

MANUELA MORF

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RESEARCH PROFILE

Research areas: Human resource management, organizational behaviour, leadership
Research interests: Employee proactivity and engagement, motivation and health promoting work design and leadership, non-standard employment relationships and work flexibility
Research designs: Surveys, longitudinal studies, intervention studies, diary studies
Analysis techniques: Structural equation modelling, multilevel analysis, growth modelling, moderation and mediation analyses

ACADEMIC POSITIONS

11/2016 – present Senior Research Associate and Lecturer, Center for Human Resource Management, Faculty of Economics and Management, University Lucerne
09/2016 – 02/2018 SNSF Early Postdoc.Mobility Scholar, Center of Excellence for Positive Organizational Psychology, School of Social and Behavioural Sciences, Erasmus University Rotterdam
07/2016– 10/2016 Senior Research Associate and Lecturer, Chair in Human Resource Management, Department of Business Administration, University of Zurich
06/2012– 06/2016 Research Associate and Lecturer, Chair in Human Resource Management, Department of Business Administration, University of Zurich

EDUCATION

08/2012 – 06/2016 Dr. oec. (PhD) in Business Administration (summa cum laude), University of Zurich
Thesis: The Interplay of Human Resource Management and Job Boredom: A Behavioural Perspective
Dissertation Committee: Prof. Dr. Bruno Staffelbach, University of Zurich, Prof. Dr. Gudela Grote, ETH Zürich
08/2012 – 08/2015 Teaching Skills Certificate, University of Zurich
02/2009 – 09/2011 MA in Business Administration (summa cum laude), University of Zurich
09/2005 – 10/2008 BA in Business Administration (magna cum laude), University of Zurich

RESEARCH PROJECTS

- 02/2021 – present Applicant and project owner, Career Success 4.0: An event-based intervention study among gig workers (SNSF Grant No. CRSK-1_190629 / 1)
- 05/2018 – present Project leader, Effective Leadership in Humanitarian Institutions
- 03/2018 – 06/2019 Project leader, Leadership in Health Care
- 08/2017 – 08/2018 Project leader, Leader Tracker: Explaining Weekly Leadership Behaviour (with Erasmus University Rotterdam)
- 03/2015 – 04/2018 Co-applicant and project leader, Improving the Well-being and Career Outcomes of Temporary Agency Workers (SNSF Grant No. 163173)
- 09/2014 – 01/2018 Project member, Leadership and Trust in Mentoring (with University of Zurich)
- 09/2016 – 02/2018 Applicant and project owner, Self-Regulatory Cycles in Balancing Individual Abilities and Job Demands (SNSF Early Postdoc.Mobility fellowship)
- 06/2012 – 09/2016 Project leader ad interim and project member, Swiss Human-Relations-Barometer (SNSF Grant No. 140377 with ETH Zürich)
- 03/2013 – 12/2015 Project member, Impact Analysis of Promotion Systems (SNSF Grant No. 143836)

TEACHING

- 08/2018 – present Lecturer, Organization and Change Management, University of Lucerne (lecture on bachelor level, approx. 80 students)
- 01/2018 – present Supervision and coordination of theses and term papers in human resource management, University of Lucerne
- 06/2012 – 10/2016 Supervision of theses in human resource management, University of Zurich (21 bachelor and 9 master theses)
- 08/2012 – 01/2016 (4 fall terms) Lecturer, Team Leadership and Team Organization: Applied Project Management, University of Zurich (seminar on bachelor level, 35 students)
- 06/2012 – 07/2015 (3 spring terms) Teaching Assistant, Business Administration II, University of Zurich (lecture on assessment level, approx. 900 students)
- 01/2013 – 07/2015 (3 spring terms) Supervising Exercise Instructor, Business Administration II, University of Zurich, (Exercises on assessment level, approx. 900 students)
- 08/2014 – 01/2015 Teaching Assistant, PhD Research Seminar in Human Resource Management, University of Zurich (seminar on PhD level, 10 students)

