

ARGYRO AVGOUSTAKI

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Academic Position

09/2022--	ESCP Business School Professor of Management
09/2019--	ESCP Business School Head of Research, London campus
09/2018-09/2022	ESCP Business School Associate Professor of Management
11/2012--09/2018	ESCP Business School Assistant Professor of Management

Visiting Positions

2017-08/2018	Cass Business School Visiting Scholar in the Faculty of Management
03-06/2017	Universidad Carlos III de Madrid (UC3M) Visiting Scholar in the Department of Business Administration and Quantitative Methods
06-07/2015	University of Crete Visiting Scholar in the Department of Economics
03-06/2014	Lancaster University, Management School Visiting Scholar in the Department of Management Science
09-12/2010	Copenhagen Business School Visiting researcher in the Department of Innovation and Organizational Economics

Education

- 2007 – 2012 Ph.D. in Business Administration and Quantitative Methods (*Cum Laude*), Universidad Carlos III de Madrid (UC3M), Spain. (Advisor: Jaime Ortega)
- 2004 – 2006 M.Sc. in Economic and Management Sciences (*Maxima Cum Laude*), Mediterranean Agronomic Institute of Chania (M.A.I.Ch.), Greece

Further education and professional development

- 2025 – Tavistock Consulting Executive Coaching Programme, Tavistock and Portman NHS Foundation Trust
- 2022 People Analytics: Transforming HR Strategy with Data Science, Cambridge Judge Business School Executive Education (Certified)
- 2021 MBTI Step II Qualifying Program (Certified), The Myers-Briggs Company
- 2019 – 2020 MBTI Foundation Program (Certified), The Myers-Briggs Company
- 2014 – 2015 Global Colloquium on Participant-Centered Learning, HBS Executive Education, Harvard Business School
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Publications

Avgoustaki, A. forthcoming. The impact of flexible working arrangements: The conceptualization and operationalization of flexible bundles. In Lilian M. De Menezes & Clare Kelliher (Eds.), ***A Research Agenda for Flexible Working Arrangements***, Edward Elgar.

Avgoustaki, A. and Cañibano, A., 2025. Flexible working and employee well-being: Why does the difference between formal FWAs and informal flexibility I-deals matter? ***European Management Journal***, 43(3): 492-501.

Cañibano, A. and Avgoustaki, A., 2024. To telework or not to telework: Does the macro context matter? A signalling theory analysis of employee interpretations of telework in times of turbulence. ***Human Resource Management Journal***, 34(2), pp.352-368.

Full Paper Award - Highly Commended Full paper submission for the Human Resource Management Track for BAM2021.

Avgoustaki, A. and Frankort, H.T.W. 2023. All work intensity is not created equal: Effort motives, job satisfaction and quit intentions at a grocery chain. ***British Journal of Industrial Relations***, 61 (4), 869-894.

Alfes, K., Avgoustaki, A., Beauregard, A., Cañibano, A., and Muratbekova-Touron, M. 2023. New ways of working. Understanding the implications for employees across different cultural and organisational contexts. ***The International Journal of Human Resource Management***, 33(22): 4361-4385.

Anagnostopoulou, S.C. and Avgoustaki, A. 2023. The impact of human resource practices on corporate investment efficiency. *International Review of Financial Analysis*, 87, p.102609.

Prouska, R., Avgoustaki, A., Psychogios, and Wilkinson, A. 2022. Employee participation and representation in Central and Eastern Europe. *Economic and Industrial Democracy*, 43(1): 123-145.

Frankort, H. and Avgoustaki, A. 2022. Beyond reward expectancy: How do periodic incentive payments influence the temporal dynamics of performance. *Journal of Management*, 48(7): 2075-2107.

Avgoustaki, A. and Cañibano, A. 2020. Motivational drivers of extensive work effort: Are long hours always detrimental to well-being? *Industrial Relations: A Journal of Economy and Society*, 59(3): 355-398.

Avgoustaki, A. and Bessa, I. 2019. Examining the link between flexible working arrangement bundles and employee work effort. *Human Resource Management*, 58: 431-449.

Avgoustaki, A. and Frankort, H. 2019. Implications of work effort and discretion for employee well-being and career outcomes: An integrative assessment. *ILR Review*, 72 (3): 636-661.

Paper is in the 99th percentile of research outputs ever tracked by Altmetric.

