

Kerstin ALFES

ESCP Europe

Management

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## ACADEMIC POSITIONS

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### *Previous positions*

2013 - 2015: Tilburg University (Tilburg, NLD), Assistant Professor.

2009 - 2013: Kingston Business School (London, GBR), Senior lecturer.

## ACADEMIC QUALIFICATIONS

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**German Academic Qualification for Ph.D. Supervisor, Human Dimension of Management,** (Habilitation, Human Dimension of Management), (2014), **University of Bern,** Switzerland.

**Other Doctoral degree,** (Dr. rer. oec. (PhD equivalent)), (2008), **University of Bern,** Switzerland.

**Master,** (Master Degree (Diplom-Kauffrau)), (2004), **University of Mannheim,** Germany.

## ACADEMIC EXPERIENCE

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### *Teaching*

**ESCP Europe Paris,  
London, Berlin, Madrid,  
Torino**

#### **MEB - Master in European Business**

"Leadership and Change", Core course, 15.00 hours

"Human Resource Management", Core course, 15.00 hours

#### **Master (MIM)**

"Organisation and Management", Core course, 60.00 hours

"Organisational Behaviour", Elective course, 30.00 hours

"Organisational Misbehaviour", Elective course, 15.00 hours

## Master in Energy Management

"Human Resources", Core course, 8.00 hours

### ACADEMIC EXPERIENCE

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#### Academic supervision

##### PhD/HDR

Member of the PhD thesis Committee of: Tina Saksida (University of Toronto) Defended 2014-04-08

Supervisor of the PhD thesis of: Ratnes Alahakone (Kingston Business School) Defended 2015-12-02

### SERVICES TO THE ACADEMIC COMMUNITY

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#### PhD Thesis / Habilitation Jury

#### Supervision of thesis/HDR

### INTELLECTUAL CONTRIBUTIONS

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#### Peer-reviewed Articles

FLETCHER, L., C.BAILEY, K.ALFES, A.MADDEN, "Mind the context gap: A critical review of engagement within the public sector and an agenda for future research", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT*, 2020, vol. 31(1), pp. 6–46

RITZ, A., C.SCHOTT, C.NITZL, K.ALFES, "Public Service Motivation and Prosocial Motivation: Two Sides of the Same Coin. In: Public Management Review" Forthcoming *PUBLIC MANAGEMENT REVIEW*

ALFES, K., A.SHANTZ, C.BAILEY, E.CONWAY, K.MONKS, N.FU, "Perceived HR system strength and employee reactions toward change: Revisiting HR's remit as change agent", *HUMAN RESOURCE MANAGEMENT*, 2019, vol. 58(3), pp. 239-252

VAN DIJK, H., K.ALFES, A.SHANTZ, "Welcome to the Bright Side: Why, How, and When Overqualification Enhances Performance." Forthcoming *HUMAN RESOURCE MANAGEMENT REVIEW*

TRAEGER, C., K.ALFES, "High-performance human resource practices and volunteer engagement: The role of empowerment and organizational identification. In: Voluntas. International Journal of Voluntary and Nonprofit Organizations" Forthcoming *VOLUNTAS*

MADDEN, A., K.BAILEY, K.ALFES, L.FLETCHER, "Using narrative evidence synthesis in HRM research: an overview of the method, its application and the lessons learned", *HUMAN RESOURCE MANAGEMENT*, 2018, vol. 57(2), pp. pp. 641-657

ALFES, K., A., D.SHANTZ, A.RITZ, "A multilevel examination of the relationship between role overload and employee subjective health: The buffering effect of support climates", *HUMAN RESOURCE MANAGEMENT*, 2018, vol. 57(2), pp. pp. 659-673

HEWETT, R., A., D.SHANTZ, J.MUNDY, K.ALFES, "Attribution Theories in Human Resource Management Research: A Review and Research Agenda", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2018, vol. 29(1), pp. pp. 87-126

BREAUGH, J., A.RITZ, K.ALFES, "Work Motivation and Public Service Motivation: Disentangling Varieties of Motivation and Job Satisfaction", *THE PUBLIC MANAGEMENT REVIEW*, 2018, vol. Vol. 20, Issue 10, pp. pp. 1423-1443