PUBLICATIONS

- Peer reviewed:
- Morf, M., Bakker, A. B., & Feierabend, A. (2019). Bankers closing idiosyncratic deals: Implications for organisational cynicism *Human Resource Management Journal*, 29(4), 585 – 599.
- Gloor, J. L., Morf, M., Paustian-Underdahl, S., & Backes-Gellner, U. (2018). Fix the Game, Not the Dame: Restoring Equity in Leadership Evaluations. *Journal of Business Ethics*. Advanced online publication. doi: 10.1007/s10551-018-3861-y
- Morf, M., Feierabend, A., & Staffelbach, B. (2017). Task variety and counterproductive work behavior. *Journal of Managerial Psychology*, 32(8), 581-592
- Morf, M., Arnold, A. & Staffelbach, B. (2014). The double psychological contracts of temporary agency workers. *Employee Relations*, 36(6), 708-726 (**Rated as one of the top 10 publications on non-standard work by the Flex Work Research Center**)
- Tschuor C., Raptis, D. A., Morf, M., Staffelbach, B., Manser, T. & Clavien P.-A. (2014). Job satisfaction among chairs of surgery from Europe and North America. *Surgery*, 156(5), 1069-1077.
- Research reports:
- Humm, J., Doden, W., Feierabend, A., Morf, M., Arnold, A., Grote, G. & Staffelbach, B. (2016). Schweizer HR-Barometer 2016: Loyalität und Zynismus [Swiss HR-Barometer 2016: Loyalty and cynicism]. Zürich: Universität und ETH Zürich.
- Doden, W., Morf, M., Arnold, A., Feierabend, A., Grote, G. & Staffelbach, B. (2014). Schweizer HR-Barometer 2014: Arbeitserleben und Job Crafting [Swiss HR-Barometer 2014: Experience of work and job crafting]. Zürich: Universität und ETH Zürich.
- Feierabend, A., Tschopp, C., Arnold, A., Doden, W., Morf, M., Grote, G. & Staffelbach, B. (2012). Schweizer HR-Barometer 2012: Fehlverhalten und Courage [Swiss HR-Barometer 2015: Workplace deviance and voice]. Zürich: Universität und ETH Zürich.
- Book chapters:
- Morf, M. (2013). Doppeltes Commitment: Wem fühlen sich Temporärangestellte zugehörig? [Double commitment: To whom do temporary agency employees feel that they belong?]. In B. Staffelbach (ed.), *HR Spotlights: Geistesblitze zur Personalführung* [HR Spotlights: Flash of inspirations about human resource managements] (pp. 51-59). Zürich: Neue Züricher Zeitung.
- Morf, M. (2013). E-Empfehlung: Qualität durch Xing, LinkedIn, Facebook & Co.? [E-references: Quality through Xing, LinkedIn, Facebook & Co.?]. In B. Staffelbach (ed.), *HR Spotlights: Geistesblitze zur Personalführung* [HR Spotlights: Flash of inspirations about human resource managements] (pp. 158-159). Zürich: Neue Züricher Zeitung.

- Data: Doden, W., Staffelbach, B., Grote, G., Feierabend, A., Humm, J., Morf, M., Arnold, A., Pfrombeck, J.: Schweizer Human-Relations-Barometer 2016 [Dataset]. University of Zurich, ETH Zurich, University of Lucerne. Distributed by FORS, Lausanne, 2018. doi: not yet available
- Doden W., Grote, G., Staffelbach, B., Morf, M., Feierabend, A., Arnold, A., & Pfrombeck, J.: Schweizer Human-Relations Barometer 2014 [Dataset]. University of Zurich, ETH Zurich, University of Lucerne. Distributed by FORS, Lausanne, 2016. doi: 10.23662/FORS-DS-805-1
- Grote, G., Tschopp, C., Doden, W., Staffelbach, B., Feierabend, A., Arnold, A., & Morf, M. Schweizer Human-Relations Barometer 2012 [Dataset]. University of Zurich, ETH Zurich. Distributed by FORS, Lausanne, 2013. doi: 10.23662/FORS-DS-623-1
- Practitioners journal: Morf, M. (2019). Virtuelle Teamarbeit, neue Führungsrealitäten [Virtual team work, new leadership realities]. HR Today, 9, 65.
- Morf, M. (2018). Keine Zeit für Change Management [Too busy for change management]. HR Today, 10, 53.
- Morf, M. (2017). Was HR Analytics leisten kann [What HR Analytics can offer]. HR Today, 11, 53.
- Morf, M. (2016). Wie sich die Wertschätzung von HR-Services steigern lässt [How to improve the service value of HR]. HR Today, 6, 42.
- Morf, M. (2015). Weg von „Old Stars“ und „Young Talents“ [Keeping off „old stars“ and „young talents“]. HR Today, 5, 42.
- Morf, M. (2014). Zwischen Hochstapelei und Kompetenz [Between imposture and competency]. HR-Today, 3, 42.
- Morf, M. (2013). Kritische Mitarbeiterstimmen - Was Führungskräfte noch lernen müssen [Challenging voices – What supervisors should learn]. HR-Today, 1, 42.
- Morf, M. (2012). Social Media verleihen der Mitarbeiterempfehlung Schubkraft [Social media boots employee references]. HR-Today Special, 3, 14-15.
- Media: Morf, M. (2013). Zufriedenheit bei Temporärmitarbeitenden: Das können Sie tun [Satisfaction among temporary agency workers: That can you do] (Interview), In beeworxs (Blog), 21. June 2018. <https://blog.beeworx.ch>
- Morf, M. (2017), Langeweile macht die Arbeit schwer [Boredom means harder work] (Newspaper interview), In A. Lorenz-Meyer, Luzerner Zeitung, 23. Jan. 2017, 11.
- Morf, M., (2016), Leiharbeit wird immer beliebter [Temporary agency work gains in popularity] (Newspaper Interview), In D. Fleischmann, Panorama: Fachinformationen für Berufsbildung, Berufsberatung und Arbeitsmarkt, 04/2016, 23.

