

# Alexandra PANACCIO, PhD

## Associate Dean, Accreditation and Faculty Relations

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## BIOGRAPHY

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Alexandra Panaccio joined the John Molson School of Business in 2011, after completing a two-year postdoctoral fellowship at the University of Illinois at Chicago. She holds a PhD and an MBA degree from HEC Montréal, as well as a law degree (LLB) from the University of Montréal. Alexandra's research focuses on leadership, workplace commitment, motivation, retention, and employee well-being. Her work has been published in peer-reviewed journals, including the **Journal of Management**, **Human Relations**, **Journal of Organizational Behavior**, and **Journal of Vocational Behavior**, as well as in book chapters and other outlets. In 2019, she became Associate Dean of Accreditation and Faculty Relations.

## RESEARCH INTERESTS

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Leadership  
Commitment  
Motivation  
Stress and Well-being  
Internships

## TEACHING DOMAINS

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Human Resource Management  
Leadership  
Organizational Behaviour

## EDUCATION

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2009	Doctor of Philosophy (PhD), Business Administration, Business Economics, HEC Montreal, Canada
2002	Master of Business Administration (MBA), HEC Montreal, Canada
1998	Bachelor of Law (LLB), Université de Montréal, Canada

## DESIGNATIONS, AFFILIATIONS, AND CERTIFICATIONS

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### Professional Certifications/Designations

- 2001 Graduate Diploma in Business Administration, Management, HEC Montreal, Canada  
1999 Quebec Bar School, École du Barreau (Quebec Bar School), Canada

### Professional Affiliations

- 2012 - 2020 Certified Human Resources Professional (CHRP), Quebec's Order of Certified Human Resources Professionals (Ordre des CRHA), Canada  
2001 - 2004 Member of Quebec Bar, The Quebec Bar (Barreau du Québec), Montreal, QC, Canada

## WORK EXPERIENCE

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### Academic

- Since 2024 Professor, Department of Management, Concordia University, John Molson School of Business, Canada  
Since 2019 Associate Dean, Accreditation and Faculty Relations, Concordia University, John Molson School of Business, Canada  
2016 - 2024 Associate Professor, Department of Management, Concordia University, John Molson School of Business, Canada  
2011 - 2016 Assistant Professor, Department of Management, Concordia University, John Molson School of Business, Canada  
2009 - 2011 Postdoc Fellow and Lecturer, University of Illinois at Chicago, United States

### Research

- Since 2016 Member, Center for Clinical Research in Health, Concordia University, Canada

## RESEARCH FUNDING

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### External

- 2020 - 2024 Developing and evaluating targeted Interventions for vulnerable university students to reduce mental health problems and improve academic success, Concerted Actions Program Grant, with Barker, E. (PI), Doucerain, M., O'Connor, R., Panaccio, A., Arasaratnam, G., Nguyen, C., & Rabinovich, D., Fonds de recherche du Québec – Société et culture (FRQSC), C\$ 189,219, Canada  
2020 - 2024 Sustainable return to work for people with musculoskeletal and mental impairment: Improving communication and concertation among stakeholders, with Corbière, M. (PI), O'Hagan, F., Cellard, C., Côte, P., Geoffrion, S., Guay, S., Larivière, C., Larivière, N., Lecomte, T., McCrillis (Russell), E., Negrini, A., Panaccio, A., & Villotti, P., Social Sciences and Humanities Research Council (SSHRC), C\$ 248,005, Canada  
2021 - 2022 Distinguishing the impacts of the COVID-19 pandemic on Canadian post-secondary student mental health, with Barker, E. (PI), Doucerain, M., O'Connor, R., Panaccio, A., Arasaratnam, G., Nguyen, C., & Rabinovich, D., Canadian Institutes of Health Research (CIHR), C\$ 100,632, Canada  
2017 - 2019 Improving interns' learning of 21st century skills: Contributing factors, SSHRC Insight Development Grant, with Landry, G. (PI), Panaccio, A. & Chadwick, I., Social Sciences and Humanities Research Council (SSHRC), C\$ 54,708, Canada  
2012 - 2016 Interdisciplinary research project on the prevention and reduction of workplace disability, FQRSC Research Grant, with Durand, M.J. (PI), Vézina, N., Corbière, M., Coutu, M.F., Reinharz, D., Gaudreault, N., Tremblay, D., Nastasia, I., & Panaccio, A., Fonds de recherche du Québec – Société et culture (FRQSC), C\$ 765,000, Canada  
2013 - 2015 Defining the theoretical basis of work rehabilitation programs involving the workplace for

workers with musculoskeletal disorders: A realist review, Durand, M.J. (PI), Tremblay, D., Anema, J.R., Fassier, J.B., Loisel, P., Shaw, W.S. & Panaccio, A., Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST), C\$ 197,275, Canada

2012 - 2015 Career beginning of family doctors in Quebec: A longitudinal study on the impact of demands and resources on commitment, motivation, work-family conflict and well-being, Panaccio, A. (sole investigator), FQRSC-New Researcher Grant, Fonds de recherche du Québec – Société et culture (FRQSC), C\$ 39,572, Canada

2012 - 2015 Putting the needs of others above my own: The impact of cultural values on the manifestations and outcomes of servant leadership, SSHRC Insight Development Grant, with Panaccio, A. (PI), Donia, M. & Raja, U., Social Sciences and Humanities Research Council (SSHRC), C\$ 49,351, Canada

### Internal

2017 - 2018 The underrepresentation of minority groups in professional accounting associations, - Baronian, N. (PI), Panaccio, A., JMSB Office of the Associate Dean, Research and Research Programs Funding Initiative, Concordia University, John Molson School of Business, C\$ 3,000, Canada

2017 - 2018 The underrepresentation of minority groups in professional accounting associations (Phase 2), - Panaccio, A. (PI), Baronian, N., Arsel, Z., Boulianne, E., & Audousset, S., John Molson School of Business, JMSB-CPA Research Center in Accountability, C\$ 9,000, Canada

2017 Who helps the helpers? Institutional and cultural complexities in Montreal and their impact on the well-being of psychologists, Panaccio, A. (PI), Ryder, A., & Chadwick, I., OVRGS Team Start-up Grant, Concordia University, John Molson School of Business, C\$ 19,910, Canada

2014 - 2017 Being a servant leader: Does it help, might it hurt? The implications of servant leadership for the well-being of employees and leaders, - Panaccio, A. (sole investigator), JMSB- Petro Canada Young Innovator Award, Concordia University, John Molson School of Business, C\$ 10,000, Canada

### Internal Funding Supporting Student Research

2021 - 2022 MSc student Gabryella Sondergaard, John Molson School of Business, Concordia Aid to Scholarly Research Fund (CASA), C\$ 1,000, Canada

2021 - 2022 MSc student Talya Azrieli, John Molson School of Business, Concordia Aid to Scholarly Research Fund (CASA), C\$ 1,000, Canada

2018 MSc student Zhejun Tan, John Molson School of Business, Concordia Aid to Scholarly Research Fund (CASA), C\$ 2,500, Canada

2018 MSc student Anna Conides, John Molson School of Business, Concordia Aid to Scholarly Research Fund (CASA), C\$ 2,360, Canada

2018 MSc student Talha Aziz, CASA grant, John Molson School of Business, Concordia Aid to Scholarly Research Fund (CASA), C\$ 1,852, Canada

2018 PhD student Brad Aeon, CASA grant, John Molson School of Business, Concordia Aid to Scholarly Research Fund (CASA), C\$ 4,970, Canada

2016 MSc student Mengchan Gao, CASA grant, John Molson School of Business, Concordia Aid to Scholarly Research Fund (CASA), C\$ 1,001, Canada