SOANE, E. C., J. E. BOOTH, K. ALFES, A. SHANTZ, K. BAILEY, "Deadly combinations: How leadership contexts undermine the activation and enactment of followers' high core self-evaluations in performance", *EUROPEAN JOURNAL OF WORK AND ORGANIZATIONAL PSYCHOLOGY*, 2018, vol. 27(3), pp. 297-309

CONWAY, E., K. MONKS, N. FU, K. BAILEY, K. ALFES, "Reimagining alienation within a relational framework: evidence from the public sector in Ireland and the UK" Forthcoming *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT*

FLETCHER, L., K. ALFES, D. ROBINSON, "The relationship between perceived training and development and employee retention: the mediating role of work attitudes. In: International Journal of Human Resource Management", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT*, 2018, vol. 29(18), pp. 2728

SAKSIDA, T., K. ALFES, A. SHANTZ, "Volunteer Role Mastery and Commitment", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2017, vol. Vol. 28, Issue 14, pp. 2062-2084

BAILEY, C., A. MADDEN, K. ALFES, L. FLETCHER, "The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis", *INTERNATIONAL JOURNAL OF MANAGEMENT REVIEWS*, 2017, vol. 19, Issue 1, pp. 31-53

ALFES, K., B. ANTUNES, A. SHANTZ, "The management of volunteers – What can human resources do? A review and research agenda", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2017, vol. 28, Issue 1, pp. 62-97

BAILEY, K., A. MADDEN, K. ALFES, A. SHANTZ, E. SOANE, "The mismanaged soul: Existential labor and the erosion of meaningful work", *HUMAN RESOURCE MANAGEMENT REVIEW*, 2017, vol. Vol. 27, Issue 3, pp. 416-430

ALFES, K., N. LANGNER, "Paradoxical leadership – Understanding and managing conflicting tensions to foster volunteer engagement", *ORGANIZATIONAL DYNAMICS*, 2017, vol. Vol. 46, Issue 2, pp. 96-103

VELD, M., K. ALFES, "Human Resource Management, Climate and Employee Well-being: Comparing an Optimistic and Critical Perspective", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2017, vol. Vol. 28, Issue 2, pp. 2299-2318

ALFES, K., A. SHANTZ, K. BAILEY, "Enhancing volunteer engagement to achieve desirable outcomes: What can non-profit employers do ?", *VOLUNTAS*, 2016, vol. 27, Issue 2, pp. 595-617

ALFES, K., A. SHANTZ, R. ALAHAKONE, "Testing additive versus interactive effects of person-organization fit and organizational trust on engagement and performance", *PERSONNEL REVIEW*, 2016, vol. Vol. 45, Issue 6, pp. 1323 - 1339

ALFES, K., A. SHANTZ, S. VAN BAALLEN, "Reducing perceptions of overqualification and its impact on job satisfaction: The dual roles of interpersonal relationships at work", *HUMAN RESOURCE MANAGEMENT JOURNAL*, 2016, vol. Vol. 26, Issue 1, pp. 84-101

SHANTZ, A., K. ALFES, G. LATHAM, "The Buffering Effect of Perceived Organizational Support on the Relationship between Work Engagement and Behavioral Outcomes", *HUMAN RESOURCE MANAGEMENT*, 2016, vol. 55, Issue 1, pp. 25-38

CONWAY, E., K. MONKS, N. FU, C. TRUSS, K. ALFES, "Demands or resources ? The relationship between HR practices, employee engagement, and emotional exhaustion within a hybrid model of employment relations", *HUMAN RESOURCE MANAGEMENT*, 2016, vol. 55, Issue 5, pp. 901-917

SHANTZ, A., K. ALFES, L. AREVSHATIAN, "HRM in healthcare: the role of work engagement", *PERSONNEL REVIEW*, 2016, vol. 45, Issue 2, pp. 274-295

SHANTZ, A., L. AREVSHATIAN, K. ALFES, K. BAILEY, "The Effect of HRM Attributions on Emotional Exhaustion and the Mediating Roles of Job Involvement and Work Overload", *HUMAN RESSOURCE MANAGEMENT JOURNAL*, 2016, vol. 26, Issue 2, pp. 172-191

RODRIGUES, R., D.GUEST, T.CARLA, K.ALFES, "Who benefits from independent careers ? Employees, organizations, or both ?", *JOURNAL OF VOCATIONAL BEHAVIOR*, 2015, vol. Vol. 91, pp. pp. 23-34 (13 p.)

