Sargam Garg

Position Associate Professor with Tenure

Discipline Management

Final Degree Ph.D. Rutgers University (2017)

Faculty Contact Info

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Biography

The College of Business at California State University, Sacramento has been Sargam's academic home since 2017. In 2023, she was bestowed with the **"Women of Influence"** (Faculty Category) award at her university. She is also the recipient of the 2025-26 **Faculty Award for Outstanding Scholarly & Creative Activity** and **2022 CSUS Retirees Association Junior Faculty Research Award** (one of the two university-wide awardees). Her first-ever qualitative paper was a finalist for the MOC **Denny Gioia Award for Best Qualitative Paper** at the 2025 Academy of Management conference in Copenhagen, Denmark. She received the **2020-2021 Outstanding Faculty Award for Teaching**. Additionally, she was awarded mini grants by the **U.S. Department of Education** in both 2023 and 2024, supporting her commitment to effective teaching and research. In 2023, she was also awarded a research fellowship to visit Department of Human Resource Studies at Tilburg University, Netherlands.

Before earning her PhD from Rutgers University, Sargam worked in IT organizations in India and the United States. Her research interests include Strategic HRM, Innovation in HR practices, Role of Arts in Business, and Cybersecurity in Organizations. Her work has been published in leading journals such as the *Journal of Business Ethics*, *Journal of Vocational Behavior*, *Organizational Psychology Review*, and the *International Journal of Human Resource Management*.

Her research has been funded by a **Strategic Human Resource Management (SHRM) Society** grant as well as with **Research and Creativity Awards** at California State University, Sacramento (2022–23 and 2019–2020), as well as the **Probationary Faculty Development Grant Award** for 2020–2021.She finds joy in being innovative in the classroom and is currently on a quest to integrate poetry and arts with teaching management courses in order to create a kinder world. She teaches courses at undergraduate, International MBA, and Executive MBA levels and serves as a mentor to early career academics through the HR Division (Academy of Management) Mentoring Program.

Areas of Interests

Teaching: Human Resources Management and Organizational Behavior. (Undergraduate and Executive MBA)

Research: Strategic Human Resource Management, Idiosyncratic Deals and other Exceptions, Role of Arts in Business, & Cybersecurity in Organizations.

Consulting: Human Resources Policy Implementation, Innovation in Human Resources Practices, Change Management, and Relationships at Work.

AWARDS & HONORS

- **Faculty Award for Outstanding Scholarly & Creative Activity** (2025-26), California State University, Sacramento.
- **MOC Denny Gioia Award for Best Qualitative Paper**, Finalist, 2025 Academy of Management.
- Recipient of **US Department of Education Mini Grant** under Developing Hispanic-Serving Institutions Program at California State University, Sacramento (2024) $5,000 awarded.
- Research Fellowship, Department of Human Resource Studies, Tilburg University, Netherlands (2023).
- Winner of the **Women of Influence Award** (Faculty Category), 2023. This award recognizes Sacramento State women who have made an impact on the campus and in their communities.
- 2023 **US Department of Education DHSI Mini Grant Awardee** ($5000 awarded).
- Assigned Time for Exceptional Levels of Service to Students Award (2023-24)
- Academic Sabbatical "Best of proposals submitted" awarded February, 2023.
- 2022 CSUS Retirees Association **Junior Faculty Research Award**, California State University, Sacramento. $2,000 awarded. (One of the two university-wide awardees)
- **Research and Creativity Activity (RCA) Award,** California State University, Sacramento (2022-23). $10,000 awarded.
- **Faculty Award for Outstanding Teaching** (2020-21), California State University, Sacramento.
- **Research and Creativity Activity (RCA) Award,** California State University, Sacramento (2019-2020). $7,500 awarded.
- **Probationary Faculty Development Grant Award,** California State University, Sacramento (2020-2021).
- 2021 **MOBTS Early Educator Institute (EEI) scholarship recipient.**
- Invigorating Scholarly and Creative Activities Award, California State University, Sacramento (2021).
- **Society for Human Resource Management (SHRM) Foundation Research Grant.** $31,165 awarded (With David P. Lepak and Kaifeng Jiang).
- Teaching Assistant and Graduate Assistant Professional Development Fund award, Rutgers University (2016). $1720 awarded.
- Rutgers University Conference Travel Award (2017). $250 awarded.
- Member, Beta Gamma Sigma Honor Society.
- Peer-to-Peer Service Award, SAP Americas, 2007.
- Dean's List, University of Texas at Arlington (2005 and 2006).
- Best All-Round Management Student, Amity Business School (2000 and 2001).
- Gold medal for highest GPA in the graduating class, Amity Business School (2001).