2016 MSc student Diana Sarghi, CASA grant, John Molson School of Business, Concordia Aid to Scholarly Research Fund (CASA), C\$ 1,507, Canada

2016 Concordia Undergraduate Student Research Award, Concordia University, Undergraduate Student Research Awards (CUSRA), C\$ 5,125

2016 MSc student Jingmin Huang, CASA grant, John Molson School of Business, Concordia

- Aid to Scholarly Research Fund (CASA), C\$ 1,500, Canada
- 2015 PhD candidate Zheni Wang, CASA grant, John Molson School of Business, Concordia  
Aid to Scholarly Research Fund (CASA), C\$ 2,025, Canada

## HONOURS, AWARDS, PRIZES, AND DISTINCTIONS

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### Research Awards/Honours/Prizes

- 2022 Nominated for OB SIG Best Paper Awards, European Academy of Management (EURAM), Belgium
- 2015 Journal of Business and Psychology Editor Commendation, Journal of Business and Psychology
- 2012 Concordia Newsmaker of the Week, Concordia University, Canada

### Teaching Awards/Honours/Prizes

- 2017 Premio Venezia - Academic-Scientific Category, Italian Chamber of Commerce in Canada

### Scholarships

- 2010 Greenleaf center for servant leadership scholarship, Greenleaf Center for Servant Leadership scholarship, C\$2,500
- 2009 Postdoctoral scholarship, Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST), C\$72,000, Canada
- 2009 Postdoctoral scholarship, Fonds de recherche du Québec – Société et culture (FRQSC), C\$, Canada
- 2009 PhD program scholarship, HEC Montreal, C\$5,000, Canada
- 2007 Canadian-Italian Business Association scholarship, Canadian-Italian Business Association, C\$4,000, Canada
- 2006 PhD program scholarship, HEC Montreal, C\$5,000, Canada
- 2005 Intercetco scholarship (declined), HEC Montreal, C\$2,000, Canada

## PUBLICATIONS

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### Refereed Journal Articles

- CHEN, Y.-P., HSU, Y.-S., PANACCIO, A., WANG, H. (2025). Leading the way to a safer workplace: What enables supervisors to serve and enhance subordinates' workplace safety behaviors? *Journal of Safety Research*, 93, 31-43. doi:[10.1016/j.jsr.2025.02.005](https://doi.org/10.1016/j.jsr.2025.02.005).
- CORBIÈRE, M., MAZANIELLO-CHÉZOL, M., LECOMTE, T., PANACCIO, A., GUAY, S., GIGUERE, C.-É. (2025). Web-enhanced return-to-work coordination for employees with common mental disorders: Reduction of sick leave duration and relapse. *BMC Public Health*, 25 (676). doi:[10.1186/s12889-025-21716-5](https://doi.org/10.1186/s12889-025-21716-5).
- FANG, S., BARKER, E., ARASARATNAM, G., LANE, V., DOUCERAIN, M., NGUYEN, C., O'CONNOR, R., PANACCIO, A., RABINOVICH, D. (2025) (Forthcoming). Trajectories of and risk factors for university students' emotional well-being and distress across the academic year. *Canadian Journal of Higher Education / Revue Canadienne d'Enseignement Supérieur*. doi:[10.47678/cjhe.v1i1.190039](https://doi.org/10.47678/cjhe.v1i1.190039).
- TURKOGLU, A., FANG, S., BARKER, E., ARASARATNAM, G., LANE, V., O'CONNOR, R., PANACCIO, A., DOUCERAIN, M., RABINOVICH, D., NGUYEN, C. (2025). More than academics: Time use and friendship stress also covary with Canadian university students' mental health symptoms across the academic year. *Journal of College Student Mental Health*. doi:[10.1080/28367138.2025.2505574](https://doi.org/10.1080/28367138.2025.2505574).
- CHADWICK, I., LANDRY, G., LEFTER, A. M., PANACCIO, A. (2024). Improving school-to-work

- transitions: Antecedents of high-quality intern-supervisor exchanges. *Journal of Career Assessment*. doi:[10.1177/10690727241256046](https://doi.org/10.1177/10690727241256046).
- FANG, S., BARKER, E., ARASARATNAM, G., LANE, V., RABINOVICH, D., PANACCIO, A., O'CONNOR, R., NGUYEN, C., DOUCERAIN, M. (2024). Resilience, stress, and mental health among university students: A Test of the resilience portfolio model. *Stress and Health*. doi:[10.1002/smi.3508](https://doi.org/10.1002/smi.3508).
- PANACCIO, A., TANG, W.-G., VANDENBERGHE, C. (2023). Agreeable supervisors promoting the organization: Implications for employee commitment and retention. *Journal of Personnel Psychology*, 22 (3), 146-157. doi:[10.1027/1866-5888/a000318](https://doi.org/10.1027/1866-5888/a000318).
- WANG, Z., PANACCIO, A., RAJA, U., DONIA, M., LANDRY, G., PEREIRA, M. M., FERREIRA, M. C. (2022). Servant leadership and employee wellbeing: A crosscultural investigation of the moderated path model in Canada, Pakistan, China, the US, and Brazil. *International Journal of Cross Cultural Management*, 22 (2), 301-325. doi:[10.1177/14705958221112859](https://doi.org/10.1177/14705958221112859).
- WANG, Z., PANACCIO, A. (2022). Thriving in the dynamics: a multi-level investigation of needs-supportive features, situational motivation, and employees' subjective well-being. *Current Psychology*. doi:[10.1007/s12144-022-03455-7](https://doi.org/10.1007/s12144-022-03455-7).
- CORBIÈRE, M., MAZANIELLO-CHÉZOL, M., LECOMTE, T., GUAY, S., PANACCIO, A. (2022). Developing a collaborative and sustainable return to work program for employees with common mental disorders: a participatory research with public and private organizations. *Disability and Rehabilitation*, 44 (18), 5199-5211. doi:[10.1080/09638288.2021.1931481](https://doi.org/10.1080/09638288.2021.1931481).
- WANG, Z., PANACCIO, A. (2022). A longitudinal investigation of the changes in work motivation and employees' psychological health. *Administrative Sciences*, 12 (4), 193. doi:[10.3390/admsci12040193](https://doi.org/10.3390/admsci12040193).
- WANG, Z., GAO, M., PANACCIO, A. (2021). A self-determination approach to understanding individual values as an interaction condition on employees' innovative work behavior in the high-tech industry. *The Journal of Creative Behavior*, 55 (1), 183-198. doi:[10.1002/jocb.444](https://doi.org/10.1002/jocb.444).
- AEON, B., FABER, A., PANACCIO, A. (2021). Does time management work? A meta-analysis. *PLOS ONE*, 16 (1), e0245066. doi:[10.1371/journal.pone.0245066](https://doi.org/10.1371/journal.pone.0245066).
- CORBIÈRE, M., WILLEMS, L., GUAY, S., PANACCIO, A., LECOMTE, T., MAZANIELLO-CHÉZOL, M. (2021). Développement et tests utilisateurs de l'application Web PRATICA : Plateforme de retour au travail axée sur les interactions et la communication entre les acteurs, intégrant un programme durable favorisant le rétablissement. *Santé mentale au Québec*, 46 (1), 175. doi:[10.7202/1081515ar](https://doi.org/10.7202/1081515ar).
- CORBIÈRE, M., MAZANIELLO-CHÉZOL, M., BASTIEN, M.-F., WATHIEU, E., BOUCHARD, R., PANACCIO, A., GUAY, S., LECOMTE, T. (2020). Stakeholders' role and actions in the return-to-work process of workers on sick-leave due to common mental disorders: A scoping review. *Journal of Occupational Rehabilitation*, 30 (3), 381-419. doi:[10.1007/s10926-019-09861-2](https://doi.org/10.1007/s10926-019-09861-2).
- VANDENBERGHE, C., PANACCIO, A., BENTEIN, K., MIGNONAC, K., ROUSSEL, P., AYED, A. K. B. (2019). Time-based differences in the effects of positive and negative affectivity on perceived supervisor support and organizational commitment among newcomers. *Journal of Organizational Behavior*, 40 (3), 264-281. doi:[10.1002/job.2324](https://doi.org/10.1002/job.2324).
- BONELLO, M., LANDRY, G., PANACCIO, A., CHADWICK, I. (2019). Facteurs de stress chez les stagiaires d'école de gestion. *Humain et Organisation*, 5 (2), 12-22.
- LAPOINTE, É., VANDENBERGHE, C., MIGNONAC, K., PANACCIO, A., SCHWARZ, G., RICHEBÉ, N., ROUSSEL, P. (2019). Development and validation of a commitment to organizational career scale: At the crossroads of individuals' career aspirations and organizations' needs. *Journal of Occupational and Organizational Psychology*, 92 (4), 897-930. doi:[10.1111/joop.12273](https://doi.org/10.1111/joop.12273).
- VANDENBERGHE, C., BENTEIN, K., PANACCIO, A. (2017). Affective commitment to organizations and supervisors and turnover: A role theory perspective. *Journal of Management*, 43 (7), 2090-2117. doi:[10.1177/0149206314559779](https://doi.org/10.1177/0149206314559779).
- BRUTUS, S., JAVADIAN, R., PANACCIO, A. (2017). Cycling, car, or public transit: A study of stress and mood upon arrival at work. *International Journal of Workplace Health Management*, 10 (1), 13-24. doi:[10.1108/IJWHM-10-2015-0059](https://doi.org/10.1108/IJWHM-10-2015-0059).

