Human Resource Management: Compensation (incentives and rewards)
Surveys have shown that (a) employees, especially in the U.S., think that individual performance is the fairest criterion when allocating rewards and (b) virtually all organizations claim that they provide performance contingent incentives and rewards. Yet, an unfortunate reality in today’s organizations is that most performance-based pay programs fail. Our research seeks to understand the conditions under which such programs may be effective.

Sample articles:

Human Resource Management: Strategic human research management
Organizations design and implement people management practices to acquire, develop, and retain their high performing human resources. Yet, the dynamics at the individual and group-levels through which these practices, in concert, affect organizational effectiveness are not well understood. Therefore, in this research stream, we are examining how and why human resource management practices affect individuals, groups, and, ultimately, organizational functioning.

Sample articles:

Human Resource Management: Staffing/Employee selection
Staffing foci include employee recruitment, screening, and selection. Research on employee selection has an especially long history dating back approximately 100 years. However, recent survey results indicate that more than 70% of HR professionals are unfamiliar with some of the most basic and essential research findings in this area. Much of the employee selection literature attempts to identify either (a) which selection devices (or combination thereof) are most
predictive of employee performance, (b) whether certain selection device types are biased toward members of protected groups, and (c) whether selection devices predict job-related outcomes other than role performance. Selection research by our faculty seeks to explore these and related issues.

Sample articles:

Organizational Behavior: Leadership
Leadership has been widely recognized as a main driver of change and the key to sustained competitive advantage for organizations. As our world is becoming increasingly complex, we need great leaders to help corporations, governments or entire nations capitalize on the benefits of globalization, increased diversity and ever-changing technologies. Therefore, we examine, among other leadership phenomena, what makes individuals emerge and be effective as leaders in face-to-face and virtual teams, and how leader’s traits, behaviors and leadership styles affect employee, group and organizational performance.

Sample articles:

Organizational Behavior: Services management
Services are increasingly important in the global economy, given mature economies derive a significant portion of their total job growth from the service sector. Management research in the services area contributes considerably to the understanding of organizations, their employees and their relationships with their customers, the latter largely influencing organizational effectiveness. In this research stream, we examine the emotional labor demands of service work and employee-customer interactions, as well as organizational-level factors that determine customer satisfaction (e.g., organization’s service climate).
Sample articles:


**Organizational Behavior: Emotions**
The study of emotions has taken center stage in organizational behavior over the past 10 years, with scholars labelling the burgeoning research in this area as the "Affective Revolution." The OB discipline has benefited from its recent focus on affect and emotions, given numerous studies now demonstrate the effect of discrete emotions on job performance, ethical behavior and decision-making. Within this research stream we examine, for instance, emotional contagion in service encounters, the linkages between emotional dissonance and employee well-being, or the effects of employee emotional engagement on their workplace-related attitudes.

Sample articles:


**Organizational Behavior: Teams**
The complexity of the workplace has increased substantially over the past decades and teams, which are better suited than individuals to perform complex tasks, have become the primary units of performance. While many organizations strive to find ways to better design work in the traditional co-located teams, others address a new level of challenge in the form of virtual teams, brought together to accomplish tasks via computer-mediated technology. Within this stream of research, we examine for instance, how emergent leaders differ in co-located and virtual teams or how different team and task characteristics affect team satisfaction and performance.

Sample articles: