



Maria Vakola, PhD

Associate Professor

Athens University of Economics and Business

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Education

- **Oct 1996- Oct 2000: PhD**

School of Business and Informatics, University of Salford, UK

Title: Business Process Re-engineering and Organisational Change: Evaluation of implementation strategies funded by the European Union and private sector.

- **Sep.1995 – Oct. 1996: M.Sc. in Organisational Psychology**

Manchester School of Management, University of Manchester
Institute of Science and Technology (UMIST), UK

- **Sep. 1991- Sep.1995: BSc (honours) in Psychology**

Psychology Department, National University of Athens
Grade: 2.1

Academic Experience

- **May 2015- : Associate Professor in HRM and OB**

Athens University of Economics and Business
Department of Marketing and Business Communications

- **October 2007-2015: Assistant Professor in HRM and OB (with tenure)**

Athens University of Economics and Business
Department of Marketing and Business Communications

- **July 2001 – 2007: Lecturer in HRM and OB**

Athens University of Economics and Business
Department of Marketing and Business Communications

Teaching: Organisational Psychology and Behaviour (PG), Human Resources Management (UG), Change Management (UG, Erasmus and PG), Personal Skills Development (PG)

- **Sep.2004- Sep.2011: Visiting Lecturer**

Hellenic Open University
Department of Business Administration
Module: Introduction to Business Administration

- **Sep. 1998 – Jul. 2001: Lecturer**

School of Business and Informatics, Information Systems Institute, University of Salford, UK

Teaching: Change Management (UG) and Organizational Behaviour (UG)

Publications

1. Demerouti, E., Soyer, L., Vakola, M., & Xanthopoulou, D., (2021) "Effects of a job crafting intervention on the success of an organizational change effort among blue-collar work", *Journal of Occupational and Organizational Psychology*, <https://doi.org/10.1111/joop.12330>
2. Schwarz, G., Bouckenooghe, D. & Vakola, M., (2021). Organizational Change Failure: Framing the Process of Failing. *Human Relations*, Vol. 74. Issue 2, <https://doi.org/10.1177/0018726720942297>
3. Vakola, M., Petrou, P., & Katsaros, K. (2021). Work Engagement and Job Crafting as Conditions of Ambivalent Employees' Adaptation to Organizational Change. *The Journal of Applied Behavioral Science*, Vol. 57(1) 57–79
4. Tomprou, M., Xanthopoulou, D., & Vakola, M. (2020). Socio-emotional and monetary employee-organization resource exchanges: Measurement and effects on daily employee functioning. *Work & Stress*, 34(2), 189-214
5. Kaltiainen, J., Lipponen, J., Fugate, M., & Vakola, M. (2020). Spiraling work engagement and change appraisals: A three-wave longitudinal study during organizational change. *Journal of occupational health psychology*, 25(4), 244-258
6. Vakola, M. (2016) 'The reasons behind change recipients' behavioral reactions: a longitudinal investigation", *Journal of Managerial Psychology*, Vol. 31(1) pp: 202-215
7. Vakola, M. (2014). "What's in there for me? Individual readiness to change and the perceived impact of organizational change." *Leadership & Organization Development Journal*, 35(3) pp. 195-209
8. Vakola, M. (2013), 'Multilevel readiness to change: A conceptual approach' *Journal of Change Management*, Special issue on readiness for change, 13(1) pp 96-109
9. Coyne, I., Gentile, D., Born, M., Cem, N., & Vakola, M., (2013) 'The relationship between productive and counterproductive work behavior across four European countries', *European Journal of Work and Organizational Psychology*, 22(4) pp 377-389
10. Tomprou, M., Nikolaou, I., & Vakola, M. (2012) Experiencing organizational change in Greece: the framework of psychological contract, *International Journal of Human Resources Management*, 23(2), 385-405
11. Oreg, Sh. Vakola, M. & Armenakis, Ach., (2011) Change recipients reactions to organizational change: A sixty-year review of quantitative studies, *Journal of Applied Behavioural Science*, 47(4), 461–524
12. Nikolaou, I., Vakola, M & Bouradas, D., (2011) The role of silence on employees' attitudes "the day after" a merger, *Personnel Review*, 40(6), 723-741
13. Nikolaou, I., Vakola, M & Bouradas, D., (2008) Who speaks up at work? Dispositional influences on employees' voice behaviour, *Personnel Review*, 37(6), 666-679
14. Oreg, S., Bayazit, M., Vakola, M., Arciniega, L., Armenakis, A., Barkauskiene, R., et al. (2008). Dispositional Resistance to Change: Measurement Equivalence and the