- DONIA, M. B. L., RAJA, U., PANACCIO, A., WANG, Z. (2016). Servant leadership and employee outcomes: The moderating role of subordinates' motives. *European Journal of Work and Organizational Psychology*, 25 (5), 722-734. doi:[10.1080/1359432X.2016.1149471](https://doi.org/10.1080/1359432X.2016.1149471).
- VANDENBERGHE, C., PANACCIO, A. (2015). Delving into the motivational bases of continuance commitment: Locus of control and empowerment as predictors of perceived sacrifice and few alternatives. *European Journal of Work and Organizational Psychology*, 24 (1), 1-14. doi:[10.1080/1359432X.2013.844126](https://doi.org/10.1080/1359432X.2013.844126).
- PANACCIO, A., HENDERSON, D. J., LIDEN, R. C., WAYNE, S. J., CAO, X. (2015). Toward an understanding of when and why servant leadership accounts for employee extra-role behaviors. *Journal of Business and Psychology*, 30 (4), 657-675. doi:[10.1007/s10869-014-9388-z](https://doi.org/10.1007/s10869-014-9388-z).
- PANACCIO, A., VANDENBERGHE, C., BEN AYED, A. K. (2014). The role of negative affectivity in the relationships between pay satisfaction, affective and continuance commitment and voluntary turnover: A moderated mediation model. *Human Relations*, 67 (7), 821-848. doi:[10.1177/0018726713516377](https://doi.org/10.1177/0018726713516377).
- PANACCIO, A., VANDENBERGHE, C. (2012). Five-factor model of personality and organizational commitment: The mediating role of positive and negative affective states. *Journal of Vocational Behavior*, 80 (3), 647-658. doi:[10.1016/j.jvb.2012.03.002](https://doi.org/10.1016/j.jvb.2012.03.002).
- VANDENBERGHE, C., PANACCIO, A. (2012). Perceived sacrifice and few alternatives commitments: The motivational underpinnings of continuance commitment's subdimensions. *Journal of Vocational Behavior*, 81 (1), 59-72. doi:[10.1016/j.jvb.2012.05.002](https://doi.org/10.1016/j.jvb.2012.05.002).
- VANDENBERGHE, C., PANACCIO, A., BENTEIN, K., MIGNONAC, K., ROUSSEL, P. (2011). Assessing longitudinal change of and dynamic relationships among role stressors, job attitudes, turnover intention, and well-being in neophyte newcomers. *Journal of Organizational Behavior*, 32 (4), 652-671. doi:[10.1002/job.732](https://doi.org/10.1002/job.732).
- VANDENBERGHE, C., PANACCIO, A., BEN AYED, A. K. (2011). Continuance commitment and turnover: Examining the moderating role of negative affectivity and risk aversion. *Journal of Occupational and Organizational Psychology*, 84 (2), 403-424. doi:[10.1348/096317910X491848](https://doi.org/10.1348/096317910X491848).
- LAPOINTE, É., VANDENBERGHE, C., PANACCIO, A. (2011). Organizational commitment, organization-based self-esteem, emotional exhaustion and turnover: A conservation of resources perspective. *Human Relations*, 64 (12), 1609-1631. doi:[10.1177/0018726711424229](https://doi.org/10.1177/0018726711424229).
- PANACCIO, A., VANDENBERGHE, C. (2011). The relationships of role clarity and organization-based self-esteem to commitment to supervisors and organizations and turnover intentions. *Journal of Applied Social Psychology*, 41 (6), 1455-1485. doi:[10.1111/j.1559-1816.2011.00764.x](https://doi.org/10.1111/j.1559-1816.2011.00764.x).
- LANDRY, G., PANACCIO, A., VANDENBERGHE, C. (2010). Dimensionality and consequences of employee commitment to supervisors: A two-study examination. *The Journal of Psychology*, 144 (3), 285-312. doi:[10.1080/00223981003648302](https://doi.org/10.1080/00223981003648302).
- PANACCIO, A., VANDENBERGHE, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior*, 75 (2), 224-236. doi:[10.1016/j.jvb.2009.06.002](https://doi.org/10.1016/j.jvb.2009.06.002).
- BREWSTER, C., WAXIN, M., PANACCIO, A. (2005). Cross-cultural training to facilitate expatriate adjustment: It works! *Personnel Review*, 34 (1), 51-67. doi:[10.1108/00483480510571879](https://doi.org/10.1108/00483480510571879).

### Refereed Conference Proceedings

- ÆON, B., PANACCIO, A. (2019). Against time management. (pp. 14971). *Academy of Management Proceedings*. doi:[10.5465/AMBPP.2019.14971abstract](https://doi.org/10.5465/AMBPP.2019.14971abstract).
- ÆON, B., PANACCIO, A. (2018). Hammer time: Breaking down time management. (pp. 18005). *Academy of Management Proceedings*. doi:[10.5465/AMBPP.2018.18005abstract](https://doi.org/10.5465/AMBPP.2018.18005abstract).
- WANG, Z., PANACCIO, A. (2018). Do changes in basic needs predict the changes of employees' well/ill-being via work motivation? (pp. 11176). *Academy of Management Proceedings*. doi:[10.5465/AMBPP.2018.11176abstract](https://doi.org/10.5465/AMBPP.2018.11176abstract).
- ÆON, B., PANACCIO, A. (2017). Time and how to manage it: A theory of time management. (pp.

11921). *Academy of Management Proceedings*. doi:[10.5465/AMBPP.2017.11921abstract](https://doi.org/10.5465/AMBPP.2017.11921abstract).

WANG, Z., PANACCIO, A. (2017). Thriving at work: A multi-level investigation of employees' work motivation and daily well-being. (pp. 10239). *Academy of Management Proceedings*. doi:[10.5465/AMBPP.2017.10239abstract](https://doi.org/10.5465/AMBPP.2017.10239abstract).