SHANTZ, A., K.ALFES, C.TRUSS, E.SOANE, "Drivers and Outcomes of Work Alienation: Reviving a Concept", *JOURNAL OF MANAGEMENT INQUIRY*, 2015, vol. 24 Issue 4, pp. 382-393

SHANTZ, A., K.ALFES, "Work Engagement and Voluntary Absence: The Moderating Role of Job Resources", *EUROPEAN JOURNAL OF WORK AND ORGANIZATIONAL PSYCHOLOGY*, 2015, vol. 24, Issue 4, pp. 530-543

ALFES, K., A.SHANTZ, T.SAKSIDA, "Committed to whom ? Unravelling how volunteers ? perceived impact on beneficiaries influences turnover intentions and volunteer performance", *VOLUNTAS*, 2015, vol. 26, Issue 6, pp. 2479-2499

GATENBY, M., C.REES, K.ALFES, C.TRUSS, E.SOANE, "Managing change, or changing managers ? The role of middle managers in UK public service reform", *THE PUBLIC MANAGEMENT REVIEW*, 2015, vol. 17, Issue 8, pp. 1124-1145

ALFES, K., K.BAILEY, A.MADDEN, L.FLETCHER, D.ROBINSON, J.BUZZEO, G.CURRIE, "Evaluating the evidence on employee engagement and its potential benefits to NHS staff : a narrative synthesis of the literature", *HEALTH SERVICE AND DELIVERY RESEARCH*, 2015, vol. Vol. 3, issue 26, pp. 452

SHANTZ, A., T.SAKSIDA, K.ALFES, "Dedicating Time to Volunteering: Values, Engagement, and Commitment to Beneficiaries", *APPLIED PSYCHOLOGY*, 2014, vol. 63, Issue 4, pp. pp. 671-697

SHANTZ, A., K.ALFES, C.TRUSS, "Alienation from Work: Marxist Ideologies and 21st Century Practice", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2014, vol. 25, Issue 8, pp. 2529-2550

ALFES, K., "Perceived overqualification and performance. The role of the peer group", *ZEITSCHRIFT FUR PERSONALFORSCHUNG*, 2013, vol. 27, Issue 4, pp. 314-330

ALFES, K., A.SHANTZ, C.TRUSS, E.SOANE, "The Link between Perceived Human Resource Management Practices, Engagement and Employee Behaviour", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2013, vol. 24, Issue 2, pp. 330-351

TRUSS, C., A.SHANTZ, E.SOANE, K.ALFES, R.DELBRIDGE, "Employee Engagement, Organisational Performance and Individual Wellbeing. Exploring the Evidence, Developing the Theory", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2013, vol. 24, Issue 14, pp. 2657-2669

SOANE, E., A.SHANTZ, K.ALFES, C.TRUSS, C.REES, M.GATENBY, "The Association of Meaningfulness, Well-Being, and Engagement with Absenteeism", *HUMAN RESOURCE MANAGEMENT*, 2013, vol. 52, Issue 3, pp. 441-456

ALFES, K., C.TRUSS, E.SOANE, C.REES, M.GATENBY, "The relationship between line manager behavior, perceived HRM practices and individual performance", *HUMAN RESOURCE MANAGEMENT*, 2013, vol. 52, Issue 6, pp. 839-859

SHANTZ, A., K.ALFES, C.TRUSS, E.SOANE, "The role of employee engagement in the relationship between job design and task performance, citizenship and deviant behaviours", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2013, vol. 24, Issue 13, pp. 2608-2627

ALFES, K., A.SHANTZ, C.TRUSS, "The link between perceived HRM practices, performance and wellbeing", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2012, vol. 22, Issue 4, pp. 409-427