RESEARCH

(* denotes equal contributors)

PUBLICATIONS

Garg, S., Understanding Employee Vulnerability to Cyberattacks Using the Lens of Strategic Human Resource Management. ***International Journal of Human Resource Management.*** (Accepted June 20, 2025). (2024 Impact Factor: **5.9).**

Ho, V., **Garg, S.,** & Rogelberg, S.G. (2021) Passion Contagion at Work: Investigating Formal and Informal Social Influences on Work Passion. ***Journal of Vocational Behavior.*** 131:103642 (2024 Impact Factor: **5.2).**

Garg, S. *, Jiang, K.*, & Lepak, D. P.* (2021) HR Practice Salience: Explaining Variance in Employee Reactions to HR Practices. ***International Journal of Human Resource Management.*** 32: 512-542. (2024 Impact Factor: **5.9).**

Kong, T., Ho, V. & **Garg, S.** (2020) Employee and coworker idiosyncratic deals: implications for emotional exhaustion and deviant behaviors. ***Journal of Business Ethics.*** 164: 593–609. (2024 Impact Factor: **6.7).**

FT 50 - This journal is one of the 50 journals used by the Financial Times in compiling the prestigious Business School research rank

Richard, O. C., McKay, P. F., **Garg, S.**, & Pustovit, S. (2019) The impact of supervisor–-subordinate racial-ethnic and gender dissimilarity on mentoring quality and turnover intentions: do positive affectivity and communal culture matter? ***International Journal of Human Resource Management.*** 30(22): 3138-3165. (2024 Impact Factor: 5.9).

Garg, S. & Fulmer, I.S. I-deals and co-worker reactions (2017) I-deal or an Ordeal for Organizations: The Spectrum of Co-worker Reactions to Idiosyncratic Deals. ***Organizational Psychology Review***, 7(4): 281-305. (2024 Impact Factor: **7.1).**

Pandey, A., Endres, M., & **Garg, S.** The Moderating and Mediating Mechanisms through which Perceived Overqualification Impacts Task and Extra-Role Outcomes. ***Journal of Managerial Issues.*** (Accepted July 12, 2023).

BOOK CHAPTERS

Garg, S., Jiang, K., & Lepak, D. P. 2023. HR Practice Salience: Explaining Variance in Employee Reactions to HR Practices. Takeuchi, R., Gong, Y., Boon, C., & Jiang, K (eds). ***Strategic Human Resource Management and Organizational Effectiveness - Essays Celebrating and Advancing the Scholarship of David P. Lepak (1971-2017)***. Routledge

Forthcoming in 2026:

Garg, S., Navigating Implementation of HR Practices and I-deals for Expatriates and Host Country Nationals**:** The Crucial Role of Line Managers for *Edward Elgar Research Handbook on Human Resource Management Implementation.*

PUBLICATIONS (PRACTITIONER-ORIENTED AND NON-PEER REVIEWED)

Garg, S., Training - Mantra of the new millennium, ***Human Capital***, 4(11), Apr 2001.
Garg, S., Leadership - Poised for perfection, ***Human Capital***, 4(6), Nov 2000.

CONFERENCE PRESENTATIONS AND ACTIVITIES

Garg, S. (2025). A Lens on the Reintegration of Boomerang Employees in Organizations. Paper presented at the Annual Academy of Management Meeting, Copenhagen, Denmark.

MOC Denny Gioia Award for Best Qualitative Paper, Finalist

Garg, S. (2025). Variations in Employee Perceptions of Human Resource Practices: Do Impressions Matter? Paper presented at the Annual Academy of Management Meeting, Copenhagen, Denmark.

Garg, S. (2025). Line Managers and the Interplay of I-deals and HR Implementation. Paper presented at a symposium on "Stakeholder Perceptions of HRM: Aligning and Misaligning" at the Annual Academy of Management Meeting, Copenhagen, Denmark.

