



Elise MARESCAUX

Ph.D., in Business Economics

Full Professor, Human Resource Management

Dean for Faculty

e.marescaux@ieseg.fr

EDUCATION

- 2013** Ph.D., in Business Economics, KU Leuven, Belgium
- 2008** Master of Science in Business Economics, KU Leuven, Belgium
- 2007** Bachelor in Business Economics, KU Leuven, Belgium

RESEARCH INTERESTS

Human Resource Management

PROFESSIONAL EXPERIENCE

ACADEMIC:

- 2022 - 2022** Deputy Dean of Faculty, IÉSEG School of Management, France
- 2022 - Present** Dean of Faculty, IÉSEG School of Management, France
- 2019 - Present** Associate Professor Human Resource Management, IÉSEG School of Management, France
- 2019 - 2022** Head of the Department of "People, Organizations and Negotiation", IÉSEG School of Management, France
- 2017 - 2019** Track Coordinator Human Resource Management, IÉSEG School of Management, France
- 2015 - 2019** Assistant Professor Human Resource Management, IÉSEG School of Management, France
- 2014 - 2015** Post-doctoral Researcher, KU Leuven, Leuven, Belgium
- 2014 - 2015** Adjunct Professor Human Resource Management, IÉSEG School of Management, France
- 2008 - 2014** Teaching and Research Assistant, KU Leuven, Leuven, Belgium

COURSES TAUGHT

- International human resource management, Msc in international business
- Hrm research methodology, Grande école (master cycle)

- Introduction to human resource management, Grande ecole (bachelor cycle)
- Talent management, Grande ecole (master cycle)
- Fundamentals of human behavior, Grande ecole (master cycle)

INTELLECTUAL CONTRIBUTIONS

Papers in refereed journals

Published

- Bhatt M., Marescaux E., (2024), HRM and knowledge transfer in alliance projects: Exploring social identity dynamics, *Human Resource Management Review*, 34(2), pp. 101016
- Marescaux E., De Winne S., (2024), (Not) Seeing Eye to Eye on Developmental HRM Practices: Perceptual (In)Congruence and Employee Outcomes, *International Journal of Human Resource Management*, 35(7), pp. 1340-1369
- Berber A., Findikli M. A., Marescaux E., Rofcanin Y., Mughal F., Swart J., (2023), Exploring the effects of reduced load work arrangements (RLWAs): The role of individual autonomy and workplace level justice perceptions, *European Management Journal*, 41(5), pp. 720-729
- Hamstra M. R. W., Schreurs B., Laurijssen M., Marescaux E., (2023), Who wants to leave when facing mass lay-off: A regulatory focus perspective on turnover intentions and mobility-oriented behavior, *Career Development International*, 28(2), pp. 145-159
- Van Waeyenberg T., Brebels L., De Winne S., Marescaux E., (2023), What Does Your I-deal Say About Me? A Social Comparison Examination of Coworker Reactions to Flexibility I-deals, *Group and Organization Management*, 48(1), pp. 192-223
- Yao J., Marescaux E., Ma L., Storme M., (2023), A contingency approach to HRM and firm innovation: The role of national cultures, *Human Resource Management*, 62(5), pp. 685-699
- De Meulenaere K., De Winne S., Marescaux E., Vanormelingen S., (2021), The Role of Firm Size and Knowledge Intensity in the Performance Effects of Collective Turnover, *Journal of Management*, 47(4), pp. 993-1023
- Marescaux E., De Winne S., Brebels L., (2021), Putting the Pieces together: A review of HR differentiation literature and a multilevel model, *Journal of Management*, 47(6), pp. 1564–1595
- Marescaux E., De Winne S., Rofcanin Y., (2021), Co-worker reactions to i-deals through the lens of social comparison: the role of fairness and emotions, *Human Relations*, 74(3), pp. 329-353
- KELLY C., Rofcanin Y., Las Heras M., Ogbonnaya C., Marescaux E., Bosch M., (2020), Seeking an "ideal" balance: Schedule flexibility i-deals as mediating mechanisms between supervisor emotional support and employee work and home performance, *Journal of Vocational Behavior*, 118(2020), pp. 103369
- Marescaux E., Rofcanin Y., Las Heras M., Ilies R., Bosch M., (2020), When employees and supervisors (do not) see eye to eye on family-supportive supervisor behaviours: The role of segmentation desire and work-family culture, *Journal of Vocational Behavior*, 121(2020), pp. 103471
- De Winne S., Marescaux E., Sels L., Van Beveren I., Vanormelingen S., (2019), The Impact of Employee Turnover and Turnover Volatility on Labor Productivity: a Flexible Non-Linear Approach, *International Journal of Human Resource Management*, 30(21), pp. 3049-3079
- Marescaux E., De Winne S., Forrier A., (2019), Developmental HRM, employee well-being and performance: the moderating role of developing leadership, *European Management Review*, 16(2), pp. 317-331
- Marescaux E., De Winne S., Sels L., (2019), Idiosyncratic deals from a distributive justice perspective: examining co-workers' voice behavior, *Journal of Business Ethics*, 154(1), pp. 263-281
- Rofcanin Y., Berber A., Marescaux E., Bal M., Mughal F., Findikli M., (2019), HR Differentiation: A Theoretical Paper Integrating Co-Workers' Perspective and Context, *Human Resource Management Journal*, 29(2), pp. 270-286
- De Winne S., Marescaux E., Sels L., Van Beveren I., Vanormelingen S., (2016), Het effect van (volatiliteit in) personeelsverloop op de arbeidsproductiviteit, *Over.Werk*, 26(1), pp. 155-159

