

LIAT ELDOR

ACADEMIC POSITIONS

Coller School of Management, Tel Aviv University

Associate Professor (with Tenure)– Dec 2024

Coller School of Management, Tel Aviv University

Assistant Professor (Tenure Track)– July 2021

The Wharton School, University of Pennsylvania

Senior Research Fellow & Associate Director, Wharton Center for Human Resources (2018-present)

EDUCATION

- Postdoctoral Researcher. The Wharton School, Management Department, University of Pennsylvania, Supervised by Prof. Peter Cappelli
- Postdoctoral Fellow. School of Psychology, Interdisciplinary Center (IDC). Supervised by Prof. Mario Mikulincer, Dr. Tal Ben-Shahar, & Prof. Anat Shoshani, Israel
- Ph.D., Organizational Behavior, School of Business Administration, Management Department, University of Haifa, Israel
Dissertation topic: The relationship between employee engagement, organizational politics, and work performance. Supervised by Prof. Itzhak Harpaz, Dean of Graduate Studies and Director of the Center for the Study of Organizations & HRM. Committee: Prof. Itzhak Harpaz (chair), Prof. Eran Vigoda-Gadot, Dean of Social Sciences, University of Haifa, & Prof. Mina Westman, Coller School of Management, Tel Aviv University

RESEARCH INTERESTS

- I study how modern features of HR practices and work arrangements affect organization-level outcomes related to business performance. In my research models, I apply OB theories and concepts at the organizational level to address contemporary challenges in managing people and new developments in HR practices such as non-standard arrangements of work, and work engagement and leadership issues in the gig economy.
- To conduct my research, I employ a wide range of methodologies, including panel-data, longitudinal measures, and experimental assessments. I obtain these data through close collaborations with leading business organizations such as Tata, TCS, Uber, as well as public agencies. The contexts span from leading retail chains to global high-tech companies and service organizations. I use a wide array of - quantitative and qualitative- methods, including multi-level hierarchical and FX models, Kernel regressions, non-parametric dynamic economics-based techniques, field experiments, interviews, and advanced AI-based Large Language Models (LLMs) text analysis.

REFEREED PUBLICATIONS

1. Hodor M, **Eldor L.**, Cappelli P. The lower boundary of workplace mistreatment: Do small slights matter? *Proceedings National Academy of Science USA. (PNAS)* 2025 Nov 11;122(45):e2503650122. Doi: 10.1073/pnas.2503650122. Epub 2025 Nov 4. PMID: 41187085; PMCID: PMC12626002.
 - Hodor, M., **Eldor, L.**, & Cappelli, P. (2025). The lower boundary of workplace mistreatment: Do small slights matter? (NBER Working Paper No. 34362). *National Bureau of Economic Research*, NBER Working Paper No 34362; <http://www.nber.org/papers/w34362>
2. **Eldor, L.** (2025). The Relationship Between Organizational Authenticity Perceptions and Employees' Work Performance: Evidence from a Field Experiment. *Journal of Management*, Forthcoming. **Impact Factor: 14.7**
3. Cappelli, P. & **Eldor, L.** (2024). Can Workplaces Have Too Much Psychological Safety? *Harvard Business Review*, Leadership and Managing People, January, Volume, 2024. **Impact Factor: 14.09**
4. **Eldor***, L., & Hodor, M. L., & Cappelli, P. (2023). The Limits of Psychological safety. Nonlinear Effect on Work Performance. *Organizational Behavior and Human Decision Processes*, 177, **Impact Factor: 5.8**

Its core insights have been published at:

 - *Human Resources Executive*, entitled as "Trying to drive psychological safety higher? Why it may backfire for HR", October 2, 2023.
 - *Knowledge at Wharton*, entitled as: "The Downside of Psychological Safety in the Workplace", November 21, 2023.
 - *Fortune*, entitled as: "If you make your employees feel too comfortable, they just won't work as hard, study suggests", October 19, 2023.
5. Cappelli, P. & **Eldor, L.** (2022). The Use of Contracts on Employees: Their Widespread Use, and the Implications for Management. *Academy of Management Annals*. In Press. Published online on Jan 24th: <https://journals.aom.org/doi/10.5465/annals.2021.0034>. **Impact Factor: 19.241 | 5-Year Impact Factor: 27.258**

#1 of 226 in category of "Management"; #1 of 155 in category of "Business"

 - Its core insights have been published at *Wall Street Journal* "Treating Employees Like Contractors Is On the Rise—and Will Likely Backfire" November 8th, 2023: <https://www.wsj.com/articles/employees-contractors-productivity-duties-11667597666>
6. **Eldor, L.** (2021). Leading by doing: Does leading by example impact productivity and service quality? *Academy of Management Journal*, 64(2), 458-481. **Impact Factor: 15.873**
 - Also selectively chosen to be featured in Academy of Management Insights.