- Link to Personal Values Across 17 Nations. *Journal of Applied Psychology*, 93(4), 935-944.
15. Nikolaou, I., Gouras, A., Vakola, M., & Bourantas, D. (2007). Selecting Change Agents: Exploring Traits and Skills in a Simulated Environment. *Journal of Change Management*, 7(3/4), 291-313.
 16. Nikolaou, I., Tomprou, M., & Vakola, M. (2007). Individuals' inducements and the role of personality: implications for psychological contracts. *Journal of Managerial Psychology*, 22(7), 649-663.
 17. Panayotopoulou, L., Vakola, M., & Galanaki, E. (2007). E-HR adoption and the role of HRM: evidence from Greece. *Personnel Review*, 36(1/2), 277-294.
 18. Vakola, M., Soderquist, K. E., & Prastacos, G. P. (2007). Competency management in support of organisational change. *International Journal of Manpower*, 28(3/4), 260-275.
 19. Reed, J., & Vakola, M. (2006). What role can a training needs analysis play in organisational change? *Journal of Organizational Change Management*, 19(3), 393-407.
 20. Tassabehji, R., & Vakola, M. (2005). Business e-mail: The killer impact. *Communications of the ACM*, 48(11), 64-70.
 21. Vakola, M., & Bouradas, D. (2005). Antecedents and consequences of organisational silence: an empirical investigation. *Employee Relations*, 27(5), 441-458.
 22. Vakola, M., & Nikolaou, L. (2005). Attitudes towards organizational change: What is the role of employees' stress and commitment? *Employee Relations*, 27(2), 160-174.
 23. Vakola, M., Tsaousis, L., & Nikolaou, L. (2004). The role of emotional intelligence and personality variables on attitudes toward organisational change. *Journal of Managerial Psychology*, 19(2), 88-110.
 24. Vakola, M., & Wilson, I. (2004). The challenge of virtual organisation: critical success factors in dealing with constant change. *Team Performance Management*, 10(5/6), 112-120.
 25. Kenyon J., and Vakola M., (2003): 'Customer Relationship Management: A Viable Strategy for the Retail Industry' *International Journal of Organization Theory and Behavior*, 6 (3), 329-353
 26. Vakola, M. (2000). Exploring the relationship between the use of evaluation in business process re-engineering and organisational learning and innovation. *Journal of Management Development*, 19(10), 812-835
 27. Vakola M. & Rezgui Y., (2000): The role of evaluation in business process re-engineering' *Knowledge and Process Management: The Journal of Corporate Transformation*, 7(4), 207-216
 28. Vakola M. & Rezgui Y., (2000): Organisational Learning and Innovation in the Construction Industry, *Learning Organisation: An International perspective*, 7(4), 174-183
 29. Vakola M., & Rezgui Y., (2000): Critique of existing business process re-engineering methodologies: The development and implementation of a new methodology, *Business Process Management Journal*, 6 Number 3, 238-250
 30. Vakola M., Rezgui Y. & Wood-Harper T., (2000): 'The CONDOR business process re-engineering methodology' *Managerial Auditing Journal*, 15(1/2), 42-47