De Winne S., Marescaux E., Sels L., Vanormelingen S., (2015), De relatie tussen natuurlijk verloop en de arbeidsproductiviteit van een organisatie, *Over.Werk*, 25(3), pp. 44-51

Marescaux E., De Winne S., Sels L., (2013), HR practices and affective organizational commitment: (when) does HR differentiation pay off?, *Human Resource Management Journal*, 23(4), pp. 329-345

Marescaux E., De Winne S., Sels L., (2013), HR practices and HRM outcomes: the role of basic need satisfaction, *Personnel Review*, 42(1), pp. 4-27

Forrier A., Marescaux E., De Winne S., (2010), Denkbeelden over vijftigplussers bij Vlaamse werkgevers, *Over.Werk*, 20(1), pp. 117-128

Forthcoming

De Winne S., Marescaux E., Raets E., Dries N., (2024), Co-workers' Reactions to (Mis)Alignment between Supervisors' Intentions and Co-workers' Perceptions of I-deal Secrecy: an Uncertainty Management Perspective, *Group and Organization Management*, 1(I), pp. I

Van Zelderen A., Dries N., Marescaux E., (2024), The paradox of inclusion in elite workforce differentiation practices: harnessing the genius effect, *Journal of Management Studies*, 1(I), pp. I

Van Zelderen A., Dries N., Marescaux E., (2023), Talents under threat: The anticipation of being ostracized by non-talents drives talent turnover, *Group and Organization Management*, 1(I), pp. I

Wang S., Rofcanin Y., Las Heras M., Bosch M., Marescaux E., (2023), Do You Get What You Desire? Consequences of (Mis) Fit of Desired versus Actual Servant Leadership, and the Role of Context across Ten Countries, *BRQ Business Research Quarterly*, X(X), pp. X

Papers in non-refereed journals

Published

Van Zelderen A., Dries N., Marescaux E., (2023), The war for talent. Hoe je de top 2 procent van je werknemers kan bevoordelen en toch iedereen tevreden houdt, *Tijdschrift voor HRM*, 26(2), pp. 1-20

Marescaux E., De Winne S., Sels L., (2015), De impact van HR-differentiatie op werknemers, *Tijdschrift voor HRM*, 9(3), pp. 1-19

