motives with negotiation performance. 82nd Annual Meeting of the Academy of Management, Seattle, Washington, USA.

Bakaç, C., Kehr, & H. M. (2022). Getting to the bargaining table: the role of motives and traits in negotiation initiation. Poster presentation at the conference " 52. Kongress der Deutschen Gesellschaft für Psychologie", Hildesheim, Germany.

Berg, A.-K., **Bakaç, C.,** & Kauffeld, S. (2022, July). Looking at the bright side of "Tit For Tat": Congruence effects of social support in teams. Poster presented at 17. Annual INGRoup Conference, Hamburg.

Kluger, A. N., Lehmann, M., Aguinis, H., Itzhakov, G., Gordoni, G., Zyberaj, J., & Bakaç, C. (2022, May 26-29). A registered systematic review and meta-analyses of the associations of perceived listening and job outcomes. In A. N. Kluger (Chair). *Listening (or Not) at Work: The Consequences [Symposium]*, 2022 APS Annual Convention, Chicago, Illinois, USA.

Bakaç, C., Kehr, H. M., & Lang, J. W. B. (2022, January). Linking implicit motives and explicit motives with negotiation outcomes. In M. Runge & J. W. B. Lang (Chair). *Implicit personality measurement in WOP: New findings and practical applications [Symposium]*, 20th European Association of Work and Organizational Psychology (EAWOP) Conference, Glasgow, Scotland (cancelled due to Covid-19).

Bakaç, C., & Kehr, H. M. (2021, September). Motivational determinants of negotiation behaviors: Investigating the role of implicit and explicit motives. 12. Congress for Work, Organizational, and Economic Psychology and Human Factors of German Psychological Society, Chemnitz.

Berg, A., **Bakaç, C.,** Müller-Frommeyer, L.C., & Kauffeld, S. (2021, July). Be good to one another – Modelling social support temporal interactions in teams. Paper presented at 81st Annual Meeting of the Academy of Management.

Bakaç, C., Zyberaj, J., & Barela, J. C. (2020, August). Predicting telecommuting preferences and job outcomes amid COVID-19 pandemic: A latent profile analysis. 80th Annual Meeting of the Academy of Management. Published online in the "Organizational Behavior Division Rapid Research Plenary: COVID-19 & Organizational Behavior".

Kehr, H. M., Graff, M. [Shared first authorship], & **Bakaç, C.** (2020, August). Implicit motives as missing link between transformational leadership behaviors and follower outcomes. 80th Annual Meeting of the Academy of Management. [best paper award in OB division]

Jais, M. O. W., Hofbeck, S., **Bakaç, C.,** Kehr, H. M., & Quirin, M. (2019). Like a Blade of Grass in the Storm... Individuals being Sensitive Yet Strong Show Less Alienation. Poster presentation at the conference "The Depth of the Self - Implicit Motives and Human Flourishing", Würzburg, Germany.

Jais, M. O. W., Hofbeck, S., **Bakaç, C.,** Kehr, H. M., & Quirin, M. (2019). Are my Goals Truly my Goals? Personality Effects on Alienation After Ostracism. Poster presentation at the 31st Association for Psychological Science Annual Convention and 12th anniversary meeting of the Society for the Science of Motivation, Washington, DC.

Mok, S. Y., **Bakaç, C.,** Seidel, T., & Froehlich, L. (2018, February). Welche Rolle spielen familiäre Verpflichtungen und die Nützlichkeit von gegenwärtigen Lernaufgaben für zukunftsbezogene Karriereziele von kollektivistisch-orientierten Studierenden? Vortrag auf der 6. Tagung der Gesellschaft für Empirische Bildungsforschung (GEBF) in Basel (Schweiz).

INVITED TALKS AND WORKSHOPS

2025	Implicit Motives at Scale: Using LLMs to Link Non-Conscious Needs to Work Outcomes (Invited talk at Stony Brook University)
2022	The Hidden Success Secrets of the Data-Driven Organizations: How Do Data Impact New Workplaces? A Data Scientist Perspective (Invited talk at University of Bamberg)
2022	Implicit and Explicit Motives (Invited talk by Bilkent University Psychology Community)
2021	An Introduction to Measurement and R (Workshop for Hayata Destek Ol - Humanitarian organization)
2021	An Introduction to Latent Profile Analysis using R (Workshop at University of Bamberg)

PROFESSIONAL SERVICES AND MEMBERSHIPS

- Reviewer for Cogent Business & Management, Academy of Management Annual Meeting, Motivation and Emotion, and Human Resource Management Journal
- Ad hoc reviewer for Motivation Science, German Journal of Human Resource Management and Personality and Social Psychology Bulletin

- *Memberships:* Deutsche Gesellschaft für Psychologie (DGPs) and European Association of Work and Organizational Psychology

ACADEMIC COLLABORATORS

Prof. Dr. Herman Aguinis (George Washington University)
Prof. Dr. Jonas J. W. B. Lang (Ghent University and University of Exeter)
Prof. Dr. Avraham N. Kluger (The Hebrew University of Jerusalem)
Prof. Dr. Simone Kauffeld (Technical University of Braunschweig)
Prof. Dr. Manuel London (Stony Brook University)
Prof. Dr. Hugo M. Kehr (Technical University of Munich)
Prof. Dr. Karoline Strauss (ESSEC Business School Paris)
Prof. Dr. Markus Quirin (PFH Göttingen and Technical University of Munich)

TEACHING AND SUPERVISION

TUM SCHOOL OF MANAGEMENT:

- Since November 2020 - Introduction to Statistics Using R (Lecture) for master's degree students
- Since April 2019 – Assisting Organizational Behavior (Lecture) for bachelor's degree students
- Since January 2019 – Supervision of more than 30 master's and 5 bachelor's theses

PROFESSIONAL EXPERIENCE

2019 – **Part Time Data Scientist/Data Analyst**, Kavun GmbH, Munich (Germany)

Freelancer for data analytics and Bayesian mixed modeling, Serviceplan Group, Munich (Germany), 04/2022 – 10/2022 and 07/2024 – 10/2024

OTHER

Languages: Kurdish (native), Turkish (native), English (fluent), German (fluent) **Software:** R, Python, SPSS, JASP

REFERENCES

Hugo M. Kehr

TUM School of Management
Technical University of Munich
Arcisstraße 21,
80333 München, Germany
Email: kehr@tum.de

Manuel London

College of Business
State University of New York at Stony Brook
312a Harriman Hall
Stony Brook, NY 11794-3775, USA
Email: Manuel.London@stonybrook.edu

Karoline Strauss

Department of Management
ESSEC Business School, Paris
3 Avenue Bernard Hirsch
95021 Cergy Pontoise, France
Email: strauss@essec.edu