Session Chair. Shaping Organizational Identity: Employee Perceptions, Leadership Influence, and Strategic Signals. Managerial and Organizational Cognition Division, Academy of Management Annual Meeting, Copenhagen, Denmark. (July, 2025)

Invited Panelist/Presenter, **Mid-Stage HR Doctoral Consortium**, Human Resource Division, Academy of Management Annual Meeting, Copenhagen, Denmark. (July, 2025)

Invited Panelist with Andy Wu (Harvard Business School), Shelby Gai (Michigan State), Daniel Kleum (Columbia Business School), and Pri Shah (University of Minnesota), Asian Americans in Business Academia Panel on "Teaching Insights", May 6, 2024.

Garg, S. (2024). Advancing a Dynamic Framework of Idiosyncratic Deals. Paper presented at the Annual Academy of Management Meeting, Chicago, IL.

Invited Panelist/Presenter, **Mid-Stage HR Doctoral Consortium**, Human Resource Division, Academy of Management Annual Meeting, Chicago, IL. (August, 2024).

Garg, S. (2023). Evolving employee-employer relationship. Research Fellowship Program Guest Lecture, Department of Human Resource Studies, Tilburg University, Tilburg, Netherlands.

Garg, S. (2023). Opening the Black Box of Employee Vulnerability to Cyberattacks. Paper presented at the Annual Academy of Management Meeting, Boston, MA.

Garg, S. (2023). The Paths of HR Salience: Understanding Employee Perceptions of HRM Practices Over Time. Paper presented at a symposium on "Employee Perceptions of HR Practices: A Focus on HR Salience" at the Annual Academy of Management Meeting, Boston, MA.

Designated as a Showcase Symposium by the HR Division

Garg, S. (2023). Circling by the fire: Exploring the role of storytelling in community building. Presented as a panelist for a symposium on New Frontiers in Community Research: Community Experiences Within & Beyond Organizational Boundaries at the Annual Academy of Management Meeting, Boston, MA.

Panelist/Presenter, Mid-Stage HR Doctoral Consortium, Human Resource Division, Annual Academy of Management Meeting, Boston, MA. (August 2023).

Session Chair "Managing Crisis and Vulnerability" Academy of Management Annual Meeting, Managerial and Organizational Cognition Division, Boston, MA. (August 2023).

Garg, S. (2023). Lens on the Employee Boomerang Phenomenon. Tenure Project Conference. Editor Roundtables. The Wharton School. Philadelphia, PA

Garg, S. (2023). Evolving employee-employer relationship: Understanding the boomerang phenomenon. Paper presented in Sub-theme 22: Bridging the Space between Us: Exploring Connection and Disconnection in Workplace Relationships for 39th EGOS Colloquium held at Cagliari, Italy..

Garg, S. (2022). How does Co-worker Storytelling Fertilize Workplaces for Thriving and Explain Employee Perceptions of Human Resource Management (HRM)

Practices? Poster presented at the University of Michigan Ross School of Business 10th Biennial Positive Organizational Scholarship (POS) Research Conference.

Garg, S. (2022) Examining Idiosyncratic Deals in an International Context. Paper presented at the Annual Academy of Management Meeting, Seattle, WA.

Selected as one of the 10 innovative and high interest papers by Managerial and Organizational Cognition (MOC) Division of the Academy of Management for Tuesday Coolness Presentations.

Garg, S. (2022) Stories they Tell: Understanding Co-workers as Sculptors of Employee Perceptions of HRM Practices. Paper presented at a symposium on "The Role of Line-Managers and Co-workers in Employee Perceptions of HRM" at the Annual Academy of Management Meeting, Seattle, WA.

Panelist/Presenter, Mid-Stage HR Doctoral Consortium, Human Resource Division, Annual Academy of Management Meeting, Seattle, WA. (August, 2022).

Garg, S. (2022). Time to pick up the kaleidoscope of employee emotions in strategic HRM research. Paper presented at the Western Academy of Management Annual Meeting held at Waikoloa Village, Hawaii.

Garg, S. (2022). Student Well Being and the Role of Arts in Business Education. Paper presented at the Western Academy of Management Annual Meeting held at Waikoloa Village, Hawaii.

Garg, S. (2022). Boomerang employees: A research agenda. Paper presented at the Western Academy of Management Annual Meeting held at Waikoloa Village, Hawaii.

Garg, S. (2022). Reflective practices to help us live with intention, listen with attention, and interact with affection. Faculty Learning Community, California State University, Sacramento, March, 2022.

Garg, S. (2021) Boomerang Employees - Understanding the Experience of Stepping in the Same River Twice. Paper presented at the 14th Annual People and Organizations Conference at The Wharton School, Philadelphia, PA.