PANACCIO, A., VANDENBERGHE, C. (2007). Role clarity, work locus of control, and organization-based self-esteem: Main and moderating effects on commitment to supervisors. (pp. 236-251). *Proceedings of Annual Administrative Sciences Association of Canada (ASAC) Conference*.

PANACCIO, A., WAXIN, M. (2004). Le recrutement et la sélection des membres des communautés ethnoculturelles et des minorités visibles dans les entreprises Québécoises. *Association Francophone de Gestion des Ressources Humaines Conference Proceedings*.

PANACCIO, A. (2004). Test de l'efficacité de quatre types de formation interculturelle pour des cadres expatriés en Inde. *Proceedings of Annual Administrative Sciences Association of Canada (ASAC) Conference*.

### Book Chapters

BENTEIN, K., PANACCIO, A. (2022). Servant leadership: Influence on well-being (1st ed.). In P. Brough, K. Daniels, & E. Gardiner (Eds.), *Handbook on Management and Employment Practices*. Springer. doi:[10.1007/978-3-030-24936-6\\_43-1](https://doi.org/10.1007/978-3-030-24936-6_43-1).

PANACCIO, A., DONIA, M., SAINT-MICHEL, S., LIDEN, R. C. (2015). Servant leadership and well-being. In R.J. Burke, K.M. Page, & C.L. Cooper (Eds.), *Flourishing in life, work and careers: Individual wellbeing and career experiences*. Edward Elgar Publishing.

GAGNÉ, M., PANACCIO, A. (2014). The motivational power of job design (1 ed.). In Marylène Gagné (Ed.), *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory*. Oxford University Press. doi:[10.1093/oxfordhb/9780199794911.013.012](https://doi.org/10.1093/oxfordhb/9780199794911.013.012).

LIDEN, R. C., PANACCIO, A., MEUSER, J. D., HU, J., WAYNE, S. J. (2014). Servant leadership: Antecedents, processes and outcomes (1 ed.). In David V. Day (Ed.), *The Oxford Handbook of Leadership and Organizations*. Oxford University Press. doi:[10.1093/oxfordhb/9780199755615.013.018](https://doi.org/10.1093/oxfordhb/9780199755615.013.018).

VANDENBERGHE, C., LANDRY, G., PANACCIO, A. (2009). L'engagement organisationnel. In Rojot, J., Roussel, P., & Vandenberghe, C. (Eds.), *Comportement organisationnel : Perspectives en théories des organisations, motivation au travail, engagement dans l'organisation*. De Boeck.

### Refereed Business Case Studies

PANACCIO, A., WAXIN, M. (2010). Banque populaire du Québec : Gérer la diversité dans une banque québécoise. *Pratiques de GRH dans les pays francophones – 48 études de cas*. Vuibert.

LAMONTAGNE, C. C., VANDENBERGHE, C., HARVEY, S., VALEVICIUS, A., BENTEIN, K., GUERRERO, S., LANDRY, G., PANACCIO, A. (2010). Le travail au centre hospitalier de soins de longue durée du Soleil Levant. *Revue du centre de cas HEC*.

### Non-Refereed Periodical Articles

PANACCIO, A., VANDENBERGHE, C. (2009). Pistes d'action pour promouvoir la santé psychologique des travailleurs. *HrWorld (Kluwer)*.

PANACCIO, A. (1999). Le régime de la vente d'entreprise du Code civil du Québec succède à celui de la vente en bloc du Code civil du Bas-Canada : Étude des changements apportés, impact de ces modifications et bilan. *Revue d'études juridiques*, 6, 173-212.

## PRESENTATIONS

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### Refereed Conference Presentations

HUANG, J., PANACCIO, A. (2026) (Forthcoming). *Affective events at work and employees' psychological wellbeing: The moderating role of extraversion, neuroticism and servant leadership*. International Congress of Applied Psychology, Florence.

- SONDERGAARD, G., PANACCIO, A. (2026) (Forthcoming). *Does motivating language matter? The effect of leader communication and characteristics on employee autonomous and controlled motivation*. Self-Determination Theory Conference, Geneva.
- CORBIÈRE, M., MAZANIELLO-CHÉZOL, M., LECOMTE, T., GUAY, S., PANACCIO, A., GIGUERE, C.-É. (2025). *Web-enhanced return-to-work coordination for employees with common mental disorders*. European Association of Work and Organizational Psychology, Prague.
- CHEN, Y.-P., HSU, Y.-S., PANACCIO, A., WANG, H. (2024). *What enables supervisors to serve and enhance subordinates' workplace safety behaviors?* Academy of Management (AoM) Annual Meeting, Chicago, IL.
- CONIDES, A., PANACCIO, A. (2024). *Empowering leadership and employee motivation, behaviors, and well-being: Enabling, not burdening!* European Conference on Positive Psychology, Innsbruck.
- AZRIELI, T., PANACCIO, A. (2024). *The role of psychological needs satisfaction and appraisal in the Job Demands-Resources model of burnout and engagement*. International Congress on Occupational Health, Marrakech.
- CORBIÈRE, M., MAZANIELLO-CHÉZOL, M., LECOMTE, T., GUAY, S., PANACCIO, A., ZANIEWSKI, P. (2023). *Plateforme de retour au travail axée sur les interactions et la communication entre les acteurs - PRATICAdr - Étude pilote*. Congrès de l'Association Internationale de Psychologie du Travail de Langue Française (AIPTLF), Montreal, QC.
- TAN, Z., PANACCIO, A. (2023). *What makes women want to lead? The moderating role of gender in relationships between supervisor leadership style, follower leadership self-efficacy and motivation to lead*. European Academy of Management (EURAM) Conference, Dublin.
- LEFTER, A. M., CHADWICK, I., LANDRY, G., PANACCIO, A. (2023). *Developing skills for the future: The role of internships in the changing world of work*. European Association of Work and Organizational Psychology (EAWOP) Congress, Katowice.
- CHADWICK, I., LANDRY, G., LEFTER, A. M., PANACCIO, A. (2022). *Promoting internship effectiveness through the intern-supervisor exchange*. European Academy of Management (EURAM) Conference, Winterthur.
- WANG, Z., PANACCIO, A., RAJA, U., DONIA, M., LANDRY, G., PEREIRA, M., FERREIRA, M. C. (2022). *Servant Leadership and Employee Wellbeing: A Cross-cultural Investigation of the Moderated Path Model in Canada, Pakistan, China, the US and Brazil*. SELF conference.
- WANG, Z., PANACCIO, A., WALL, A. (2022). *Dealing with the work scheduling challenges: A complete temporal analysis of employees' situational work motivation and well-being*. SELF conference, virtual.
- WANG, Z., PANACCIO, A., RAJA, U., DONIA, M., LANDRY, G. (2022). *Servant leadership and employee well-being: A cross-cultural investigation of the moderated path model in Canada, Pakistan, China, and the USA*. European Association of Work and Organizational Psychology Annual Meeting.
- LEFTER, A. M., PANACCIO, A., LANDRY, G. (2021). *How can supervisors enhance employee commitment? The role of commitment to employees and communication*. International Congress of Psychology, Virtual presentation.
- WANG, Z., PANACCIO, A. (2020). *A temporal analysis of employees' situational work motivation and well-being*. Academy of Management (AOM) Annual Meeting, Virtual. doi:[10.5465/AMBPP.2020.11407abstract](https://doi.org/10.5465/AMBPP.2020.11407abstract).
- PANACCIO, A., LAVIGNE, G., BRUTUS, S., HOARE, C., DONIA, M., ARASARATNAM, G., MITCHELL, L. (2019). *Role overload, work-life-school conflict, resilience and student ill-being: A longitudinal study using the demands-resources perspective*. European Academy of Management (EURAM) Conference, Lisbon.
- BONELLO, M., LANDRY, G., PANACCIO, A., CHADWICK, I. (2019). *Factors generating psychological distress among management school interns*. European Association of Work and Organizational Psychology (EAWOP) Congress, Turin.
- PANACCIO, A., BRUTUS, S., ARASARATNAM, G., MITCHELL, L., HOARE, C., LAVIGNE, G. (2019). *Student well-being: A longitudinal study using the Demands-Resources model*. European Association

of Work and Organizational Psychology (EAWOP) Congress, Turin.

