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EDUCATION

- Expected 2008 *Ph.D., Organizational Behavior & Human Resource Management*
Minor: Management Information Systems
Katz Graduate School of Business, University of Pittsburgh, Pittsburgh, PA
- 2003 *Master of Arts in Economics, with Honors*
EERC Master's Program in Economics
Kyiv Mohyla Academy, Kyiv, Ukraine
- 2001 *Bachelor, Economics of Enterprise*
Ivano-Frankivsk State Technical University of Oil and Gas
Ivano-Frankivsk, Ukraine

DISSERTATION

Title: **Employee Retention and Organizational Performance**

Committee: Carrie Leana (Chair), Vikas Mittal (Co-Chair), Marick Masters, Richard Moreland (Department of Psychology), Denise Rousseau (Tepper School of Business, Carnegie Mellon University)

Proposal defended. Completion of dissertation expected Spring 2008

Essay 1: Employee Retention and Organizational Performance: The Mediating Role of Organization- and Task-Specific Forms of Human and Social Capital

Status: Under first review at *Academy of Management Journal*

This essay investigates human and social capital as mechanisms that may determine whether and why employee retention is associated with organizational performance. For this purpose, I conducted three studies on the performance of public schools utilizing archival and survey data. Studies 1 and 2 show a positive relationship between teacher retention and student achievement that is fully mediated by organization-specific human capital and partially mediated by organization-specific social capital. Study 3 examines human and social capital of employees who remain with an organization versus those who leave. Results show that losses of task-specific human and social capital are more deleterious to organizational performance than the losses of more general (i.e. organizational) forms of capital. Overall, the findings of this essay suggest that organizations with high turnover rates are likely to under-perform because they are unable to develop and retain their stocks of human and social capital.

Essay 2: The Joint Effect of Management, Employee, and Client Stability on Organizational Performance

Status: Data collection completed. Targeted for submission to *Organization Science*

Essay 1 of my dissertation focuses primarily on the stability of core production workers, i.e. teachers in the context of public schools. Yet, the stability of other constituents, especially managers and clients, may also affect the relationship between employee retention and organizational performance.

Managers may serve as conduits between overall organizational goals and performance of core production workers. They may also buffer employees from environmental instability. As such, I hypothesize that the positive effect of employee stability is reduced when an organization experiences managerial turnover. Next, I argue that workforce stability becomes even more essential to performance in service organizations where clients themselves exhibit instability. Organizations dealing with stable customer bases can better understand customer needs and thus more effectively address these needs.

I hypothesize that all sources of stability, i.e. manager, employee, and customer, in addition to their direct effects, jointly affect organizational performance. I test these hypotheses with a sample of principals, teachers, and students in a large urban school district.

Essay 3: Job Attitudes as Predictors of Employee Turnover: Systematic Threshold Effects

Status: Draft completed. Targeted for submission to *Organizational Behavior and Human Decision Processes*

This essay highlights how differences among employees affect the relationship between their attitudes toward their jobs (i.e. job satisfaction and organizational commitment) and their actual behavior (i.e. turnover). The literature examining attitude-behavior consistency suggests that the situational thresholds leading to expressions of negative feeling (e.g. reporting job dissatisfaction) may be higher than the threshold of actually quitting the job. By identifying systematic attitude thresholds based on factors like movement capital and job embeddedness, this essay develops a model that explains systematic variability in the attitude-turnover link based on attitude thresholds. I find that turnover rates for employees having higher attitude thresholds will be systematically greater than for employees having lower thresholds at identical attitude levels. Using hierarchical linear modeling, I analyze how observable employee- and organization-related characteristics are associated with systematic differences in employee attitude thresholds in a sample of over 6,000 teachers in a large, urban school district.

OTHER MANUSCRIPTS UNDER REVIEW

Masters, Marick, F., Iryna Shevchuk, and David Eplion. "Federal-Sector Partnerships and Organizational Performance: Perceptions of Union Leaders"

Status: Under first review at *Academy of Management Journal*

This research examines the effects of labor-management partnerships and the industrial relations (IR) climate on organizational performance. We analyze a unique data set on union leaders' perceptions in the federal government. Results show that the quality of labor-management partnerships and IR climate positively correlate with perceptions of agency performance. Climate also moderates this relationship, with labor-management harmony lifting the positive perceptions of partnership effects.

BOOK CHAPTERS

Masters, Marick, F., Raymond Gibney, Iryna Shevchuk, and Tomas Zagenczyk. (2008). "The State as Employer." In Paul Blyton, Nick Bacon, Jack Fiorito and Ed Heery (Eds.), *Handbook of Industrial and Employment Relations*, London, Sage, forthcoming.

OTHER RESEARCH IN PROGRESS

"Examining the Union-Member Social Exchange Relationship" with Marick F. Masters, Raymond Gibney, and Tomas Zagenczyk.

CONFERENCE PROCEEDINGS

Gibney, Raymond, Tomas Zagenczyk, Iryna Shevchuk, and Audrey Murrell. (2005). "Turning to the Dark Side: Perceived Organizational Obstruction, Organizational Cynicism and Disidentification." *Southern Management Association Conference Proceedings*.

HONORS AND AWARDS

2005	Southern Management Association Doctoral Consortium Fellow, Charleston, SC
2003-2007	Joseph M. Katz Graduate School of Business Research Fellowship, Pittsburgh, PA
2001-2003	Economics Education and Research Consortium Fellowship, Kyiv, Ukraine

COURSEWORK

Behavioral Seminars

Topics in Social Psychology	<i>John Levine</i>
Foundations of Human Resource Management	<i>James Craft</i>
Seminar in Organizational Behavior	<i>Paul Goodman & Denise Rousseau</i>
Psychology of Small Groups	<i>Richard Moreland & John Levine</i>
Social Capital in Organizations	<i>Carrie Leana & Frits Pil</i>
Work and Organizations	<i>Frits Pil</i>
Knowledge Management	<i>William King & Peter Grey</i>
Seminar in Trust	<i>William McEvily</i>
Group and Organizational Learning	<i>Linda Argote</i>

Research Methods

Experimental Design	<i>Louis Pingel</i>
Applied Multivariate Statistics	<i>Neil Timm</i>
Advanced Multivariate Statistics	<i>David Stoffer</i>
Applied Regression Analysis	<i>Carl Bodenschatz</i>
Research Methods in Behavioral Sciences	<i>Mark Fichman</i>
Multivariate Analysis for Behavioral Research	<i>Vikas Mittal</i>
Simulation Methodology	<i>Pandu Tadikamalla</i>

REFERENCES

Carrie R. Leana Professor of Business Administration Katz Graduate School of Business University of Pittsburgh 342 Mervis Hall Pittsburgh, PA 15260 Phone: (412) 648-1674 <i>Email: leana@katz.pitt.edu</i>	Vikas Mittal J.Hugh Liedtke Professor of Marketing-Management Jones Graduate School of Management Rice University 249 McNair Hall, 6100 Main Street Houston, TX 77005 Phone: (713) 348-6234 <i>Email: vmittal@rice.edu</i>
Marick M. Masters Professor of Business Administration Katz Graduate School of Business University of Pittsburgh 328 Mervis Hall Pittsburgh, PA 15260 Phone: (412) 648-1597 <i>Email: marick@katz.pitt.edu</i>	Richard L. Moreland Professor of Psychology Department of Psychology University of Pittsburgh 3103 Sennott Square Pittsburgh, PA 15260 Phone: (412) 624-4574 <i>Email: cslewis@pitt.edu</i>