Paper downloaded over 10,000 times since acceptance in July 2018 and covered in media outlets such as The Financial Times, FT China, Business Insider UK, Le Monde, Le Figaro, The Daily Mail, Insider, CNBC, Le Soir, and The Guardian.

Avgoustaki, A. 2016. Work uncertainty and extensive work effort: The mediating role of human resource practices. *ILR Review*, 69(3): 656-682.

Manuscripts under review

Avgoustaki, A., Prouska, R., and Oyetunde, K. The role of trust in the relationship between management initiated EIP and the management perception of ER body effectiveness (*R & R*).

Avgoustaki, A., Alfes, K, and Adrian Ritz. How do high performance work systems enhance work engagement? Exploring mediating and moderating pathways (*under review*).

Avgoustaki, A., Alfes, K, and Adrian Ritz. Team-level high-performance work systems and team engagement. The interaction between team-level high-performance work systems, high-performance work systems differentiation and task interdependence (*under review*).

Avgoustaki, A. Over Effort, Under Effort, and Subjective Employee Well-being: A Study of Professional Service Employees in Africa (*under review*).

Cañibano, A., Avgoustaki, A., and Pérez-Arechaederra, D. Developing and Validating a Scale to Capture Employee Experience of Flexible Working (*under review*).

Work in progress

Avgoustaki, A. co-authored with Frankort, H. Boss Quality and Employee Work Intensity in Europe and the United States (*writing phase*).

Avgoustaki, A. AI in Human resource management: Implications for work effort and employee satisfaction (*writing phase*).

Avgoustaki, A., Andreeva, T., and Léon, E. Knowledge sharing and knowledge hiding in the hybrid work environment (*writing phase*).

Avgoustaki, A. and Frankort, H. Work Intensity and Gender Inequality (*writing phase*).

Avgoustaki, A. "Why does training affect employee productivity: The relative influence of employee skills and motivation?" (*writing phase*)

Avgoustaki, A. Career implications: Learning through task variety versus task specialization (*writing phase*).

Research Grants

2025	ERF 2025. Research Funding. Research project: "Under and Over Effort and Employee Happiness. The moderating role of external and internal motivators"
2024	ERF 2024. Research Funding. Research project: "Under and Over Effort and Employee Happiness. A Study of Professional Service Employees in Africa"
2023	ERF 2023. Research Funding. Research project: "The Dark Side of Human Resource Management Practices"
2022	ERF 2022. ESCP Research Funding. Research project: "Motives of work intensity and employee well-being." with Hans Frankort. Principal researcher: Argyro Avgoustaki
2021	ERF 2021. ESCP Research Funding. Research project: "The dark side of Human Resource Management Practices" with Kerstin Alfes. Principal researcher: Argyro Avgoustaki
2019	ERF 2019. ESCP Research Funding. Research project: "The dark side of Human Resource Management Practices" with Kerstin Alfes. Principal researcher: Kerstin Alfes
2016 – 2018	Spanish Ministry of Economics and Competitiveness (grant ECO2015-69615-R) Principal researcher: Jaime Ortega, Universidad Carlos III de Madrid
2018	EERF 2018. ESCP Research Funding. Research project: "Implications of work effort and discretion for employee well-being and career outcomes: An integrative assessment" with Hans Frankort. Principal researcher: Argyro Avgoustaki
2017	EERF 2017. ESCP Research Funding. Research project: "Identity labor and employee intensive work effort" with Hsin-Hsuan Meg Lee. Principal researcher: Hsin-Hsuan Meg Lee
2017	EERF 2017. ESCP Research Funding. Research project: "Dynamic model on the short-term impact of human resource practices on firm performance: Introducing marketing-specific practices" with Hans Frankort. Principal researcher: Argyro Avgoustaki
2013 – 2015	Spanish Ministry of Economics and Competitiveness (grant ECO2012-33308)

2014	Principal researcher: Jaime Ortega, Universidad Carlos III de Madrid EERF 2014. ESCP Research Funding. Research project: "Language standardization and individual performance: The mediating role of intensive and extensive work effort" with Anne-Wil Harzing. Principal researcher: Argyro Avgoustaki
2014	EERF 2014. ESCP Research Funding. Research project: "Task variety vs. task specialization, employee internal career advancement and intention to quit: The case of engineers in the energy sector" with Jaime Ortega. Principal researcher: Argyro Avgoustaki
2010 – 2012	Spanish Ministry of Science and Innovation (grant ECO2009-08278) Principal researcher: Jaime Ortega, Universidad Carlos III de Madrid
2008 – 2011	Community of Madrid (grant S2007/HUM-0413) Principal researcher: Isabel Gutiérrez Calderón, Universidad Carlos III de Madrid