Morf, M. (2013), E-Empfehlung: Qualität durch Xing, LinkedIn, Facebook & Co.? [E-references: Quality trough Xing, LinkedIn, Facebook & and Co?], In Making Science News (Blog), 17. Nov. 2013. <http://www.makingsciencenews.com>.

Morf, M. (2013). Leben aus dem Schrank: Arbeitsnomaden in der Schweiz. [Living from the cupboard: Working nomads in Switzerland] (Radio interview). In K. Thürkauf (ed.), Input, 27. Oct. 2013. Zürich: Schweizer Radio und Fernsehen.

ACADEMIC CONFERENCE PRESENTATIONS (PEER-REVIEWED)

- 05/2019 Transformational leadership: A weekly diary study on the role of human resource practices, job resources, and prosocial motivation, 19th Congress of the European Association of Work and Organizational Psychology (EAWOP), Turin, Italy
- 05/2019 Getting what they have asked for: Testing a proactivity intervention among temporary agency workers, 19th Congress of the European Association of Work and Organizational Psychology (EAWOP), Turin, Italy
- 08/2017 Volition of temporary agency workers as a predictor of agency commitment: The role of agency support. 77th Annual Meeting of the Academy of Management, Atlanta, USA.
- 08/2017 Team design with (female) leaders in mind: Restoring equity in leadership evaluations. 77th Annual Meeting of the Academy of Management, Atlanta, USA (deputized for the first author J. L. Gloor).
- 04/2017 Coping with job boredom: A theoretical perspective. European Institute for Advanced Studies in Management, 32nd Workshop on Strategic Human Resource Management, Lucerne, Switzerland.
- 08/2016 Effects of underload and overload on job satisfaction and stress: How important is job tenure? 76th Annual Meeting of the Academy of Management, Anaheim, USA.
- 06/2015 Unintended effects of removing tasks: Linking task variety to counterproductive work behaviour. Annual 15th European Academy of Management Conference, Warsaw, Poland.
- 05/2015 With a little help from afar: Examining the effect of agency support on temporary employees' well-being. Workshop on Research Advances in Organizational Behaviour and Human Resources Management, Université Paris Dauphine, DRM-Management & Organisation, Paris, France.
- 04/2014 Task variety and counterproductive work behaviour: The role of employee expectations. European Institute for Advanced Studies in Management, 29th Workshop on Strategic Human Resource Management, Corsica, France. (***)Best Paper Award(***)

- 06/2013 When employers fail to provide sufficient work stimulation. Workshop ‘Understanding Employee Dishonesty Behaviours in the Workplace’, Burgundy School of Business, Dijon, France.
- Colloquia: 75th Annual Meeting of the Academy of Management, Human Resource Division Doctoral Colloquium, Vancouver, Canada; 08/2014
Annual 14th European Academy of Management Conference, Doctoral Colloquium, Valencia, Spain; 06/2014

