



Department of Management and Entrepreneurship; Ph.D. program

Areas of research interests: Human resource management and organizational behavior

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:

Banks, G. C., Woznyj, H. J., Kepes, S., Batchelor, J., & McDaniel, M. A. (2018). A meta-analytic review of tipping compensation practices: An agency theory perspective. *Personnel Psychology*, 71, 457-478. doi: 10.1111/peps.12261

Kepes, S., Delery, J. E., & Gupta, N. (2009). Contingencies in the effects of pay range on organizational effectiveness. *Personnel Psychology*, 62, 497-531. doi: 10.1111/j.1744-6570.2009.01146.x

Human Resource Management: Strategic human resource 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:

Keeler, K., Cortina, J. (2020). Working to the beat: A self-regulatory framework linking music characteristics to job performance. *Academy of Management Review*.

Banks, G. C., & Kepes, S. (2015). The influence of internal HRM activity fit on the dynamics within the "black box." *Human Resource Management Review*, 25, 352-367. doi: 10.1016/j.hrmr.2015.02.002

Kepes, S., & Delery, J. E. (2007). HRM systems and the problem of internal fit. In P. Boxall, J. Purcell, & P. Wright (Eds.), *The Oxford handbook of human resource management* (pp. 385-404). Oxford, UK: Oxford University Press. doi: 10.1093/oxfordhb/9780199547029.003.0019

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:

- Bosco, F. A., Allen, D. G., & Singh, K. (2015). Executive attention: An alternative perspective on general mental ability, performance, and subgroup differences. *Personnel Psychology, 68*, 859-898. doi: 10.1111/peps.12099.
- Shore, D. B., Sheng, Z., Cortina, J. M., & Yankelevich, M. (2014). Personnel Selection: A Primer. In and D. Boehm-Davis, F.T. Durso, and J.D. Lee (Eds.), *APA handbook of human systems integration* (pp. 485-500). Washington, DC: American Psychological Association.

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:

- Reina, C. S., Peterson, S. J., & Zhang, Z. (2017). Adverse effects of CEO family-to-work conflict on firm performance. *Organization Science, 28*, 228-243. doi: 10.1287/orsc.2017.1114
- Serban, A., Yammarino, F. J., Sotak, K. L., Banoeng-Yakubo, J., Mushore, A. B., Hao, C., McHugh, K. A., Mumford, M. D. (2018). Assassination of political leaders: The role of social conflict. *The Leadership Quarterly*. doi: 10.1016/j.leaqua.2018.01.003
- Serban, A., Yammarino, F. J., Dionne, S. D., Kahai, S. S., Hao, C., McHugh, K. A., Sotak, K. L., Mushore, A. B., Friedrich, T. L., & Peterson, D. R. (2015). Leadership emergence in face-to-face and virtual teams: A multi-level model with agent-based simulations, quasi-experimental and experimental tests. *The Leadership Quarterly, 26*, 402-418. doi: 10.1016/j.leaqua.2015.02.006

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:

Subramoney, M., & Pugh, S. D. (2015). Services management research: Review, integration, and future directions. *Journal of Management*, *41*, 349-373. doi: 10.1177/0149206314557158

Pugh, S. D., Groth, M., & Hennig-Thurau, T. (2011). Willing and able to fake emotions: A closer examination of the link between emotional dissonance and employee well-being. *Journal of Applied Psychology*, *96*, 377-390. doi: 10.1037/a0021395

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:

Reina, C. S., Rogers, K., Peterson, S. J., & Byron, K., Hom, P. (2017). Quitting the boss? The role of manager influence tactics and employee emotional engagement in voluntary turnover. *Journal of Leadership and Organization Studies*, *25*, 5-18. doi:10.1177/1548051817709007

Pugh, S. D., Groth, M., & Hennig-Thurau, T. (2011). Willing and able to fake emotions: A closer examination of the link between emotional dissonance and employee well-being. *Journal of Applied Psychology*, *96*, 377-390. doi: 10.1037/a0021395

Pugh, S. D. (2001). Service with a smile: Emotional contagion in the service encounter. *Academy of Management Journal*, *44*, 1018-1027. doi: 10.5465/3069445

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:

Serban, A., Roberts, & A. J. (2016). Exploring antecedents and outcomes of shared leadership in a creative context: A mixed-methods approach. *The Leadership Quarterly*, 27, 181–199.
doi: 10.1016/j.leaqua.2016.01.009

Serban, A., Yammarino, F. J., Dionne, S. D., Kahai, S. S., Hao, C., McHugh, K. A., Sotak, K. L., Mushore, A. B., Friedrich, T. L., & Peterson, D. R. (2015). Leadership emergence in face-to-face and virtual teams: A multi-level model with agent-based simulations, quasi-experimental and experimental tests. *The Leadership Quarterly*, 26, 402–418.
10.1016/j.leaqua.2015.02.006