REES, C., K.ALFES, M.GATENBY, "Employee voice and engagement: connections and consequences", *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT (THE)*, 2012, vol. 24, Issue 14, pp. 2780-2798

TRUSS, C., K.ALFES, A.SHANTZ, A.ROSEWARNE, "Still in the Ghetto ? Experiences of Secretarial Work in the 21st Century", *GENDER, WORK & ORGANIZATION*, 2012, vol. 20, Issue 4, pp. 349-363

RITZ, A., A.SHANTZ, K.ALFES, A.ARSHOFF, "Who Needs Leaders the Most ? The interactive Effect of Leadership and Core Self-Evaluations on Commitment to Change in the Public Sector", *INTERNATIONAL PUBLIC MANAGEMENT JOURNAL*, 2012, vol. 15, Issue 2, pp. 160-185

SOANE, E., C.TRUSS, K.ALFES, A.SHANTZ, C.REES, M.GATENBY, "Development and application of a new measure of employee engagement", *HUMAN RESOURCE DEVELOPMENT INTERNATIONAL*, 2012, vol. 15, Issue 5, pp. 529-547

ALFES, K., N.THOM, "Rolle und Kompetenzen von Personalverantwortlichen", *PERSORAMA*, 2010, vol. 34, Issue 2, pp. 46-50

ALFES, K., C.TRUSS, J.GILL, "The HR Manager as Change Agent: Evidence from the Public Sector", *JOURNAL OF CHANGE MANAGEMENT*, 2010, vol. 10, Issue 1, pp. 109-127

ALFES, K., "Im Umbruch", *PERSONAL*, 2007, vol. 59, Issue 12, pp. 23-25

## Presentation at Other Conference

ALFES, K., L.AREVSHATIAN, C.BAILEY, "HRM Attributions and Emotional Exhaustion: The Mediating Roles of Job Involvement and Work Intensity" in *Proceedings of the Annual Meeting of the Academy of Management*, 2015, Vancouver, United States

ALFES, K., H.VAN DIJK, A.SHANTZ, "A Multilevel Model of the Consequences of Status Inconsistency in Work Groups" in *Proceedings of the Annual Meeting of the Academy of Management*, 2015, Vancouver, Canada

ALFES, K., C.BAILEY, E.CONWAY, K.MONKS, "The joint effect of high-involvement work practices and empowering leadership behavior on employees' wellbeing" in *Proceedings of the Annual Meeting of the Academy of Management*, 2015, Vancouver, Canada

AREVSHATIAN, L., A.SHANTZ, K.ALFES, "You feel really guilty: An Interpretative Phenomenological Analysis of Prioritising Quantity over Nurturing in Nursing" in *Proceedings of the International Society of Critical Health Psychology*, 2015, Grahamstown, South Africa

RITZ, A., K.ALFES, M.BARTSCHI, "Transformational Leadership, Trust and Performance" in *Proceedings of the Annual Conference of the European Group of Public Administration (EGPA)*, 2014, Speyer, Germany

VELD, M., K.ALFES, "Employee retention in long term care" in *Proceedings of the Annual Meeting of the Academy of Management*, 2014, Philadelphia, United States

CONWAY, E., N.FU, K.MONKS, C.TRUSS, K.ALFES, "Leader-Member Exchange and Alienation in a Policing Context" in *Proceedings of the 17th Irish Academy of Management Annual Conference*, 2014, Limerick, Ireland

SHANTZ, A., K.ALFES, D.OBERSKI, "The Perpetuity of Overqualification and the Modifying Effects of Age and Gender" in *Proceedings of the 2014 Annual Meeting of the Academy of Management*, 2014, Philadelphia, United States

AREVSHATIAN, L., A.SHANTZ, K.ALFES, "Perceptions of HRM practices, safety and quality in healthcare" in *Proceedings of the Annual Meeting of the Academy of Management*, 2014, Philadelphia, United States

JONES, D. A., A.SHANTZ, K.ALFES, "Explaining the effects of corporate community involvement on employee job satisfaction and turnover intent" in *Proceedings of the 28th Annual International Congress of Applied Psychology*, 2014, Paris, France