7. *Eldor, L., & Cappelli, P. (2021). The use of agency workers hurts business performance: An integrated indirect model. *Academy of Management Journal*, 64(3), 824-850. **Impact Factor: 15.873**
 - Also selectively chosen to be featured in Academy of Management Insights .
8. Eldor, L. (2020). How collective engagement creates competitive advantage for organizations: A Business-Level model of shared vision, competitive intensity, and service performance. *Journal of Management Studies*, 57(2), 177-209. **Impact Factor: 10.5**
9. *Eldor, L., Westring, A. F., & Friedman, S. D. (2020). The indirect effect of holistic career values on work engagement: A longitudinal study spanning two decades. *Applied Psychology: Health and Well-Being*, 12(1), 144-165. **Impact factor: 3.8**
10. Cappelli, P. & Eldor, L. (2019). Where Measuring Engagement goes wrong. *Harvard Business Review*, July Volume, 2019. **Impact factor: 14.09**
11. Eldor, L. (2018). Public service sector: The compassionate workplace - The effect of compassion and stress on employee engagement, burnout, and performance. *Journal of Public Administration Research and Theory*, 28(1), 86-103. **Impact Factor. 8.662**
 - This paper was the Winner of “Best Early Career Research Conference Paper Award, AOM, 2017, Atlanta, Georgia
12. *Eldor, L., Fried, Y., Westman, M., Levi, A. S., Shipp, A. J., & Slowik, L. H. (2018). The experience of work stress and the context of time: Analyzing the role of subjective time. *Organizational Psychology Review*, 7(3), 227-249. **Impact Factor: 5.8**
13. *Eldor, L. (2017). Looking on the bright side: The positive role of organizational politics in the relationship between employee engagement and performance at work. *Applied Psychology*, 66(2), 233-259. **Impact Factor: 4.9**
14. *Eldor, L., & Shoshani, A. (2017). Are you being served? The relationship between school climate for service and teachers' engagement, satisfaction, and intention to leave: A moderated mediation model. *The Journal of Psychology*, 151(4), 359-378. **Impact Factor: 3.6**
15. *Eldor, L., & Harpaz, I. (2016). A process model of employee engagement: The learning climate and its relationship with extra-role performance behaviors. *Journal of Organizational Behavior*, 37(2), 213-235. **Impact Factor: 8.174**
16. *Eldor, L., & Shoshani, A. (2016). Caring relationships in school staff: Exploring the link between compassion and teacher work engagement. *Teaching and Teacher Education*, 59, 126-136. **Impact Factor: 4.0**
17. Eldor, L. (2016). Work engagement: Toward a general theoretical enriching model. *Human Resource Development Review*, 15(3), 317-339. **Impact Factor: 7.3**

18. *Eldor, L., Harpaz, I., & Westman, M. (2016). The Work/Nonwork spillover. *Journal of Leadership & Organizational Studies*, 27(1), 21-34. Impact Factor: 5.2
19. *Eldor, L., & Vigoda-Gadot, E. (2015). The nature of employee engagement: Rethinking the employee–organization relationship. *International Journal of Human Resource Management*, 28(3), 526-552. **Impact Factor: 6.067**
20. Vigoda-Gadot, E., Eldor, L., & Schohat, L. M. (2013). Engage them to public service: Conceptualization and empirical examination of employee engagement in public administration. *The American Review of Public Administration*, 43(5), 518-538. **Impact Factor: 4.4**
 - This paper was awarded as “Best Article Award Committee, AOM, 2014, Philadelphia PA

BOOKCHAPTERS

- **Eldor, L.** (2024). Why Care about Compassionate Leadership? In K. Lasater & K. N. LaVenja, (Eds.). *Compassionate Leadership for School Improvement and Renewal*, (pages 95-115), Age Publishing.
- Cappelli, P., & **Eldor, L.** (2021). Contracting, Engagement, and the “Gig” Economy. In J. Meyer & B. Schneider (Eds.), *Research agenda for employee engagement in the changing world of work*, (pages 103-119), Edward Elgar Publishing.
- **Eldor, L.** (2016). The Positive Role of Organizational Politics. In Vigoda-Gadot, E., & Drory, A. (Eds.). *Handbook of Organizational Politics: Looking Back and to the Future* (pp. 217-243). Cheltenham, UK; Edward Elgar.