GRANTS

- Research projects: Swiss National Science Foundation, SNSF SPARK Grant CRSK-1_190629 / 1 for ‘Career Success 4.0: An event-based intervention study among gig workers’; 11/2019
Swiss National Science Foundation, SNSF Grant No. 163173 for ‘Improving the Well-being and Career Outcomes of Temporary Agency Workers’ (together with B. Staffelbach & A. Sender); 10/2015
- Career: Swiss National Science Foundation, SNSF Early Postdoc.Mobility Grant; 05/2016, CHF
Graduate School of Business, University of Zurich, several grants to cover travel expense; 10/2013, 10/2014, 10/2015
Swiss Academy of Humanities and Social Sciences, grant to cover travel expenses; 04/2014
Swiss National Science Foundation, SNSF grant to cover cost for participation in Swiss Summer School; 08/2013
- Academic services: Faculty of Business, Economics and Informatics, University of Zurich, grants to organise two PhD workshops (together with other PhD candidates); 04/201, 04/2014
- Teaching: University of Zurich, project funds ‘Interactive Learning’, grants to develop and support interactive e-learning environment for Business Administration II (together with B. Staffelbach); 09/2013, 09/2014, 09/2015

SERVICES AND AFFILIATIONS

- Administration: Mid-level representative in the search committee for assistant professorship ‘Management Non-profit-Organisation’, University of Zurich; 01/2015 – 06/2015
Elected Member of the Senate of the University of Zurich and Representative of the PhDs and Postdocs for the Faculty of Business, Economics and Informatics; 01/2013– 12/2014

Conference organisation: Co-Organizer of Showcase Symposium “Employment Relationships in the Gig Economy: Advancing Theory and Empirical Knowledge”, 77th Annual Meeting of the Academy of Management, Atlanta, USA; 08/2017 (***) only the best 10% of symposia submissions are selected as Showcase Symposium (***)

Member of the organisation committee ‘Management & International Networking Workshop’, University of Zurich; 10/2014 – 12/2014

Member of the organisation committee ‘Meet up: International Networking with Top Management Scholars’, University of Zurich; 10/2013

Mentoring: Member of the peer mentoring group Career Elixir, University of Zurich; 06/2012 – 09/2016 (now: Alumni)

Reviewing: Journals: Applied Psychology: An International Review, Employee Relations, European Journal of Work and Organizational Psychology, Journal of Management and Business Administration. Central Europe, Personnel Assessment and Decisions

Conferences: Annual European Academy of Management Conference, Annual Meeting of the Academy of Management, Congress of the European Association of Work and Organizational Psychology

Presentations for practice: Fit für Führung? Evidenz-basierte Einsichten, wie Sie Führungskräfte fördern [Fit for leadership? Evidence-based insights on how you can support leaders], 21. Netzwerktreffen, Center for Human Resource Management (CEHRM), Luzern, Switzerland, 10/2019

Technological HR disruption: The good, the bad & the ugly (Panel Discussion), Swiss Business Innovation Week, Zurich, Switzerland, 10/2019

Wissen teilen in Teams [Knowledge sharing in teams], Ärztefortbildung, Klinken Valens, Switzerland, 11/2016

Unterforderung bei der Arbeit [Underload at work], Netzwerktreffen des Lehrstuhls Human Resource Management, University of Zurich; Zurich, Switzerland, 10/2013

Academic keynotes: Introduction in R: Getting ready to join the R community, Methodological Workshop, Center for Human Resource Management, Luzern, Switzerland, 09/2017

Introduction in R: Getting ready to join the R community, Research Meeting, Organisational Psychology, Rotterdam, The Netherlands, 01/2017

Affiliations: Academy of Management
European Institute for Advanced Studies in Management
European Association of Work and Organizational Psychology

PREVIOUS WORK EXPERIENCE

- 10/2011 – 05/2012 Consultant, Human Resource Services, PricewaterhouseCoopers, Zurich
- 05/2010 – 11/2010 Junior Project Manager, Human Resource Marketing, Credit Suisse, Zurich
- 09/2009 – 04/2010 Assistant, Managerial Accounting, Credit Suisse, Zurich
- 07/2008 – 01/2009 Internship, Human Resource Marketing, Credit Suisse, Zurich