

## **Kleanthis Katsaros**

**Academic title/subject module/Institution:** Assistant Professor of Business Administration and Organizational Behavior, University of Patras

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Kleanthis Katsaros is an Assistant Professor of Business Administration and Organizational Behavior at the University of Patras. He also serves as a visiting professor at the Athens University of Economics and Business, at ESCE – International Business School (École Supérieure du Commerce Extérieur, Paris, France), and teaches in various undergraduate and postgraduate programs across universities and educational institutions (Open University of Cyprus, Hellenic Open University, National School of Public Administration & Local Government, among others). He is a graduate of the Department of Business Administration of the University of Macedonia, holds postgraduate degrees in Information Systems and in International Economic Relations, and earned his PhD from the University of Macedonia with a specialization in Strategic Change Management and Organizational Behavior. He has published in numerous international peer-reviewed journals and conferences. His research interests focus on Organizational Behavior, particularly Leadership, Human Resource Management, and Change Management. In addition, Dr. Katsaros has 19 years of prior professional experience as a senior executive in various private and public organizations.

### ***Selected Publications***

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1. Katsaros, K.K. (2026), To serve (or not) Gen Z employees to positively influence their responses to organizational change?. *Career Development International*, <https://doi.org/10.1108/CDI-04-2025-0198>
2. Lazanaki, V., Tsoni, E., & Katsaros, K. K. (2026). What makes employees innovate green? A multi-source examination of HRM, leadership, and psychological mechanisms. *World*, 7(4), 61. <https://doi.org/10.3390/world7040061>
3. Katsaros, K.K., Malisova, O., Lazanaki V., & Tsoni E. (2026), Stirring inclusion: How diversity-oriented HR practices boost adaptive performance in Greece's food & beverage industry. *Frontiers*, 17, 1768113. <https://doi.org/10.3389/fpsyg.2026.1768113>
4. Tsoni E., Lazanaki V., & Katsaros, K. K. (2025). The influence of organizational climate on employee engagement: Evidence from the Greek industrial sector. *Administrative Sciences* 15(11), 413. <https://doi.org/10.3390/admsci15110413>.
5. Katsaros, K. K. (2025). Employee change participation during the COVID-19 pandemic: The role of inclusive leadership, trust in leadership, and bottom-up learning. *Journal of General Management*, 03063070251341000. <https://doi.org/10.1177/03063070251341000>
6. Katsaros, K. K. (2025). Gen Z employees' adaptive performance in hybrid workplaces: the role of inclusive leadership, creativity, and work engagement. *The Journal of Applied Behavioral Science*, 00218863251315493.. <https://doi.org/10.1177/0021886325131549>
7. Katsaros, K.K. (2025). Gen Z tourism employee adaptive performance during a major cultural shift: The role of leadership and voice behavior. *Behavioral Sciences*, 15(2), 171. <https://doi.org/10.3390/bs15020171>

8. Katsaros, K. K. (2025). Employee burnout in the tourism industry during a cultural shift: The role of perceived change uncertainty, change information, and meaning-making. *Journal of Hospitality and Tourism Insight*, 8(2), pp. 774-789. <https://doi.org/10.1108/JHTI-02-2024-0172>
9. Katsaros, K. K. (2025). Remote employee work performance in the meta Covid-19 era: Evidence from Greece. *International Journal of Productivity and Performance Management*, 74(1), 340-357. <https://doi.org/10.1108/IJPPM-09-2023-0492>
10. Katsaros, K. K. (2024). Gen Z employee adaptive performance: The role of inclusive leadership and workplace happiness. *Administrative Sciences*, 14(8), 163. <https://doi.org/10.3390/admsci14080163>
11. Katsaros, K. K. (2024). Firm performance in the midst of the COVID-19 pandemic: The role of perceived organizational support during change and work engagement. *Employee Relations*, 46(3), 622-640. <https://doi.org/10.1108/ER-07-2022-0313>
12. Sanders, K., et al. (2024). Adopting an attributional perspective of HR strength in times of crisis: A cross-cultural study. *Journal of Business Research*, 171, 114365. <https://doi.org/10.1016/j.jbusres.2023.114365>
13. Katsaros, K. K., & Tsirikas, A. (2023). Exploring behavioral change support: The role of perceived uncertainty and self- and other-interest in change. *Leadership & Organization Development Journal*, 44(4), 503-519. <https://doi.org/10.1108/LODJ-10-2021-0466>
14. Katsaros, K. K. (2022). Exploring the inclusive leadership and employee change participation relationship: The role of workplace belongingness and meaning-making. *Baltic Journal of Management*, 17(2), 158-173. <https://doi.org/10.1108/BJM-03-2021-0104>
15. Katsaros, K. K., & Tsirikas, A. (2022). Perceived change uncertainty and behavioral change support: The role of positive change orientation. *Journal of Organizational Change Management*, 35(3), 511-526. <https://doi.org/10.1108/JOCM-01-2021-0013>
16. Vakola, M., Petrou, P., & Katsaros, K. K. (2021). Work engagement and job crafting as conditions of ambivalent employees' adaptation to organizational change. *The Journal of Applied Behavioral Science*, 57(1), 57-79. <https://doi.org/10.1177/0021886320967173>
17. Katsaros, K. K., Tsirikas, A., & Kosta, G. (2020). The impact of leadership on firm financial performance: The mediating role of employees' readiness to change. *Leadership & Organization Development Journal*, 41(3), 333-347. <https://doi.org/10.1108/LODJ-02-2019-0088>