PANACCIO, A., BARONIAN, N., ARSEL, Z., AUDOUSSET-COULIER, S., CHRÉTIEN-GUILLEMETTE, K., BERTONE, V. (2019). *Barriers to the accountancy profession for students from minority groups: Findings from a qualitative study*. Canadian Psychological Association (CPA) Annual Convention, Halifax, NS.

MAZANIELLO, M., CORBIÈRE, M., LACHANCE, J.-P., GUAY, S., PANACCIO, A., LECOMTE, T. (2019). *Utilization of validated tools to identify obstacles and work accommodations within a sustainable Return-to-Work (RTW) program for employees on sick leave due to common mental disorders (CMDs)*. European Association of Work and Organizational Psychology (EAWOP) Congress, Turin.

ÆON, B., PANACCIO, A. (2018). *Time's up: The case against time management*. European Group for Organizational Studies (EGOS) Colloquium, Talinn.

SARGHI, D., PANACCIO, A. (2018). *Can servant leaders reduce burnout in followers and teams through meaningfulness?* Society for Industrial and Organizational Psychology (SIOP) Annual Conference, Chicago, IL.

LAPOINTE, É., VANDENBERGHE, C., MIGNONAC, K., PANACCIO, A., RICHEBÉ, N. (2017). *Commitment to organizational career: Definition, discriminant and predictive validity, and boundary conditions*. Conference on Commitment, Columbus, OH.

HOARE, C., WANG, Z., COUTURIER, P., PANACCIO, A. (2017). *A demands-resources perspective on student wellbeing: Relationships between school-work-life conflict, social support, resilience and emotional exhaustion*. Canadian Psychological Association (CPA) Annual Convention, Toronto, ON.

ÆON, B., WANG, Z., ALFORD, R., PANACCIO, A. (2017). *Better living through time management: Does managing time lead to greater satisfaction and help students with conflicting school, work and life obligations?* Canadian Psychological Association (CPA) Annual Convention, Toronto, ON.

WANG, Z., PANACCIO, A., LANDRY, G., DONIA, M. (2017). *Servant leadership and employees' well-being: Examining autonomous motivation as a mediator*. European Association of Work and Organizational Psychology (EAWOP) Congress, Dublin.

PANACCIO, A., VANDENBERGHE, C. (2017). *When supervisors are perceived as agreeable and promote the organization: Implications for employee commitment and turnover*. European Association of Work and Organizational Psychology (EAWOP) Congress, Dublin.

VANDENBERGHE, C., PANACCIO, A., BENTEIN, K., MIGNONAC, K., ROUSSEL, P. (2016). *Trait affectivity, perceived supervisor support, and organizational commitment during socialization: A dynamic, within-person perspective*. Association francophone de Gestion des Ressources Humaines conference, Strasbourg.

ÆON, B., PANACCIO, A., WANG, Z. (2016). *Temporal self-efficacy: The missing moderator in the time management - job performance relationship?* Canadian Psychological Association (CPA) Annual Convention, Victoria, BC.

PANACCIO, A., WANG, Z. (2016). *Do servant leaders enhance group performance by building a climate of trust? Examining trust in the supervisor and in the organization as mediators between servant leadership and group performance*. ATINER International Conference on Management, Athens.

LANDRY, G., ROBERTS, J., WANG, Z., PANACCIO, A. (2015). *Employee commitment to the supervisor and to the organization: Does congruence matter?* European Association of Work and Organizational Psychology (EAWOP) Congress, Oslo.

WANG, Z., PANACCIO, A., LANDRY, G., RAJA, U. (2015). *Servant leadership and self-determined motivation: Looking at basic psychological need satisfaction as a mediating mechanism and employees' values as boundary conditions*. European Association of Work and Organizational Psychology (EAWOP) Congress, Oslo.

SAFFIE-ROBERTSON, C., BRUTUS, S., PANACCIO, A., BERKSHIRE, A., WANG, Z. (2014). *Nothing in life is free: Leadership and its impact on performance*. Canadian Psychological Association, Vancouver, BC.

- PANACCIO, A., VANDENBERGHE, C. (2014). *Supervisor personality: Relationships with communication behaviors, employee affective commitment to the organization and supervisor, and turnover*. Canadian Psychological Association, Vancouver, BC.
- PANACCIO, A., VANDENBERGHE, C. (2014). *Locus of control and empowerment: Motivational bases of continuance commitment*. Society for Industrial and Organizational Psychology Annual Meeting, Honolulu, HI.
- VANDENBERGHE, C., BENTEIN, K., PANACCIO, A. (2014). *Organizational commitment, supervisory commitment and turnover: A role theory perspective*. Society for Industrial and Organizational Psychology Annual Meeting, Honolulu, HI.
- DONIA, M., RAJA, U., PANACCIO, A. (2014). *Servant leadership and employee well-being: The moderating role of motives*. Society for Industrial and Organizational Psychology Annual Meeting, Honolulu, HI.
- DANIA, M., RAJA, U., PANACCIO, A. (2014). *Serving the servants: Positive employee outcomes of servant leadership*. Academy of Management and Business Conference, Sao Paulo.
- DONIA, M., RAJA, U., PANACCIO, A. (2013). *Leading by example: The role of servant leadership in fostering selfless organizational citizenship behaviors despite stress and politics at work*. Canadian Psychological Association, Quebec City, QC.
- PANACCIO, A., HENDERSON, D. J., LIDEN, R. C., WAYNE, S. J. (2012). *Beyond the transactional employment relationship: A longitudinal study exploring relationships among servant leadership behaviors, employee dispositions, and employee behaviors*. Academy of Management (AOM) Annual Meeting, Boston, MA.
- BEN-AYED, A., VANDENBERGHE, C., PANACCIO, A. (2012). *Negative affectivity, commitment, pay satisfaction and turnover: Moderated mediation relationships*. Society for Industrial and Organizational Psychology Annual Meeting, San Diego, CA.
- LAPOINTE, É., VANDENBERGHE, C., PANACCIO, A. (2011). *Organizational commitment, organization-based self-esteem, emotional exhaustion and turnover: A conservation of resources perspective*. Academy of Management annual meeting, San Antonio, TX. doi:[10.1177/0018726711424229](https://doi.org/10.1177/0018726711424229).
- PANACCIO, A., VANDENBERGHE, C., BENTEIN, K., MIGNONAC, K., ROUSSEL, P. (2011). *Affectivity, mentoring, commitment and turnover in newcomers: A dynamic approach*. Society for Industrial and Organizational Psychology Annual Meeting, Chicago, IL.
- VANDENBERGHE, C., PANACCIO, A., LANDRY, G., EL AKREMI, A. (2010). *Affective commitment and job performance: A multifoci, multilevel approach*. Conference on Commitment, Columbus, OH.
- PANACCIO, A., VANDENBERGHE, C., BEN AYED, A. K. (2010). *Continuance commitment and turnover: The moderating role of negative affectivity and risk aversion*. Academy of Management annual meeting, OB Division, Montreal, QC.
- PANACCIO, A., HENDERSON, D. J., LIDEN,, R. C., WAYNE, S. J. (2010). *A longitudinal study exploring relationships among servant leadership behaviors and employee attitudes and behaviors in the employment relationship. Workshop on research advances in organizational behavior and human resources management*. Université Toulouse 1 - IAE - LIRHE & GRACCO CNRS, Toulouse.
- PANACCIO, A., VANDENBERGHE, C., BENTEIN, K., MIGNONAC, K., ROUSSEL, P. (2010). *Examining the role of change in stressors during organizational socialization*. Society for Industrial and Organizational Psychology annual meeting, Atlanta, GA.
- VANDENBERGHE, C., PANACCIO, A. (2009). *Organizational commitment and employee well-being: A longitudinal study*. European Association of Work and Organizational Psychology annual meeting, Santiago de Compostela.
- PANACCIO, A., LANDRY, G., IDDOUB, O., VANDENBERGH, C. (2008). *Ne étude empirique des liens entre l'orientation dispositionnelle vers les buts, l'engagement organisationnel, les intentions de quitter, et la recherche de feedback*. Association internationale de psychologie du travail de langue française conference, Quebec City, QC.