Garg, S. (2021) Impression Management: Can it Explain Variance in Employee Perceptions of HR practices? Paper presented at a symposium on "Employee Perceptions of HRM and its Relationship with Employee Well-being and Performance" at the Annual Academy of Management Meeting, Virtual Meeting.

Panelist/Presenter, Mid-Stage HR Doctoral Consortium, Human Resource Division, Annual Academy of Management Meeting, Virtual Meeting (August 2021).

Panelist/Presenter, Nevertheless She Persisted: Succeeding as a Woman Academic, Professional Development Workshop, Annual Academy of Management Meeting, Virtual Meeting (August 2021).

Invited Guest Speaker, *Thriving as a Doctoral Student*, Pro-seminar, Rutgers University (November 2, 2021).

Invited Panelist/Presenter, University New Faculty Orientation Faculty Panel for 2021, California State University, Sacramento, August, 2021.

Panelist in the One World Initiative moderated panel discussion (open to public) on *Stories and Strategies of Resilience.* The One World Initiative, Office of Undergraduate Studies, California State University, Sacramento, April, 2021.

Garg, S. (2020) Embracing Being Human: The Role of the Arts. Paper presented at a symposium on "What It Is to Be Human at Work: Philosophical and Empirical Exploration of Workplace Humanization" at the Annual Academy of Management Meeting, Virtual Meeting.

Garg, S. (2020) Impression Management and Employee Perceptions of HR practices. Paper accepted to be presented at a symposium on "Employee Perceptions of HRM and its Relationship with Employee Well-being and Performance" at the Academy of Management Annual Meeting to be held at Vancouver, BC.

Designated as a Showcase Symposium by the HR Division

Garg, S. (2020). Student Well Being and the Role of Arts in Business Education. Paper accepted to presented at the Western Academy of Management Annual Meeting held at Waikoloa Village, Hawaii. (Cancelled trip due to travel restrictions as a result of COVID-19)

Garg, S. (2020) Managing Human and Social Capital in the Pandemic and Beyond (Invited; Focused on Social Capital in a webinar jointly presented by U.S. Small Business Administration (SBA) and California State University, Sacramento). ***Managing Human and Social Capital in the Pandemic and Beyond*** (July 8, 2020)

Session Chair "Perceptions of HR Practices and Systems" Academy of Management Annual Meeting, Human Resource Management Division, Boston, MA.

Session Chair "Positive Organizational Behavior" Academy of Management Annual Meeting, Organizational Behavior Division, Boston, MA.

Garg, S. (2019) How Can Arts Enhance Employee Resilience and Productivity? Poster presented at the University of Michigan Ross School of Business 9th Biennial Positive Organizational Scholarship (POS) Research Conference.

Garg, S. (2019) Untangling Employee Perceptions of HR practices. Paper presented at the Academy of Management HR Division International Conference held at Dublin, Ireland.

Garg, S. (2019) Examining the Interplay of Idiosyncratic Deals and HR practices. Paper presented at the Academy of Management HR Division International Conference held at Dublin, Ireland.

Garg, S. (2019) Time and Idiosyncratic Deals. Paper presented at the Academy of Management HR Division International Conference held at Dublin, Ireland.

Garg, S. (2018) Inviting Robert Frost, Mary Oliver, and Dana Gioia into our Classrooms. Paper presented at the Strategic Management Society Annual Meeting held at Paris, France.

Garg, S. *, & Meijerink, J.G. * (2018) Why the HRM and Employee Performance Relationship is Non-Linear: The Role of HR Intensity. Paper presented at the Academy of Management Annual Meeting held at Chicago, Illinois.

Session Chair "Differential Effects of Strategic HR Practices on Employee Performance" Academy of Management Annual Meeting, Human Resource Management Division, Chicago, Illinois.

Garg, S. (2018) Coping with Envy: How does Team Composition Impact the Envied Star's Task Performance? Paper presented at the Western Academy of Management Annual Meeting held at Salt Lake City, Utah.

Garg, S. (2017) Is the Grass Greener on the Other Side?: Idiosyncratic Deals, HR practices, and Social Comparison. Paper presented at the Academy of Management Annual Meeting held at Atlanta, Georgia.

Garg, S. (2017) Do They See What You See?: HR Practices, Employee Perceptions, and Outcomes. Paper presented at the Academy of Management Annual Meeting held at Atlanta, Georgia.