Communications in refereed conferences

International

Jaskiene J., Marescaux E., Bhatt M., (2025), *The well-being of academics: combining personal strategies and human resource management practices* 41st EGOS (European Group for Organizational Studies) Colloquium, Creativity that Goes a Long Way, Athens, Greece

De Winne S., Marescaux E., Piasecki P., (2024), *Informal HR differentiation and employee inclusion* 13th Biennial International Conference of the Dutch HRM Network, Rotterdam, Netherlands

Jaskiene J., Marescaux E., (2024), *The role of HRM in academia: challenges and opportunities in supporting the well-being of academics* 13th Biennial International Conference of the Dutch HRM Network, Rotterdam, Netherlands

Marescaux E., Brebels L., De Winne S., (2022), *Data-driven and strength-based decision making on task allocations: a social identity perspectiv* 12th Biennial International Conference of the Dutch HRM Network, Twente, Netherlands

Raets E., De Winne S., Dries N., Marescaux E., (2019), *The Ethics behind Supervisors' I-deal Secrecy versus I-deal Transparency Decisions* Academy of Management Annual Meeting, Boston, USA

Raets E., De Winne S., Dries N., Marescaux E., (2019), *The impact of I-deal secrecy vs. transparency decisions on teams* Dutch HRM Network Conference, Tilburg, Netherlands

Raets E., Dries N., De Winne S., Marescaux E., (2019), *The Ethics of Supervisors' I-Deal Secrecy Versus I-Deal Transparency Decisions*. Annual Conference of the Society for Industrial and Organizational Psychology, Washington, USA

Rofcanin Y., Las Heras M., Bosch M., Marescaux E., Mughal F., Erdogan B., (2019), *Do You Get What You Desire? Consequences of (In)Congruence of Desired and Actual Servant Leadership* Academy of Management Annual Meeting, Boston, USA