SHANTZ, A., K.ALFES, "Overqualified When You're Young and Old" in *Proceedings of the 28th Annual International Congress of Applied Psychology*, 2014, Paris, France

JONES, D., K.ALFES, A.SHANTZ, C.TRUSS, "Employee responses to community involvement: Longitudinal tests of mediating mechanisms. In D. B. Ganegoda & D. A. Jones (Co-chairs)" in *Proceedings of the 29th Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP)*, 2014, Oahu, United States

ALFES, K., "The relationship between work intensity and employee engagement. Examining the moderating role of perceived organisational support and leader-member exchange" in *Proceedings of the 8th International Conference of the Dutch HRM network*, 2013, Leuven, Belgium

ALFES, K., A.SHANTZ, "The Effect of Shared Perceptions of Maintenance and Performance HRM Subsystems on Employee Motivation and Wellbeing" in *Proceedings of the 8th International Conference of the Dutch HRM network*, 2013, Leuven, Belgium

ALFES, K., M.FARMER, "The moderating effect of job resources on the relationship between increasing work demands and employee satisfaction" in *Proceedings of the 8th International Conference of the Dutch HRM network*, 2013, Leuven, Belgium

MADDEN, A., C.TRUSS, K.ALFE, A.SHANTZ, E.SOANE, "The Managed Soul: A Conceptual Model of Meaningful Work and 'Existential Labour'" in *Proceedings of the British Academy of Management 2013 Conference*, 2013, Liverpool, United Kingdom

CONWAY, E., K.MONKS, N.FU, C.TRUSS, K.ALFE, "Understanding Commitment to Change: An Employee-Centred Perspective" in *Proceedings of the 16th Irish Academy of Management Conference*, 2013, Waterford, Ireland

SOANE, E., J.BOOTH, K.ALFE, A.SHANTZ, C.TRUSS, "Moderation of the CSE-Performance Relationship by the Interaction of Supervisor CSE and LMX" in *Proceedings of the Annual Meeting of the Academy of Management*, 2013, Lake Buena Vista, United States

SAKSIDA, T., A.SHANTZ, K.ALFE, "Committed to whom ? Unravelling how volunteer perceptions of their impact on beneficiaries of volunteering influences their intention to stay and hours volunteered" in *Proceedings of the 16th congress of the European Association of Work and Organizational Psychology*, 2013, Münster, Germany

SHANTZ, A., K.ALFE, G.LATHAM, "Supporting Employees with Low Levels of Engagement: Performance Implications" in *Proceedings of the 16th congress of the European Association of Work and Organizational Psychology (EAWOP)*, 2013, Münster, Germany

ALAHAKONE, R., K.ALFE, A.SHANTZ, "The effect of corporate social responsibility perceptions on employees' intentions to stay" in *Proceedings of the 16th congress of the European Association of Work and Organizational Psychology (EAWOP)*, 2013, Münster, Germany

ALFE, K., A.SHANTZ, "Person-Organization Fit and Individual Performance: Exploring mediating and moderating mechanisms" in *Proceedings of the 28th Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP)*, 2013, Houston, United States

SHANTZ, A., T.SAKSIDA, K.ALFE, "Dedicating Time to Volunteering" in *Proceedings of the 28th Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP)*, 2013, Houston, United States

ALFE, K., A.SHANTZ, L.DOLENGA, "Stuck in the Middle with You: The Interactive Effect of Individual and Workgroup Perceptions of Over-qualification on Task Performance" in *Proceedings of the 28th Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP)*, 2013, Houston, United States

CONWAY, E., N.FU, K.MONKS, C.TRUSS, K.ALFE, "Linking Empowering Leadership, Social Climate and Job Satisfaction: Evidence from Irish Public Sector" in *Proceedings of the 15th Irish Academy of Management Annual Conference 2012 (IAM)*, 2012, Maynooth, Ireland

JONES, D. A., A.SHANTZ, K.ALFE, "Direct and Indirect Effects of Corporate Community Involvement on Employee Attitudes and Behaviour" in *Proceedings of the Annual Meeting of the Academy of Management*, 2012, Boston, United States