PANACCIO, A., VANDENBERGHE, C. (2008). *Supervisor personality and praise of the organization: Relationships with employee affective commitment to the supervisor and the organization*. Annual Convention of the Canadian Psychological Association, Halifax, NS.

PANACCIO, A., LANDRY, G., VANDENBERGHE, C., ROUSSEL, P., MIGNONAC, K. (2008). *The relationships of goal orientation, job characteristics, and organizational commitment, to feedback seeking during organizational socialization*. Workshop on research advances in organizational behavior and human resources management. University of Toulouse 1 IAE - LIRHE & GRACCO, Toulouse.

PANACCIO, A., LANDRY, G., VANDENBERGHE, C. (2007). *Development of a four-factor model of commitment to supervisors*. Academy of Management annual meeting, HR Division, Philadelphia, PA.

PANACCIO, A. (2007). *Organizational commitment and emotional exhaustion: Interactions among commitments and with neuroticism, work locus of control and conscientiousness*. Annual Convention of the Canadian Psychological Association, Ottawa, ON.

### Research Seminars

PANACCIO, A. (2019). *Can you burnout before even starting your career? A longitudinal examination of role overload, work-life-school conflict, resilience and student ill-being*. Telfer School of Management, University of Ottawa, Ottawa, ON.

### Non-Refereed Conference Presentations

FANG, S., BARKER, E., ARASARATNAM, G., LANE, V., DOUCERAIN, M., NGUYEN, C., O'CONNOR, R., PANACCIO, A., RABINOVICH, D. (2022). *University students' emotional well-being and distress trajectories across an academic year during the COVID-19 pandemic*. Development 2022: A Canadian conference on developmental psychology, Calgary, AB.

CORBIÈRE, M., WILLEMS, L., GUAY, S., PANACCIO, A., LECOMTE, T., MAZANIELLO-CHÉZOL, M. (2021). *Développement et test utilisateurs de l'application web PRATICAdr: Plateforme de Retour Au Travail axée sur les Interactions et la Communication entre les Acteurs, intégrant un programme Durable favorisant le Rétablissement*. Congrès annuel de l'Association des Médecins Psychiatres du Québec.

WANG, Z., GAO, M., PANACCIO, A. (2019). *A self-determination approach to understanding individual values as a boundary condition on employees' innovative work behavior in the high-tech*. Self-Determination Theory (SDT) Conference, Egmond aan Zee.

## TEACHING EXPERIENCE

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### Undergraduate

Since 2026	Managing People in Organizations, John Molson School of Business
2019	Leadership in organizations, Cross-cultural Creativity in Business Week, ICN Business School, France, Nancy
2018	Organizational Behaviour and Theory, John Molson School of Business
2017 - 2018	Special Topics in Management, John Molson School of Business
2016 - 2018	Human Resource Management, John Molson School of Business
2016	Leadership in organizations, Cross-cultural Creativity in Business Week, ICN Business School, France, Nancy
2013	Organizational Behaviour and Theory, John Molson School of Business
2013	Organizational Behavior, John Molson School of Business
2011 - 2014	Human Resource Management, John Molson School of Business
2011	Introduction to Human Resources Management, John Molson School of Business
2011	Organizational Behaviour and Theory, John Molson School of Business
2010	Organizational Behavior, University of Illinois at Chicago, United States, Chicago, IL

## Graduate

- 2022 Organizational Behaviour, John Molson School of Business
- 2019 Organizational Behaviour, John Molson School of Business
- 2017 - 2018 Leadership, John Molson School of Business
- 2016 Organizational Behaviour, John Molson School of Business
- 2016 Motivation, Evaluation, and Rewards, John Molson School of Business
- 2016 Seminar in Motivation, Evaluation and Rewards, John Molson School of Business
- 2014 - 2016 Survey of Human Resources Management, John Molson School of Business
- 2014 - 2015 Leadership Seminar, John Molson School of Business
- 2014 - 2015 Leadership Seminar, John Molson School of Business
- 2014 Seminar in Special Topics in Management, John Molson School of Business

## Executive Education, Certificate and Diploma Programs

- 2019 Leading and Mobilizing Teams, John Molson Executive Centre (JMEC)
- 2017 Introduction to Human Resource Management, John Molson Executive Centre (JMEC)
- 2017 Organizational Behavior, John Molson Executive Centre (JMEC)
- 2017 Leading Self, John Molson Executive Centre (JMEC)
- 2017 Leading & Mobilizing Teams, John Molson Executive Centre (JMEC)

## STUDENT SUPERVISION

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### Completed

#### PhD Dissertations

- 2014 - 2020 AEON, Brad, Everything you always wanted to know about time management (but didn't have time to ask), Annual Graduate Research Exposition (AGRE) 2015 Runner-up for best PhD poster, Concordia University, John Molson School of Business, Canada
- 2011 - 2018 WANG, Zheni, Thriving at work: A multi-level and longitudinal investigation of changes in work motivation and employees' daily well-being/ill-being, Concordia University, John Molson School of Business, Canada

#### MSc Theses

- 2021 - 2023 AZRIELI, Talya, Why are you not burned out yet? The role of psychological needs satisfaction and appraisal in the Job Demands-Resources Model, Concordia University, John Molson School of Business, Canada
- 2020 - 2023 SONDERGAARD, Gabryella, Does motivating language matter? The effect of leader communication and characteristics on employee motivation and commitment, Annual Graduate Research Exposition (AGRE) 2022 Runner-up for best MSc poster, Concordia University, John Molson School of Business, Canada
- 2017 - 2022 AZIZ, Talha, Who helps the helpers? A thematic enquiry into the organizational correlates of burnout through the lens of clinical psychologists in Quebec's mental health teams, Concordia University, John Molson School of Business, Canada
- 2020 - 2021 BERTONE, Vanessa, The effects of goal orientation and psychological safety on feedback seeking, changes in performance, and learning in student internships, Concordia University, John Molson School of Business, Canada (Co-supervised)
- 2018 - 2019 TAN, Zhejun, The impact of supervisor's leadership style on followers' leadership self-efficacy and motivation to lead: Differential effects for men and women, Concordia University, John Molson School of Business, Canada
- 2018 - 2019 CONIDES, Anna, Empowering leadership and employee motivation, behaviors, and well-being: Enabling or burdening?, Annual Graduate Research Exposition (AGRE)

## MSc Theses

- 2018 Luc Beaugard award, Concordia University, John Molson School of Business, Canada
- 2015 - 2017 SARGHI, Diana, Can servant leaders reduce burnout in their followers through meaningfulness?, Concordia University, John Molson School of Business, Canada
- 2015 - 2017 HUANG, Jingmin, The impact of affective events on employees' psychological well-being: Personality and servant leadership as moderators, Concordia University, John Molson School of Business, Canada
- 2015 - 2017 GAO, Mengchan, A self-determination approach to understanding employees' innovative work behavior, Annual Graduate Research Exposition (AGRE) 2016 Best MSc poster, Concordia University, John Molson School of Business, Canada