- Van Der Wiel A., Brebels L., De Winne S., Marescaux E., (2019), *Here's what it means to me: The moderating role of social identity in the relationship between relative HR outcome favorability and employee outcomes* Dutch HRM Network Conference, Tilburg, Netherlands
- Van Zelderen A., Dries N., Marescaux E., (2019), *Reversing the genius effect in elite organizational talent programs: Is exclusive and secret better?* Academy of Management Annual Meeting, Boston, USA
- Van Zelderen A., Dries N., Marescaux E., (2019), *Using the SCT to Explain Why a Manager Should Remain Secret About Talent Status*. Annual Conference of the Society for Industrial and Organizational Psychology, Washington, USA
- De Meulenaere K., De Winne S., Marescaux E., Vanormelingen S., (2018), *Employee Turnover and Labor Productivity: The Importance of Firm Size and Knowledge-Intensity* 24th EBES conference, Bangkok, Thailand
- De Meulenaere K., De Winne S., Marescaux E., Vanormelingen S., (2018), *Firm size and the effect of organizational turnover: The role of industry-based knowledge-intensity* Academy of Management Annual Meeting, Chicago, USA
- Marescaux E., Rofcanin Y., Las Heras M., (2018), *Seeing eye to eye on family supportive supervisor behaviors: the impact on employee outcomes* Academy of Management Annual Meeting, Chicago, USA
- Rofcanin Y., Marescaux E., (2018), *Having a closer look at how idiosyncratic deals (i-deals) operate in teams: The role of co-worker reactions and the broader relational context* EURAM 2018 Annual Conference, Reykjavik, Iceland
- Marescaux E., De Winne S., (2017), *Do you see what I see? The impact of supervisor-employee and team-employee perceptual (in)congruence concerning developmental HRM practices on employee outcomes* 10th International Conference of the Dutch HRM Network, Nijmegen, Netherlands
- Raets E., De Winne S., Dries N., Marescaux E., (2017), *The consequences of i-deal secrecy decisions: A moral and behavioral perspective* 10th International Conference of the Dutch HRM Network, Nijmegen, Netherlands
- Raets E., De Winne S., Dries N., Marescaux E., (2017), *The impact of i-deal secrecy on coworkers' voice-related coping behaviors: a justice perspective* 18th EAWOP Congress, Dublin, Ireland
- van der Wiel A., Brebels L., De Winne S., Marescaux E., Sels L., (2017), *The role of decision-maker proximity in shaping employee identification and performance in response to data-driven HR differentiation* 10th International Conference of the Dutch HRM Network, Nijmegen, Netherlands
- Van Zelderen A., Dries N., Marescaux E., (2017), *Employee reactions to talent management: An experimental/simulation approach* Annual EIASM Workshop on Talent Management, Barcelona, Spain
- Marescaux E., De Winne S., (2015), *Co-worker reactions to i-deals: a multidimensional approach* 17th EAWOP Congress, Oslo, Norway
- Marescaux E., De Winne S., (2015), *Co-worker reactions to i-deals: a multidimensional approach* Annual Academy of Management Meeting, Vancouver, Canada
- Marescaux E., De Winne S., Brebels L., Sels L., (2015), *Managing differences between employees: different perspectives on HR differentiation* Annual Academy of Management Meeting, Vancouver, Canada
- Vansteenkiste S., Marescaux E., (2015), *Flexible search behavior among the unemployed: the road to reemployment or a roadblock?* 17th EAWOP congress, Oslo, Norway
- Marescaux E., De Winne S., (2014), *Co-workers distributive judgments of i-deals: the role of gender* 29th annual conference of the Society for Industrial and Organizational Psychology, Honolulu, USA
- Marescaux E., De Winne S., Forrier A., (2014), *Linking individual HPWP and employee performance: organizational commitment versus exhaustion?* 29th annual conference of the Society for Industrial and Organizational Psychology, Honolulu, USA
- Marescaux E., De Winne S., Forrier A., (2013), *Unraveling the link between high performance work practices and employee performance: are they connected through commitment or through exhaustion?* 8th Biennial International Conference of the Dutch HRM Network, Leuven, Belgium
- Marescaux E., De Winne S., Sels L., (2013), *Co-worker reactions to i-deals: A distributive justice perspective*. Annual Academy of Management Meeting, Buena Vista, USA
- Marescaux E., De Winne S., Sels L., (2011), *HR differentiation: you win some, you lose more* Conference of the European Association of Work and Organizational Psychology (EAWOP), Maastricht, Netherlands
- Marescaux E., De Winne S., Sels L., (2011), *HRM and commitment: under which conditions does HR differentiation pay off?* Annual Academy of Management Meeting, San Antonio, USA

Marescaux E., De Winne S., Sels L., (2010), *HRM practices and employee attitudes: the role of basic need satisfaction* Annual Academy of Management Meeting, Montreal, Canada

Other conference and seminar presentations

International

Raets E., Dries N., De Winne S., Marescaux E., (2021), *An ethical perspective on the impact of i-deal secrecy in teams* The Idiosyncratic Deals Methodological and Theoretical Development Meeting, Edinburgh, United Kingdom

VAN WAEYENBERG T., De Winne S., Brebels L., Marescaux E., (2021), *Co-worker reactions to i-deals: Is procedural fairness always good?* The Idiosyncratic Deals Methodological and Theoretical Development Meeting, Edinburgh, United Kingdom

Marescaux E., Forrier A., De Cuyper N., De Winne S., (2016), *Self- and supervisor-perceived employability and commitment: the role of developing leadership* Academy of Management Annual Meeting, Anaheim, California, USA

Marescaux E., Forrier A., De Cuyper N., De Winne S., (2015), *Supervisor- and employee-rated employability explaining developing leadership behaviour and work engagement* The 9th International Conference of the Dutch HRM Network, Utrecht, Netherlands

Marescaux E., Van den Broeck A., De Winne S., (2015), *Empowering leadership and task i-deals: an explanation from self-determination theory* The 9th International Conference of the Dutch HRM Network, Utrecht, Netherlands