REFEREED CONFERENCES

- Zachar, M., Sakar, S., Guangyao, D. & Eldor, L. (pending, 2025). Leadership vs. Algorithmic Management in the Gig Economy. The Annual Meeting of Academy of Management, July, Copenhagen, Denmark.
- Zachar, M., Sakar, S., Guangyao, D. & Eldor, L. (pending, 2025). Leadership vs. Algorithmic Management in the Gig Economy. The Annual Meeting of European Academy of Management, June, Florence, Italy.
- Hodor, M., Eldor, L., & Cappelli, P. (2025). Do Manager-Employee Interactions Matter? Evidence from Retail. American Economic Association Conference, January, San Francisco.
- Hodor, M., Eldor, L., & Cappelli, P. (2024). Workplace Insults: A Slight Incident with Significant Negative Effects on Employee Performance. The Israel Economic Association.

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- Hodor, M., Eldor, L., & Cappelli, P. (2023). Workplace Insults: A Slight Incident with Significant Negative Effects on Employee Performance. European Economic Association (EEA-ESEM).
- Eldor, L., Hodor, M., & Cappelli, P. (2023). Workplace Insults: A Slight Incident with Significant Negative Effects on Employee Performance. The Annual Meeting of Academy of Management.
- Eldor, L. (2022). The Paradoxical Effect of Ambivalence to Lead on Leadership Effectiveness. The Annual Meeting of Academy of Management.
- Eldor, L. (2022). The Paradoxical Effect of Ambivalence to Lead on Leadership Effectiveness. The Annual Meeting of European Academy of Management.
- Eldor, L. & Cappelli, P. (2021). Talk the Walk: Framing Socialization Stage around Organizational Authenticity and its Effect on Employee Work Performance. The Annual Meeting of Academy of Management.
- Eldor, L., Cappelli, P., & Hodor, M. (2021). Never Too Much? The Nonlinear Effect of Psychological Safety on Professional service and Productivity at the Organization level. The Annual Meeting of Academy of Management.
- Eldor, L. & Cappelli, P. (2021). Talk the Walk: Framing Socialization Stage around Organizational Authenticity and its Effect on Employee Work Performance. The Annual Meeting of European Academy of Management.
- Eldor, L., Cappelli, P., & Hodor, M. (2021). Never Too Much? The Nonlinear Effect of Psychological Safety on Professional service and Productivity at the Organization level. The Annual Meeting of European Academy of Management.
- Eldor, L., Westring, A. F., & Friedman, S. D. (2020). The Indirect Effect of Holistic Career Values on Work Engagement: A Longitudinal Study Spanning Two Decades. Work Family Researchers Network Virtual Conference.
- Eldor, L. (2018). How Collective Engagement Creates Competitive Advantage for Organizations. The Annual Meeting of Academy of Management, Chicago, IL.
- Eldor, L. (2017). Public Service Sector: The Compassionate Workplace—The Effect of Compassion and Stress on Employee Engagement, Burnout, and Performance. The Annual Meeting of Academy of Management, Atlanta, Georgia.
 - Best Research Conference Paper Award (2017)
- Eldor, L. (2016). The Role of Organizational Politics in the Relationship between Engagement and Extra-Role Performance. The Annual Meeting of Academy of Management, Anaheim, CA.

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- Eldor, L., & Vigoda-Gadot, E. (2015). The Nature of Employee Engagement: New Conceptual and Empirical Considerations of the Employee-Organization Relationship. The Annual Meeting of Academy of Management, Vancouver, Canada.
- Eldor, L. & Harpaz, I. (2015). The Indirect Relationship between Learning Climate and Work Performance. The Annual Meeting of the Society for Industrial Organizational Psychology (SIOP), Philadelphia, PA.
- Eldor, L. & Harpaz, I. (2014). A Process Model of Employee Engagement: Learning Climate and Its Relationship with Change-Oriented Performance. The Annual Meeting of Academy of Management, Philadelphia, PA.
- Vigoda-Gadot, E. Eldor, L. & Schohat, L. M. (2014). Engage Them to Public Service: Conceptualization and Empirical Examination of Employee Engagement in Public Administration. The Annual Meeting of Academy of Management, Philadelphia, PA.
 - PNP Best Article Honorable Mention from Best Article Award Committee (2014) of the Academy of Management (AOM-PNP), Annual Meeting, Philadelphia, PA
- Eldor L. Vigoda-Gadot, E. & Schohat, L. M. (2012). Work Motivation in the Public Sector: Engage Them to Public Service: Conceptualization and Empirical Examination of Employee Engagement in Public Administration. The Annual Meeting of European Academy of Management, Rotterdam, Netherlands.