Book Chapters

1. Vakola, M. & Petrou, P., (2018). An overview of the impact of organizational change and a synthesis of suggested coping strategies: An introductory note, In M. Vakola & P. Petrou (Eds), *The impact of organizational change: Coping strategies and resources*, Current Issues in Work and Organizational Psychology Series, UK: Routledge.
2. Tsaousis, I. & Vakola, M., (2018). Measuring Change Recipients' Reactions: The Development and Psychometric Evaluation of the CRRE Scale, In M. Vakola & P. Petrou (Eds), *The impact of organizational change: Coping strategies and resources*, Current Issues in Work and Organizational Psychology Series, UK: Routledge.
3. Vakola, M., Bourantas, D., & Karli, M. (2017). 7 It is not a way of making money; it is a way of life. In *Leadership and Change Management: A Cross-Cultural Perspective*, Halkias, D., Santora, J., Harkiolakis, N., & Thurman P. (Eds), New York: Routledge, pp. 56-61
4. Vakola, M., Armenakis, Ach. & Oreg, Sh., (2013), Reactions to organizational change from an individual differences perspective: a review of empirical research, In *The Psychology of Organizational Change: Viewing Change from the Employee's Perspective*, Sh. Oreg, Al. Mitchell & B. Rune (Eds), UK: Sage, pp 95-123
5. Vakola, M (2012), Resistance to change: Technology implementation in the public sector, *In Cases and Exercises in Organization Development*, Anderson, D. (ed). pp 112-118, USA: Sage Publications.
6. Oreg, S., Bayazit, M., Vakola, M., Arciniega, L., Armenakis, A., Barkauskiene, R., et al. (2010) Measurement equivalence using multi-group confirmatory factor analysis and confirmatory smallest space analysis: The case of dispositional resistance to change. In *Cross-cultural analysis: Methods and applications*. Davidov, E., Schmidt, P. & Billiet, J. New York: Routledge.
7. Pilavaki, A. & Vakola, M.,(2007) Sexual Harassment at the workplace' in Vakola, M., & Apospori, H., (Eds) 'Women in Management' Sideris Publications, Athens
8. Vakola, M (2007) 'The role of women in change management' in Vakola, M., & Apospori, H., (Eds) 'Women in Management' Sideris Publications, Athens
9. Nikolaou, I., Vakola, M. & Robertson, I.T. (2006). 360 degree feedback and leadership development. In R. Burke & C. L. Cooper (Eds.) *Inspiring Leaders*. London: Taylor & Francis.
10. Vakola M., and Nikolaou I.,(2002): 'Organisational readiness for change: the role of strategy, culture and human resource management' in Farhad Analoui (Ed) 'The changing patterns of Human Resource Management' London:, Ashgate. pp. 270-283

Books

1. Vakola, M. & Katsaros, K., (2020), *Organizational Change Management*, Benos Publications, Athens, Greece.

2. Vakola, M. & Nikolaou, I., (2019): *Organizational Psychology and Behaviour*, Rosili Publications: Athens, Greece, 2nd edition
3. Vakola, M., & Petrou, P. (Eds.) (2018): *The impact of organizational change: Coping resources and strategies*, Current Issues in Work and Organizational Psychology Series, UK: Routledge.
4. Vakola M. & Apospori, H., (Eds.) (2007): *Women in Management*. Sideris Publications, Athens, Greece
5. Vakola, M., (2005): *Managing Change*. Sideris Publications: Athens

Invited Publications

1. Nikolaou, I., Vakola, M. & Kantas (2009). History and Development of Industrial & Work Psychology in Greece. *The Industrial-Organizational Psychologist*, 47(2), 87-91
2. Prastacos, P, Soderquist, K & Vakola, M (2005): 'A strategic forward looking approach to competency modelling' *Business Leadership Review*, vol 2 (2)
3. Vakola, M. & Wilson, I.E. (2003), "Open Road: Proposing a Migration Path to the Digital Construction Virtual Enterprise", *Les Cahiers du Management Technologique*, vol. 13(1), pp. 67-77
4. Kenyon J., and Vakola M., (2001): 'Evolving the customer relationship management paradigm in the retail industry' *International Journal of Customer Relationship Management*, vol 3(4), pp. 313-332

Conferences (most recent)

- Vakola, M., Petrou, P., & Katsaros, K. (2019, July). Work Engagement and Job Crafting as Conditions of Ambivalent Employees' Adaptation to Org Change. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 14266). Briarcliff Manor, NY 10510: Academy of Management.
- Kaltiainen, J, Jukka L, Vakola, M. & Fugate M., (2018), Dynamic Relations Between Changes in Work Engagement and Coping Appraisals, SIOP, Chicago
- Vakola, M., (2017): Employee Reactions To Organizational Change: The Role Of Task Adaptivity And Proactivity And Leader-Member Exchange, EAWOP, Dublin
- Van Dam, K. & Vakola, M., (2017), Individual adaptation to organizational change: Complex inter- and intrapersonal processes, Symposium, EAWOP, Dublin
- Lazanaki, V. & Vakola, M., (2017): Issues you don't communicate at work: Antecedents and Consequences, EAWOP, PS, Dublin
- Vakola, M., Xanthopoulou, D. & Demerouti, E (2016): 'Job crafting and adaptive performance: The moderating role of influence tactics', EAWOP small group meeting, Athens
- Vakola, M., Bourantas, D., & Karli, M. (2016), 'Managing Change through Leader's Cultural and Personal Values: The Case of Apivita', 12th European Academy of Occupational Health Psychology, Athens
- Vakola, M., Nikolaou, I. & Kyriakou, O., (2015) 'Dealing with unemployment through pairing', 17th European Congress of Work and Organizational Psychology, Oslo