## Other Research Projects

- 2015 - 2017 HOARE, Corey, Factors contributing to balancing the demands faced by first-year undergraduate students (specialized project), Concordia University, Canada (Co-supervised)

## Ongoing

### PhD Dissertations

- 2023 - 2026 NESDOLY, Nina, PhD in progress, Concordia University, John Molson School of Business, Canada

## MSc Theses

- 2025 - 2026 NEAL, Kayla, MSc in progress, Concordia University, John Molson School of Business, Canada
- 2025 - 2026 SHABANINARM, Marziyeh, MSc in progress, Concordia University, John Molson School of Business, Canada
- 2022 - 2025 FARSAD, Elham, MSc in progress (part-time student), Concordia University, John Molson School of Business, Canada

## STUDENT COMMITTEE MEMBERSHIP

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### PhD Dissertations

#### John Molson School of Business

- 2017 - 2018 DAI, Xiaotian, PhD Phase II committee, Committee Member, Concordia University, John Molson School of Business, Canada

#### Concordia University

- 2014 - 2022 HOWARD, Ann-Louise, I didn't know it was a thing either: Women engineers' Experience of suffering in the workplace (PhD Phase II committee), Committee Member, Concordia University, Canada

#### Other Institutions

- 2017 - 2021 ROBERT, Véronique, Three essays on the effects of laissez-faire leadership on employees' job attitudes and psychological well-being, Committee Member, HEC Montreal, Canada
- 2017 - 2020 AFOTA, Marie-Colombe, PhD Phase II committee, Committee Member, HEC Montreal, Canada
- 2016 - 2020 KIM, Dongkyu, Three essays on the antecedent and mechanisms of ethical leadership, Committee Member, HEC Montreal, Canada
- 2015 - 2019 CHINIARA, Myriam, Par quels mécanismes le leadership-servant influence-t-il la performance individuelle et d'équipe? Une étude des effets médiateurs de la satisfaction des besoins psychologiques et des processus relationnels de groupe,

## MSc Theses

### John Molson School of Business

- 2026 DIAZ, Catalina, MSc in progress, Committee Member, Concordia University, John Molson School of Business, Canada
- 2025 - 2026 KASSIS, Eva, MSc in progress, Committee Member, Concordia University, John Molson School of Business, Canada
- 2025 - 2026 KUMAR, Ruchira, MSc in progress, Committee Member, Concordia University, John Molson School of Business, Canada
- 2023 - 2024 VORA, Karishma, Balancing act: How students navigate work and study in Canada, Committee Member, Concordia University, John Molson School of Business, Canada
- 2023 IHNATSENKA, Halina, Technological change and older workers, Committee Member, Concordia University, John Molson School of Business, Canada
- 2021 - 2022 OGOMS, Michael, Academic performance in the 21st Century – Impact of learning disabilities, Committee Member, Concordia University, John Molson School of Business, Canada
- 2021 - 2022 MASTROBERARDINO, Meghan, Strengths-based nursing and healthcare leadership: An approach to minimize the rate of burnout in healthcare, Committee Member, Concordia University, John Molson School of Business, Canada
- 2019 CHEN, Yanjun, Student evaluation of teaching in the Chinese tertiary education sector: Potential response biases, Committee Member, Concordia University, John Molson School of Business, Canada
- 2018 - 2019 CHIOVITTI, Sophia, The role of attractive employers and perceived organizational support on employee motivation and engagement, Committee Member, Concordia University, John Molson School of Business, Canada
- 2017 LEE, Can, Does friendship make employees better citizens?, Committee Member, Concordia University, John Molson School of Business, Canada
- 2016 - 2017 HERNANDEZ, Javier, New immigrants' perceptions of ethnic small businesses, Committee Member, Concordia University, John Molson School of Business, Canada
- 2015 - 2017 CHRAIM, Ali, The impact of servant leadership behaviors on trust and organizational citizenship behavior, Committee Member, Concordia University, John Molson School of Business, Canada
- 2014 JAVADIAN, Roshan, The journey to work: Exploring commuter mood and stress among cyclists, drivers, and public transport users, Committee Member, Concordia University, John Molson School of Business, Canada
- 2013 EL-ASMAR, Serena, The roles of task significance and social perceptions in job stress and employee engagement, Committee Member, Concordia University, John Molson School of Business, Canada
- 2013 TAJIK, Gohar, Numbers vs. Letters: A systematic analysis of the role of narrative comments vs. numeric ratings in high vs. low performance conditions, Committee Member, Concordia University, John Molson School of Business, Canada
- 2012 TRIVISONNO, Melissa, What makes a good coach? Examining the antecedents of autonomy-supportive behaviors, Committee Member, Concordia University, John Molson School of Business, Canada
- 2012 CARPINI, Joseph, Leaders' trustworthiness and the mediating role of autonomy in predicting employee performance and turnover intentions, Committee Member, Concordia University, John Molson School of Business, Canada

2011 ZHOU, Huabo, Effects of impression management on performance ratings and customer perceptions, Committee Member, Concordia University, John Molson School of Business, Canada

### **Other Institutions**

2014 ROBERTS, Joanne, Lean management philosophy and its impact on employee attitudes and performance: the critical role of first line supervisors, Committee Member, Université de Sherbrooke, Canada

### **External Examiner**

2025 MICHAUD James, Different type of employee, different motivators: Exploring fixed-term contract employees' motivations to engage in OCBs, External Examiner, Université Laval, Canada

2024 HOULE Simon, Trajectories of affective organizational and occupational commitment: The case of public service employees, External Examiner, Concordia University, Canada

2021 - 2022 SOMOGYVARI Gabor, But wait, before you go... The effect of psychological contract breach on employee commitment targets and retention (PhD thesis), External Examiner, Université Laval, Canada

2020 NEWCOMB-ANJO Sarah, A person-centered, mixed methods account of emerging adults' internalizing symptoms before, across, and after graduating from university (PhD thesis), External Examiner, Concordia University, Canada

## **SERVICE TO UNIVERSITY**

### **John Molson School of Business**

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#### **Department Level**

Since 2020 Department of Management HRM major Curriculum Revision committee, Concordia University, John Molson School of Business, Canada

2018 - 2019 Course coordinator, COMM222 (Organizational Behaviour) with Tracy Hecht, Concordia University, John Molson School of Business, Canada

2017 - 2019 Department of Management Hiring committee for Limited Term Appointment positions, Concordia University, John Molson School of Business, Canada

2016 - 2019 Department of Management Personnel committee, Concordia University, John Molson School of Business, Canada

2017 - 2018 Organized with Prof. Alexandra Dawson and Barbara Henchey the JMSB International Summer School: Developing the next generation of family business leaders (a 3-credit course with participants from JMSB and two Italian universities), Concordia University, John Molson School of Business, Canada

2016 - 2017 Department of Management Undergraduate curriculum committee, Concordia University, John Molson School of Business, Canada

2016 - 2017 Department of Management PhD program committee, Concordia University, John Molson School of Business, Canada

2015 - 2017 Coordinator for Human Resources Management major, Department of Management, Concordia University, John Molson School of Business, Canada

2016 Department of Management Hiring committee for Extended Term Appointment position, Concordia University, John Molson School of Business, Canada

2015 Department of Management MBA task force, Concordia University, John Molson School of Business, Canada

2013 - 2015 Course coordinator, MANA362 (Introduction to Human Resources Management) - with