EDITORIAL SERVICE

- Editorial Board Member, Journal of Business and Psychology
- Ad-hoc reviewer for leading journals in management and public administration
- Member, 2024 ISF Committee in Organizational Behavior and Human Resources
- Referee/examiner for Master's and Ph.D. theses/dissertations at Bar-Ilan University, Ben-Gurion University, and the University of Haifa

GRANTS AWARDS

- 2023. ISF. 3-year Grant on the Topic of Engagement in the Gig Economy.
- 2023, ERC Starters, Horizon European Commission Grant, Finalist at the economics panel.
- Best Doctoral Student Research Conference Paper Award of the Academy of Management - Public and Nonprofit Division (AOM-PNP), Annual Meeting, 2017, Atlanta, Georgia.
- Wharton, Center for Human Resources 5-year Research Grant, \$150,000
- Israel Institute Postdoctoral Fellowship, 2015, \$ 51,000
- Scholarship for post-doctorate studies in Europe under Email II Erasmus Mundus Program, European Commission, at Catholic University Leuven, Department of Psychology, 2015, Belgium, EURO 22,000
- Scholarship for Post-Doctorate Studies in Europe under EDEN Erasmus Mundus Education Network Program, European Commission, 2015, EURO 12,800

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- PNP Best Article Honorable Mention from Best Article Award Committee of the Public and Nonprofit Division of the Academy of Management (AOM-PNP), Annual Meeting, 2014, Philadelphia, PA
- Vigoda-Gadot, E., Eldor, L., & Isaak, V. Research Grant from the Israel National Institute for Health Policy and Health Services: The Effect of Ethical climate and Employee Engagement on Quality of treatment and Service in Healthcare Organizations, 2015, NIS 200,000
- Excellence Scholarship, received from the Rector of University of Haifa and Graduate Studies Authority, 2011, 2012, 2013, and 2014
- The Shirom Award for Doctoral Proposal and Special excellence, Recanati Foundation Dissertation Grant Award, 2013, Tel Aviv University, NIS 18,000
- Winner of the 2013 Israeli Industrial Relations Research Association Award for Best Master Organizational Psychology Thesis, NIS 3,000
- Paper Publication Award for Peer-Reviewed Publishing during Ph.D studies, The Graduate Studies Authority, 2013, University of Haifa, NIS 3,000

BUSINESS PUBLICATIONS/PUBLIC EXPOSURE

- ***Human Resources Executive***: “Trying to drive psychological safety higher? Why it may backfire for HR”, October 2, 2023.
- ***Knowledge at Wharton***: “The Downside of Psychological Safety in the Workplace”, November 21, 2023.
- ***Fortune***: “If you make your employees feel too comfortable, they just won’t work as hard, study suggests”, October 19, 2023.
- ***The Wall Street Journal***: “Treating employees like contractors is on the rise—and will likely backfire”, November 8th, 2023.
- ***The Wall Street Journal***. (2022). The new workplace (A special report) --- contracts gone wild: As more companies treat employees like contractors, they get what they ask for, and no more.
- **Eldor*, L., & Vigoda-Gadot, E.** (2013). Engaged to public service: Strategies for enhancing employees' engagement in government agencies. IPMA-HR, 8-11.

TEACHING EXPERIENCE

- Tel Aviv University, Collier Business School: Macro OB for MBA students, 2021 onwards – Average Evaluations: 6.53/7.0 outperforming the compared classes, winning best teaching award for 2023, winning best teaching award for 2024; Dean’s letters of recognition 2024 fall and spring semesters.
- Tel Aviv University, Collier Business School – Winning best innovation embedded practice in MBA course & teaching
- University of Pennsylvania, The Wharton School – How to Be the Boss (Undergraduate; MGMT-248), Co-teaching with Prof. Peter Cappelli, 2019-2021
- University of Pennsylvania, The Wharton School – Human and Social Capital (MBA; MGMT-612); Negotiations & Conflict Management (Executive MBA; MGMT-691E), Building Human Assets in Entrepreneurial Ventures (MBA; MGMT-816), Teaching assistant, 2016-2018
- University of Haifa, School of Business Administration – Research Methods, Instructor, 2014 (Student evaluation score, 4.76/5.0)

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- Ono Academic College, Graduate Business School, Organizational Behavior Department, Coordinator of the Organizational Counseling Practicum Program, 2010-2011
- Ono Academic College, Graduate Business School, Organizational Behavior Department – Organizational Counseling & Organizational Diagnosis (MBA), Teaching assistant, 2009-2011