LEADERSHIP AND CREATIVITY: THE MEDIATING EFFECTS OF INTRINSIC MOTIVATION, DOMAIN-RELEVANT SKILLS, AND CREATIVITY-RELEVANT PROCESSES

The literature on organizational behavior seeks to identify the human and contextual dynamics that explain creativity. This research investigates the role of transactional and transformational leadership in predicting creative outcomes, with intrinsic task motivation, domain-relevant skills and creativity-relevant processes considered as mediators. A conceptual model and hypotheses are presented, with plans for empirical testing.

Who receives a performance appraisal and does it matter? An empirical investigation of the determinants of the receipt of a performance appraisal and its effect on job satisfaction

An analysis of Statistic Canada’s Workplace and Employee Survey (WES), based on a five-year period, revealed that only 60% of the 20,834 respondents received a performance appraisal. Higher levels of job satisfaction were reported by individuals who perceived that their appraisal impacted their pay, benefits and most recent promotion.
Organizational scholars have conceptualized organizational responsiveness to institutional pressures as a strategic choice. This thesis highlights a number of institutional and resource-based determinants of this critical strategic choice from an intrafirm perspective. Cause, constituents and content are proposed as antecedents of strategic responses employed by the inner core employee segment to pressures exerted by other employee segments within an organization. Implications for theory building and practice are discussed.

An ongoing debate exists in the practitioner literature as to how recruiters interpret and use applicants’ volunteer experiences. This study found that recruiters perceived certain volunteer experiences to be more indicative of various desirable traits (i.e., motivation, interpersonal skills, leadership qualities). Practical implications and directions for future research are discussed.
Transfer of training is a critical issue for training programs. While considerable quantitative work has examined barriers to transfer, few studies have assessed transfer from the perspective of trainees-themselves. In this paper, we review open-ended qualitative data, from union and managerial participants enrolled in a leadership skills program, to examine barriers to transfer.

Serious workplace threats have been reported for doctors, nurses, judges, lawyers and elementary school teachers. This is the first survey of workplace threats for university professors in Canada, and to the best of our knowledge, in the world. We report on a selection of existing related literature and the results from an online survey.
A STATISTICAL INVESTIGATION OF ANTECEDENTS AND OUTCOMES OF JOB-RELATED STRESS FOR TEACHERS

Developing a healthy workplace is an important concern for organizations, as the implications of job-related stress are extensive and have negative effects on both individuals and organizations. This research study explores job-related stress factors and the mental-health outcomes experienced by a sample of school teachers in Ontario.

EXPLORING FAKING IN THE CONTEXT OF MULTI-STAGE SELECTION SYSTEMS

The current study examines the impact that faking on a conscientiousness measure has on performance in multi-stage selection contexts. The results suggest that combining personality measures with other measures will not mitigate the negative effect of faking. The results are discussed in terms of the implications for employee selection.
POLITICAL SKILL: A META–ANALYSIS OF ITS PREDICTORS AND OUTCOMES

This paper describes a meta-analysis of the antecedents, correlates, and outcomes of political skill. The results suggest negligible relationships between political skill and demographic variables and moderate relationships with job satisfaction and job performance. Practical and research implications of the findings are discussed.

EXPLORING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND QUIT BEHAVIOUR: EVIDENCE FROM CANADIAN CALL CENTRES

Call centres are integral business operations for many organizations that have become characterized by high levels of voluntary turnover. In this paper, we examine the relationship between quit behaviour and organizational culture using data from a national survey of call centres and a case study of employees at one call centre. We found that call centres with a more social organizational culture type (clan) were associated with lower quit rates and longer periods of employee intention to stay with the organization. However, call centres with a more market oriented culture type were related to higher quit rates and shorter periods of intended stay with an organization.
DEVELOPMENTS IN CANADIAN EMPLOYMENT LAW AND THE SUPREME COURT OF CANADA: EVIDENCE FROM AN EXAMINATION OF REASONABLE NOTICE IN THE WRONGFUL DISMISSAL COMMON LAW

This study examined the determinants of reasonable notice in wrongful dismissal law in a way which incorporates the effect of Supreme Court of Canada (SCC) decisions such as in Wallace v. United Grain Growers (1997). We explored the relationship between reasonable notice awards and employees’ performance, vulnerability, and changing employment circumstances, as well as employers’ allegations of misconduct over and above poor performance and failure to employ progressive discipline. In addition, we wanted to determine if the Wallace decision, in which the SCC affirmed the bargaining inequality between employee and employer, has had an effect on notice periods in general.