- Tompou, M., Xanthopoulou, D., & Vakola, M., (2015) ' Overall and daily employee-organization resource exchanges: Developing a scale across levels of analysis, 17th European Congress of Work and Organizational Psychology, Oslo
- Vakola, M., & Katsaros, K., (2015) 'Responding to change recipients' reactions to change: A conceptual model', 17th European Congress of Work and Organizational Psychology, Oslo
- Vakola, M., (2014)'Investigating reactions to, and performance following, change-instigating feedback', 28th International Congress of Applied Psychology, Paris
- Tsaousis, I. & Vakola, M., (2013) "Development of the Attitudes Toward a Specific Organizational Change (ATSOC) Scale", Academy of Management meeting, Orlando
- Gouras, A., Nikolaou, I. & Vakola, M. (2012). Selecting for change: Developing a SJT to measure change agent's behaviours. Paper presented at the Symposium entitled: *"Advances in testing and measurement: Job performance, change and innovation"*, chaired by Neil Anderson & Kristina Potocnik of the *8th Conference of the International Test Commission, Amsterdam, The Netherlands*
- Vakola, M (2011), Reasons as predictors of change recipients' behavioural reactions, Academy of Management conference, San Antonio, USA
- Vakola, M, Armenakis, Ach. & Oreg, Sh., (2011), Change recipients' characteristics and reactions to organizational change, Academy of Management conference, San Antonio, USA
- Vakola, M., Armenakis, Ach., & Oreg Sh. (2011), Change recipients' reactions to change: A review, European Association of Work and Organizational Psychology, Maastricht, The Netherlands
- Vakola, M (2010) Reasons as predictors of change recipients' behavioural reactions: A Longitudinal investigation, British Academy of Management, Sheffield, UK
- Gentile, D; Coyne, I; Born, M; Vakola, M; Cem, N; Jooren, J; Kontou, E (2010), Productive and counterproductive work behaviour: Bi-polar or independent constructs? A cross cultural comparison of four European countries, British Psychological Society, UK
- Vakola, M. (2008) Macro, Meso and micro readiness to organizational change, Institute of Work Psychology International Conference, Sheffield, UK
- Vakola, M. & Nikolaou, I. (2008), Selecting Change Leaders, 12th International Conference in Organization Studies, New Delhi, India
- Oreg Sh. & Vakola M. (2007) Employees reactions to organizational change: A review of empirical findings, Academy of Management Conference, Philadelphia, USA
- Papalexadris, A., Vakola, M. & Prastacos G., (2007) Workplace Olympics: Inspiring great performance through fundamental values in use, Academy of Management Conference, Philadelphia, USA
- Oreg, Sh., Bayazit, M., Armenakis, Ac., Barkauskiene, R, Bozionelos, N., Gonzales-Fernandez, L., Feric I., Fujimoto, Y., Han, J., Hetland, H., Hrebickova, M., Mitsuhashi, H., Mlacic, B., Ohly, S., Saksvik P., Srinivas, E., Vakola M. & Van Dam. (2007). Dispositional resistance to change across culture, Academy of Management Conference, Philadelphia, USA

- Vakola, M. & Nikolaou, I. (2006). Exploring Individual Readiness to Organizational Change. Academy of Management Conference, Atlanta, USA
- Vakola, M. (2006). Multilevel readiness to change. International Association of Applied Psychology, International Conference, Athens, Greece
- Vakola, M., Nikolaou, I. & Bourantas, D. (2006). Who Remains Silent at Work? The Role of Personality Characteristics in Organizational Silence. Academy of Management Conference, Atlanta
- Vakola, M. (2005). 'Toward a predictive model of individual readiness to organizational change', Academy of Management Conference, Honolulu, USA
- Tsaousis, I & Vakola, M., (2005). 'Emotional Intelligence and Locus of Control: Exploring their relationship with sales performance', International Conference of the European Association of Work and Organizational Psychology, Turkey