Conferences and Research Presentations

2025	85th Annual Meeting of the Academy of Management, Copenhagen, Denmark
2024	Academy of International Business, Seoul, South Korea
2024	Madrid Work and Organizations Symposium at Universidad Carlos III de Madrid, Spain
2023	CIPD Applied Research Conference, Alliance Business School, Manchester, UK
2022	82nd Annual Meeting of the Academy of Management, virtual
2022	SMS 42 nd Annual Meeting of the Strategic Management Society on Innovative Strategies for an Open World, London, UK
2021	81st Annual Meeting of the Academy of Management, virtual
2021	British Academy of Management, 31 August 2021
2021	FMARC Conference 2021, Paphos, Cyprus, September 20, 2021
2020	SMS 40 th Annual Meeting of the Strategic Management Society on Strategy in a Disruptive World, Virtual
2020	80st Annual Meeting of the Academy of Management, Vancouver, Canada
2019	Symposium on molecular biology, by Goethe University Frankfurt, Chania, Greece
2019	79th Annual Meeting of the Academy of Management, Boston, Massachusetts
2019	34th EIASM Workshop on Strategic Human Resource Management, Vienna, Austria
2018	78th Annual Meeting of the Academy of Management, Chicago, Illinois
2018	15th International Human Resource Management Conference, Madrid, Spain
2018	LAEMOS Conference, Buenos Aires, Argentina
2017	77th Annual Meeting of the Academy of Management, Atlanta, Georgia
2017	London School of Economics and Political Science, UK
2017	Universidad Carlos III de Madrid, Spain
2017	ESCP Business School, Madrid, Spain
2017	Madrid Work and Organizations Symposium at IE Business School, Spain
2016	Cass Business School, UK
2016	Work, Employment & Society Conference, University of Leeds, UK
2016	76th Annual Meeting of the Academy of Management, Anaheim, California
2016	2nd HR Division of the Academy of Management International Conference (HRIC), Sydney, Australia
2015	75th Annual Meeting of the Academy of Management, Vancouver, Canada

- 2015 14th Conference on Research on Economic Theory and Econometrics, Mediterranean Agronomic Institute of Chania, Crete, Greece
- 2015 31st EGOS Colloquium, ALBA Graduate Business School at the American College of Greece, Athens, Greece
- 2014 74th Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania
- 2014 53rd Meeting & 2nd International Conference of the Research Centre for Energy Management, Crete, Greece
- 2013 3rd Madrid Work and Organizations Symposium at IE Business School, Spain
- 2013 73rd Annual Meeting of the Academy of Management, Lake Buena Vista, Orlando, Florida
- 2013 3rd Madrid Work and Organizations Workshop at IESE Business School, Spain
- 2012 72nd Annual Meeting of the Academy of Management, Boston, Massachusetts
- 2012 28th EGOS Colloquium, Aalto University and Hanken School of Economics, Helsinki, Finland
- 2012 2nd Madrid Work and Organizations Workshop at IE Business School, Spain
- 2011 31st Annual Meeting of the Strategic Management Society on Strategies for a Multi-Polar World: National Institutions and Global Competition, Miami, Florida
- 2011 Greek National Conference on Public Administration: Transparency, Performance Appraisal, and Effectiveness, Athens, Greece (*invited speaker by the Prime Minister*)
- 2011 DRUID Society Conference, 2011 on Innovation, Strategy, and Structure: Organization, Institutions, Systems and Regions at Copenhagen Business School, Copenhagen, Denmark
- 2011 1st Madrid Work and Organizations Workshop at UC3M, Spain
- 2010 Jornadas de Economía Industrial (JEI2010) Annual Meeting, Department of Business Administration and Department of Economics at UC3M, Madrid, Spain
- 2010 70th Academy of Management Annual Meeting, Human Resource Doctoral Consortium, Montréal, QC, Canada