**Department Level**

- interruption for maternity leave, Concordia University, John Molson School of Business, Canada
- 2013 - 2014 Chair of Management Department Brown Bag Committee, Concordia University, John Molson School of Business, Canada
- 2013 - 2014 Department of Management Student Engagement Committee, Concordia University, John Molson School of Business, Canada
- 2013 - 2014 Department of Management MSc Committee, Concordia University, John Molson School of Business, Canada
- 2011 - 2012 Department of Management Hiring Committee for tenure-track position, Concordia University, John Molson School of Business, Canada

**Faculty Level**

- Since 2022 Co-Chair, Continuous Curriculum Improvement Steering Committee, Concordia University, John Molson School of Business, Canada
- Since 2019 Executive Committee, Concordia University, John Molson School of Business, Canada
- Since 2019 Faculty Council, Concordia University, John Molson School of Business, Canada
- Since 2019 Decanal Committee, Concordia University, John Molson School of Business, Canada
- 2023 Chair, Tasha Wallace Teaching Award, Concordia University, John Molson School of Business, Canada
- 2022 Chair, Tasha Wallace Teaching Award, Concordia University, John Molson School of Business, Canada
- 2022 Chair, Advisory Search Committee for the Selection of the Chair Department of Marketing, Concordia University, John Molson School of Business, Canada
- 2021 Chair, Advisory Search Committee for the Selection of the Chair Department of Finance, Concordia University, John Molson School of Business, Canada
- 2021 Chair, Dean's Awards Committee, Concordia University, John Molson School of Business, Canada
- 2016 - 2017 Leadership task force, Concordia University, John Molson School of Business, Canada
- 2015 - 2017 AACSB Assessment of Learning Steering committee, Concordia University, John Molson School of Business, Canada
- 2016 Graduate Certificate in Business administration/Graduate Diploma in Business Administration Program Director Search committee, Concordia University, John Molson School of Business, Canada
- 2013 - 2016 Faculty council, Concordia University, John Molson School of Business, Canada
- 2011 Annual Graduate Research Exposition (AGRE) reviewer, Concordia University, John Molson School of Business, Canada

**University Level**

- Since 2022 Academic Leadership Awards committee, Concordia University, Canada
- 2021 Working group on the impact of the pandemic on the career progression of faculty members, Concordia University, Canada
- 2019 School of Graduate Studies working group on graduate student evaluation, Concordia University, Canada
- 2015 - 2016 Appraisal Committee for three Fine Arts departments, Concordia University, Canada

**Administrative Positions**

2018 - 2019 Academic Code Administrator, Concordia School of Graduate Studies, Concordia University, John Molson School of Business, Canada

**SERVICE TO ACADEMIC COMMUNITY**

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**Invited Lectures and Courses**

- 2019 Invited by Dr. Denise Jarris to present research on student well-being, Psychology Department, Concordia University, Canada
- 2015 The burden of leadership: Evidence from NHL Hockey captains. Concordia University's Senior Director, Alumni Relations to speak at an alumni event for top Toronto alumni hosted by President Alan Shepard, Concordia University, Canada
- 2015 Servant leadership, employee motives and well-being: Evidence from two countries. Invited by Dr. Andrew Ryder, Professor at Concordia's Department of Psychology and Director of the Centre for Clinical Research in Health (CCRH) with Zheni Wang, Concordia University, Canada
- 2014 Invited by Dr. Marie-José Durand, Professor at Sherbrooke U.'s Faculty of Medicine, Chair in workplace readaptation and Director of the Centre d'Action en Prévention et Réadaptation de l'Incapacité au Travail (CAPRIT), to present an overview of my research program, Université de Sherbrooke, Université de Sherbrooke - Faculty of Medicine, Canada

**Discussant, Moderator, Panelist at Conferences and Workshops**

2017 - 2019 Lead roundtable talks on work and psychological well-being and judged posters at Concordia's Center for Clinical Research in Health's annual conferences, Concordia University, Canada

**Service to Granting Agencies**

- 2020 Member, Graduate scholarship evaluation committee, Fonds de recherche du Québec – Société et culture (FRQSC), Canada
- 2019 External assessor, Mitacs Accelerate program, Mitacs
- 2018 - 2019 Member, Graduate scholarship evaluation committee, Fonds de recherche du Québec – Société et culture (FRQSC), Canada
- 2018 External assessor, SSHRC Insight Grant program, Social Sciences and Humanities Research Council (SSHRC), Canada
- 2018 External assessor, SSHRC Insight Grant program, Social Sciences and Humanities Research Council (SSHRC), Canada
- 2015 - 2018 Member, Research Support for New Academics evaluation committee, Fonds de recherche du Québec – Société et culture (FRQSC), Canada

**SERVICE TO PROFESSIONAL COMMUNITY**

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**Other Professional Activities**

2011 - 2018 Involved with Quebec's order of Certified Human Resources Professionals (Ordre des CRHA) as member of Exam committee (numerous times), English exam committee (2014, 2017), Organizational Development committee (2014), and Competence review committee (2017), Quebec's Order of Certified Human Resources Professionals (Ordre des CRHA), Canada

## **MEDIA**

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### **Print Media, Radio, Televised Interviews**

- 2021 Time management can work but in unexpected ways, according to new research (first author: Brad Aeon)
- 2021 Leadership servant: au service des autres (with Kathleen Bentein) , Revue Gestion, HEC Montréal
- 2021 À la recherche du temps perdu (contenu partenaire) , Premières en affaires
- 2020 How can early intervention prevent workplace burnout? Researchers at Concordia University in Montreal are looking for ways to prevent this growing problem and finding insights in students (sponsored content, with Andrew Ryder) , Globe & Mail
- 2020 Concordia maps stress patterns among undergrads through a series of well-being surveys (first authors: Gaya Arasaratnam and Erin Barker) <https://www.concordia.ca/cunews/main/stories/2020/09/22/concordia-maps-stress-patterns-among-undergrads-through-a-series-of-well-being-surveys.html>, Concordia
- 2017 Coverage of article on cycling to work and stress (2017 International Journal of Workplace Health Management) in several paper and online publications including The Montreal Gazette. Stéphane Brutus (first author) named Concordia newsmaker of the week , The Montreal Gazette, Canada
- 2017 Research on well-being featured in Concordia University Magazine as part of “the human side of human resources” story , Concordia University Magazine, Concordia University, Canada
- 2017 Research on servant leadership and well-being , JMSB Online Magazine, John Molson School of Business, Canada
- 2012 Interview on the Daily Brief show about article on commitment and burnout , Sun News Network
- 2012 Coverage of article on commitment and burnout (2011 Human Relations) in several paper and online publications including The Montreal Gazette and the Globe and Mail, Canadian HR Reporter, and Quartier Libre. Named Concordia newsmaker of the week.

### **Other Media Interventions**

- 2025 How universities can better support student mental health <https://www.concordia.ca/cunews/jmsb/perspectives/articles/how-universities-can-better-support-student-mental-health.html?c=jmsb/perspectives>, John Molson Perspectives

## **PROFESSIONAL DEVELOPMENT**

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- 2020 - 2021 Member of Scientific committee, colloque Regards croisés sur la santé mentale et le retour au travail, Université du Québec à Montreal (UQAM), Canada

## **OTHER SERVICES**

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- 2022 Assessment and support in JMEC ICAO Program, John Molson Executive Centre (JMEC), Canada
- 2018 Assessment and support in JMEC ICAO Program, John Molson Executive Centre (JMEC), Canada

## **OTHER**

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### **Citizenship**

Canada

## Languages

English, Highly proficient

French, Highly proficient

Italian, Highly proficient

Spanish, Basic

## Leaves

'2012-08-01' - '2013-08-01'    Maternity Leave

'2014-11-01' - '2015-11-01'    Maternity Leave