Associate Editor, Editorial Board Member, Guest Editor and Reviewer

Associate Editor, Journal of Applied Behavioural Science start from Jan. 2020

Editorial Board Membership

- 1) Journal of Change Management (since 2011)
- 2) Employee Relations (since 2012)
- 3) Frontiers Review editor for Organizational Psychology (since 2016)

Books (Editor)

- 4) Vakola, M., & Petrou, P. (Eds.) (2018): *The impact of organizational change: Coping resources and strategies*, Current Issues in Work and Organizational Psychology Series, UK: Routledge.
- 5) Vakola M. & Apospori, H. (Eds). (2007): *Women in Management*. Athens: Sideris Publications

Guest editor

- 6) Gavin Schwarz, Dave Bouckenoghe & Maria Vakola, Organizational Change Failure: Framing the Process of Failing, Human Relations (2018-2021)

Case Studies Editor

- 7) HR Case study series editor: Published four times a year by the Athens University of Economics and Business, Athens, Greece

Ad hoc Reviewer:

- Human Relations,
- Journal of Organizational Behaviour
- Journal of Managerial Psychology
- European Journal of Work and Organizational Psychology,
- British Journal of Management,
- Journal of Change Management,
- Journal of Personnel Psychology
- Group and Organization Management



Administrative Roles

2018-2020:

2018-2020: University's representative to ELIDEK

2017-2020 Head of the Athens Laboratory of Human Resources Management; it is a research lab offering seminars on research skills and form co-operations to attract research funding

2005-2016 Departmental Erasmus Co-ordinator

2003- Member of the managing committee of the MSc in Human Resources Management and of the International MBA

2002- Member of PG selection and admissions team

2005-2015 Co-founder of the Personal Skills Development Program for PG students

2008- 2010 Staff training and development co-ordinator

Invited Speaker

1. Vakola, M (2016), The psychology of organizational change, Research Seminar, Em-Lyon Business School, France
2. Vakola, M (November 2014), '*Mentoring and Unemployment*', Cypriot Association of Human Resource Management
3. Vakola, M (April 2014) Speech at TEDxAUEBWomen
4. Vakola, M & Nikolaou (2013) Speech at TEDxAthens Unconference
5. Vakola, M (December 2013), Keynote Speech, '*Leadership and Managing Change*' Pharmaceutical Marketing Association
6. Vakola, M (November 2012) Public Lecture, 'Reactions to Organizational Change' Cyprus International Institute of Management
7. Vakola, M. (November 2011). The Big HR Debate. Hellenic Management Association & Boussias Conferences.
8. Vakola, M. (November 2010). The Big HR Debate. Hellenic Management Association & Boussias Conferences
9. Vakola, M. & Bouradas, D. (2002). *Managing Organizational Change. 2nd International Human Resources Conference*. PricewaterhouseCoopers, Athens, Greece.

Conference Organization-Community building

June 2018- EAWOP early career summer school

Role: Organizing Committee

June 2016- European Association of Work & Organizational Psychology Small Group Meeting Preparation 'Reactions to Organization Change' in co-operation with Shaul Oreg

Role: Organizing Committee

June 2016 International Forum of Psychology of Organizational Change Researchers

Role: Co-founder

June 2014- 7th International Human Resources Management Conference, Athens, Greece. Organized by the MSc in Human Resources Management, AUEB

Invited Speaker: Professor Cameron

Size: 250 participants

Role: Conference Organizer



Impact on Society

- NGO co-founder: Job-pairs. gr is a mentoring program to graduates unemployed
- Job-pairs in academia: Organizer of a mentoring program to PhD students during the 2017 EAWOP meeting

Awards

- Awards for excellence 2017-Outstanding Papers from Journal of Managerial Psychology
 - Highly commended
 - Vakola, Maria : The reasons behind change recipients' behavioral reactions: a longitudinal investigation
- Teaching excellence awards
 - Teacher of the year, 2018
 - Executive MBA 2015
 - Marketing and Communication Department-Undergraduate Programme 2014-2015
 - International MBA full time programme 2011-2012
 - International MBA full time programme 2005-2006
 - International MBA executive programme 2001-2002
- Job-pairs.gr
 - Greek Management Association innovation award 2014
 - Boussias Communication HR awards 2015