CONWAY, E., N.FU, K.MONKS, C.TRUSS, K.ALFE, "Exploring the Impact of Front Line Managers' Implementation of HR Practices on Employees' Attitudes to Change: Evidence from Irish Public Service Workers" in *Proceedings of the 11th World Congress of International Federation of Scholarly Associations of Management (IFSAM)*, 2012, Limerick, Ireland

CONWAY, E., N.FU, K.MONKS, C.TRUSS, K.ALFES, "Feeling good or bad: Exploring the impact of front line managers' support on employees' attitudes" in *Proceedings of the 5th International Seminar on Positive Occupational Health Psychology*, 2012, Dublin, Ireland

JONES, D. A., K.ALFES, A.SHANTZ, "Effects of community involvement on employee satisfaction, trust, and behavior" in *Proceedings of the 27th Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP)*, 2012, San Diego, United States

CONWAY, E., N.FU, K.MONKS, C.TRUSS, K.ALFES, "Doing More with Less: Exploring the Effects of HR Practices on Emotional Exhaustion in the Public Service" in *Proceedings of the British Academy Management 2012 Conference*, 2012, Cardiff, United Kingdom

CONWAY, E., N.FU, K.MONKS, C.TRUSS, K.ALFES, "Managing under pressure: optimising work outcomes for employees and managers during difficult economic times" in *Proceedings of the 7th Biennial International conference of the Dutch HRM network "Evidence based HRM"*, 2011, Groningen, Netherlands

RITZ, A., K.ALFES, "Diversity and Work Overload in Public Organizations" in *Proceedings of the 33rd European Group of Public Administration Annual Conference*, 2011, Bucharest, Romania

SHANTZ, A., K.ALFES, C.TRUSS, E.SOANE, "The Drivers and Outcomes of Work Alienation" in *Proceedings of the Annual Meeting of the Academy of Management*, 2011, San Antonio, United States

SHANTZ, A., K.ALFES, C.TRUSS, E.SOANE, "Engagement By Design" in *Proceedings of the 28th Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP)*, 2011, Chicago, United States

SOANE, E., K.ALFES, C.TRUSS, C.REES, M.GATENBY, "Managing A Positive Environment: Engagement, Wellbeing, Performance And The Role Of Meaningfulness" in *Proceedings of the Annual Meeting of the Academy of Management*, 2010, Montréal, Canada

SHANTZ, A., K.ALFES, C.TRUSS, E.SOANE, "Experiences of Secretarial Work in the 21st Century" in *Proceedings of the 6th Gender, Work and Organisation Conference*, 2010, Staffordshire, United Kingdom

TRUSS, C., K.ALFES, A.SHANTZ, A.ROSEWARNE, "The impact of Gender Differences on Engagement Levels" in *Proceedings of the 6th Gender, Work and Organisation Conference*, 2010, Staffordshire, United Kingdom

REES, C., M.GATENBY, C.TRUSS, E.SOANE, K.ALFES, "Facilitating Employee Engagement through Workplace Employee Voice" in *Proceedings of the 6th International Conference of the Dutch HRM Network*, 2009, Amsterdam, Netherlands

SOANE, E., K.ALFES, C.TRUSS, C.REES, M.GATENBY, "The influence of leadership and management on engagement" in *Proceedings of the 6th International Conference of the Dutch HRM Network*, 2009, Amsterdam, Netherlands

GATENBY, M., C.REES, C.TRUSS, E.SOANE, K.ALFES, "Harnessing Employee Engagement in UK Public Services" in *Proceedings of the 10th Public Management Research Association Conference*, 2009, Columbus, United States

REES, C., M.GATENBY, C.TRUSS, E.SOANE, K.ALFES, "Work Organisation, Employee Voice and Engagement: Exploring the Connections" in *Proceedings of the 59th BUIRA Conference*, 2009, Cardiff, United Kingdom

ALFES, K., "Einfluss der Kompetenzen von Personalverantwortlichen auf die strategische Rolle der Personalabteilung" in *Proceedings of the Doctoral seminar Bern/Linz*, 2009, Linz, Austria