Garg, S. (2017) Boomerang employees and the new experience of an old employment relationship: The role of psychological contract comparisons. Paper presented at a symposium on "Capturing Real Employment Relationships: Integrating the Study of Time and Psychological Contracts" at the Academy of Management Annual Meeting held at Atlanta, Georgia.

Garg, S. (2017) Exploring Variance in Employee Perceptions of an HRM system: Is the Employee Being Drawn Towards or Repulsed by HR practices? Paper presented at the Annual Workshop on Research Advances in Organizational Behavior and Human Resources Management held at Paris Dauphine University, Paris, France.

Garg, S. (2017) HR Implementation and the Line Manager: The Dark Side. Paper presented at the Eastern Academy of Management Annual Meeting held at Baltimore, MD.

Garg, S. (2016) Boomerang employees at the workplace: why can some return to the fold and underperform? Paper presented at the 9th People and Organizations Conference at The Wharton School, Philadelphia, PA.

Garg, S. (2016) Fair play or foul endeavor?: social influence & political motives of managers in HR implementation. Paper presented at the Annual Meeting of the Academy of Management, Anaheim, CA.

Meijerink, J.G., & **Garg, S.** (2016) Can lightening a supervisor's load enlighten the employee? Linking supervisor directed helping by employees with their perceptions of HRM and the employment relationship? Paper presented at the Annual Meeting of the Academy of Management, Anaheim, CA.

Kong, T., Ho, V. & **Garg, S.** (2016) Idiosyncratic deals implications for employee and coworker task performance. Paper presented at a symposium on "Extending theory and empirical research on idiosyncratic Deals." at the Annual Meeting of the Academy of Management, Anaheim, CA.

Garg, S. (2016) Struggling with stardom: Experiencing and coping with co-worker envy. Paper presented at Eastern Academy of Management Annual Meeting held at New Haven, CT.

Garg, S. (2015) Examining the role of multi-level factors impacting idiosyncratic deal recipient's outcomes. Paper presented at Academy of Management Annual Meeting, Vancouver, BC.

Discussant for a PDW on "Challenges and coping mechanisms of international PhD students in the United States" at Academy of Management Annual Meeting, August 2015, Vancouver, BC.

Garg, S. (2015) Integrating time in idiosyncratic deals research to understand co-workers' positive and negative deviance. Paper presented at Southern Management Association Conference, St. Pete Beach, Florida.

Garg, S. (2014). Idiosyncratic deals: When does an I-deal turn into an ordeal for the organization? Paper presented at the Academy of Management Annual Meeting, August 2014, Philadelphia, PA.

Co-Chair with Jeroen Meijerink of a symposium on "Advancing a multi-actor perspective on HRM implementation" at the Annual Meeting of the Academy of Management, August 2014, Philadelphia, PA.

Discussant for a Paper session on "Advancing multiple perspectives on idiosyncratic deals research" at the Southern Management Association Conference, November 2014, Savannah, GA.

Garg, S., & Lepak, D. P. (2013) HR practice saliency: how does it drive employee outcomes? Paper presented at the Annual Meeting of the Academy of Management, Orlando, FL.

Garg, S. (2013) Perception of an HRM system: social influences and sensemaking. Paper presented at a symposium on "Explaining employee perceptions of HRM: sensemaking, framing, and co-creation by providers and users" at the Annual Meeting of the Academy of Management, Orlando, FL.

Richard, O. C., McKay, P. F., **Garg, S.,** & Taylor E. (2012) Positive affectivity, clan culture, and supervisor-subordinate demographic dissimilarity effects. Paper presented at the Annual Meeting of the Academy of Management, Boston, MA.

SELECTED MEDIA COVERAGE

Featured in "The Evolution of Leadership Styles" Comstock's Magazine, October 1, 2023.

Featured in "Remote Controls" Comstock's Magazine, September 1, 2020.

Hubert, C. (2020, June 10). Sac State webinars offer help for small-business recovery. Retrieved from: https://www.csus.edu/news/articles/2020/6/10/CBA-webinars-help-businessesrespond-to-COVID.shtml

Invited Submission

Gig Work Life Blog (2022, Dec 19). Revisiting The Fig Tree of Sylvia Plath: How You Can Explore Idiosyncratic Deals at Your Workplace to Venture into Gig-Work? Retrieved from: https://www.thegigworklife.com/blog/revisiting-the-fig-tree-of-sylvia-plath