Professional Development Workshops and Seminars

- 2021- Cygna, London
- 2021 British Academy of Management, virtual
- 2021 Cygna London, virtual
- 2020 Cygna London, workshop at London School of Economics, virtual
- 2019 Cygna London, workshops at Imperial College London; Birkbeck University of London; Leeds University Business School; London School of Economics; Royal Holloway; ESCP Business School; Middlesex University
- 2018 Cygna London, workshops at Royal Holloway; ESCP Business School, Middlesex University
- 2017 SEM and Moderation/Mediation using Mplus course, LSE
- 2017 Cygna London, workshops at London School of Economics; Royal Holloway; ESCP Business School; Middlesex University
- 2016 Cass strategy workshop. Cass Business School
- 2016 Fuzzy-set qualitative comparative analysis workshop. Cass Business School
- 2016 Reporting of hypothesis testing results. Cass Business School
- 2016 Cygna London, workshops at Middlesex University; ESCP Business School; Royal Holloway; King's College
- 2015 Cygna London, workshop at Cass Business School; Middlesex University; ESCP Business School; London School of Economics; Birkbeck, University of London
- 2014 London HR & OB Workshop at ESCP Business School
- 2013 Energy Developments in South-East Mediterranean Conference, Hellenic Cultural Centre, London, UK

2013 LSE HR Conference: People, Purpose, Power, London School of Economics, London, UK

Teaching Experience

2012- ESCP Business School

PhD courses: Theories in management (Full-time Ph.D.); Survey design (Full-time Ph.D.); Design of field research methods (Global Executive Ph.D.)

Executive education: Research methods (Executive education in Energy Management); Business simulation (Executive MBA)

Graduate courses: Organizational behavior and intercultural management (MBA: MSc European Business; Summer school); Human resource management (MSc in Management; MSc European Business; MBA); Business simulation (MSc in Management; MSc European Business; MBA); MBTI (MSc Energy Management); Managing an organization (HR & OB topics) (MSc Energy Management); Research methods (MSc in Management; MSc in Energy Management);

Undergraduate courses: Introduction to business (HR & OB topics) (Bachelor in Management); Research methods (Bachelor in Management)

2020- 2021 Centre Franco–Vietnamien de Formation a la Gestion, National Economics University

PhD course: Academic writing

2016- 2018 International Hellenic University

Graduate courses: Employment relations (MSc in Management)

2007-2012: Universidad Carlos III de Madrid

Undergraduate courses: Introduction to accounting; Organización y dirección (taught in Spanish); Organizational behavior; Management methods; Principles of organization; Financial management

Consultancy Experience

2015 – Consultancy on human resource management issues in the private sector (retail trade sector, web hosting and domain services, financial services)

2011 – 2012 Consultancy on human resource management issues in the public administration

Administrative Service

2022 – 2024 Academic Director, Executive programmes. ESCP Business School

2015 – 2023 Academic advisor of BSc in Management. ESCP Business School

2016 – 2018 Academic Director, MBA in International Management. ESCP Business School

2015 – 2018 Academic Director, Master in European Business (MEB). ESCP Business School

External service

2025	External PhD reviewer, PhD thesis Ainur Bulasheva, University of Reading
2022-	Research committee of the Chartered ABS Council
2021-2025	External examiner, MSc Human Resource Management, University of Warwick
2017	External PhD reviewer, PhD thesis David Alexander Wehrheim, Universidad Carlos III de Madrid

PhD supervision

2020- Christin Mey, ESCP Business School

Ad-hoc Reviewing

ILR Review, Human Resource Management, British Journal of Industrial Relations, International Journal of Human Resource Management; Human Resource Management Journal; PLOS ONE; European Management Journal, Oxford Economic Papers; Academy of Management, Work, Employment, and Society.

Membership

Academy of Management (Organizational Behavior & Human Resources divisions & Strategy)
 Strategic Management Society (SMS)
 EGOS
 British Academy of Management
 European Association of Labour Economics (EALE)
 CYGNA London: co-founder of the CYGNA group (co-founders: Anne-Wil Harzing, Linn Eleanor Zhang and Shasha Zhao). CYGNA was established in June 2014. The main objective of the group is to promote interaction among female academics and to provide a forum for learning, support, and networking.

Languages

Greek (native); English, Spanish (fluent); Italian (Diploma Superiore di Lingua e Cultura Italiana)

Computers

STATA; SPSS; EViews

Selected Media Coverage

Financial Times, FT China, Business Insider UK, Le Monde, Yahoo Finance, Le Figaro, Yahoo News, The Daily Mail, Brinkwire, Insider, CNBC, Business and Management INK, Le Soir, The Guardian, Forbes, World Economic Forum, The Evening Standard.