ALFES, K., "The strategic role of HR. A model for assessing the influence of HR competencies" in *Proceedings of the Doctoral seminar Bern/Linz*, 2007, Bern, Switzerland

ALFES, K., "Strategic role of HR. A model for assessing the influence of HR competencies" in *Proceedings of the EIASM 22nd workshop on strategic human resource management*, 2007, Brussels, Belgium

ALFES, K., "Strategisches Personalmanagement und Anforderungen an Personalmanager. Ein Beitrag zur Kompetenzforschung" in *Proceedings of the Doctoral seminar Bern/Fribourg*, 2006, Fribourg, Switzerland

## Published Case Studies

GOURLAY, S., K.ALFES, E.BULL, A.BARON, G.PETROV, Y.GEORGELLIS, "*Emotional or transactional engagement - does it matter ?*", 2012

GOURLAY, S., K.ALFES, E.BULL, S.NARENDRAN, G.PETROV, A.SHANTZ, "*Locus of engagement*", Understanding what employees connect with at work, 2011

ALFES, K., C.TRUSS, E.SOANE, C.REES, M.GATENBY, "*Creating an Engaged Workforce*", Findings from the Kingston Employee Engagement Consortium Project, 2010

ALFES, K., C.TRUSS, J.GILL, "*Secretarial Work, skills, and Careers*", 2009

## Non-Peer Reviewed Articles

RITZ, A., K.ALFES, "Multi-Cultural Public Administration: Effects of Language Diversity and Dissimilarity on Public Employees' Attachment toward Employment", *PUBLIC ADMINISTRATION*, 2018, vol. 96(1), pp. pp. 84-103

POELL, R., F., M.NUIJTEN, K.ALFES, "Extracurricular activities of Dutch University students and their effect on employment opportunities as perceived by both students and organizations", *INTERNATIONAL JOURNAL OF SELECTION AND ASSESSMENT*, 2017, vol. Vol. 25, Issue 4, pp. pp. 360-370

ALFES, K., N.THOM, "Wandelt sich die Personalabteilung zum strategischen Partner? Eine Bestandsaufnahme", *ZEITSCHRIFT FUHRUNG + ORGANISATION (ZFO)*, 2010, vol. 79, Issue 4, pp. 228-233

ALFES, K., "Wirkungsorientierte Steuerung im öffentlichen Sektor. Grundlegende Instrumente und Erfahrungen aus der Schweiz. ÖHW. Das öffentliche Haushaltswesen in Österreich", *ÖHW - Das öffentliche Haushaltswesen in Österreich*, 2007, vol. 48, Issue 1/2, pp. 14-27

THOM, N., K.ALFES, "Verändertes Denken ? Bessere Öffentliche Dienste ?!", *ZEITSCHRIFT FUHRUNG + ORGANISATION (ZFO)*, 2006, vol. 75, Issue 1, pp. 58-59

ALFES, K., N.THOM, "Neue Herausforderungen für HR-Manager", *PERSORAMA*, 2005, vol. 29, Issue 4, pp. 12-17

## Published Case Studies

ALFES, K., C.TRUSS, J.GILL - "Transforming the Learning and Skills Council" - 2009, *European Case Clearing House*

HAYES, D., K.ALFES - "Anthrax, Aids and the Issue of Intellectual Property Rights" - 2002, *Business cases*

## Press Articles

ALFES, K., S.KOHLER, "Employee Engagement ? ein vielversprechendes Konzept für Forschung und Unternehmenspraxis", *PERSONALMAGAZIN*, 2013, vol. Vol. 2, pp. pp. 14-18

TRUSS, C., E.SOANE, K.ALFES, C.REES, M.GATENBY, "Engaging the "Pole Vaulters" on Your Staff", *HARVARD BUSINESS REVIEW*, 2010, vol. 83, Issue 3, pp. 24

TRUSS, C., K.ALFES, M.EMMOTT, M.GATENBY, C.REES, E.SOANE, "Employee Engagement Strategies", *PEOPLE MANAGEMENT*, 2009, vol. March 12, 2009