Van Zijl A., De Winne S., Marescaux E., Brebels L., Sels L., (2015), *Introducing the concept of strategic HR differentiation: a literature review and research agenda* The 9th International Conference of the Dutch HRM Network, Utrecht, Netherlands

Marescaux E., De Winne S., (2014), *To disclose or not to disclose? The impact of secrecy in the context of i-deals* EAWOP small group meeting on the future of idiosyncratic deals, Bath, United Kingdom

Refereed proceedings

Published

Marescaux E., Rofcanin Y., Las Heras M., (2018), *Seeing eye to eye on family supportive supervisor behaviors: the impact on employee outcomes*, in: Guclu Atinc(Eds.) in *Academy of Management Proceedings, Academy of Management* , New York

Chapters in books

Published

Koch M., Marescaux E., (2021), *Talent management and workforce differentiation*, in: Ibraiz Tarique(Eds.), *Routledge's companion to Talent Management*, 9781138202146, Routledge, London, chapter 29, pp. 372-383

Dries N., Marescaux E., Van Zelderen A., (2021), *Talent Management and Career Management*, in: Ibraiz Tarique(Eds.), *Routledge's companion to Talent Management*, 9781138202146, Routledge, London, chapter 21, pp. 265-279

Marescaux E., (2019), *Resource-Based View*, in: W. de Lange, B. van der Heijden and P. De Prins(Eds.), *Canon van HRM - 50 theorieën over een vakgebied in ontwikkeling*, 9789462156449, Vakmedianet, chapter 31, pp. 543-557

Marescaux E., De Winne S., (2015), *Equity versus need: how do co-workers judge the distributive fairness of i-deals?*, in: Matthijs Bal & Denise Rousseau(Eds.), *Idiosyncratic Deals between Employees and Organizations. Conceptual issues, applications and the role of co-workers*, 9781848724457, Routledge, London, chapter 8

Marescaux E., Sels L., Booghman M., De Winne S., Van Beveren I., (2011), *Ondernemerschap in Vlaanderen: een stand van zaken*, in: Vanderpoorten, D.(Eds.), *Capita selecta uit Vlaams arbeidsmarktonderzoek* , - , Vlaamse Overheid, Brussels, pp. 141-147

De Winne S., Van Beveren I., Marescaux E., Sels L., (2009), *Startend ondernemerschap en werkgelegenheidscreatie : een dynamisch en regionaal perspectief*, in: Clarysse, B .(Eds.), *Groeizaam Vlaanderen: een beleidsondersteunend wetenschappelijk perspectief* , 9789086792849, Roularta books, Roeselare

Van Hootegeem G., De Winne S., Forrier A., Marescaux E., Sels L., Huys R., (2009), *Bezig Vlaanderen*, in: Vanderley den, L., Callens, M. and Noppe, J. (Eds.), *De Sociale Staat van Vlaanderen 2009*, 9789018179106, *Studiedienst van de Vlaamse Regering, Brussels*

Case studies

Abdalla Mikhaeil C., Marescaux E., (2020), *Building power stations in the UK: A case of expatriate training and development*, *The Case Centre*, case study 420-0103-1, teaching note 420-0103-8

Marescaux E., (2016), *Negotiating an idiosyncratic deal: a three-party perspective*, *The Case Centre*, case study 416-0125-1, teaching note 416-0125-8

Research reports

De Winne S., Marescaux E., Sels L., Van Beveren I., Vanormelingen S., (2015), *Employee turnover (volatility) and labor productivity*, Steunpunt Werk en Sociale Economie

De Winne S., Marescaux E., Sels L., Vanormelingen S., (2015), *De relatie tussen natuurlijk verloop en arbeidsproductiviteit*, Steunpunt Werk en Sociale Economie

GRANTS AND HONORS

Award

2015 2014 Emerald/EFMD Outstanding Doctoral Research Award, Emerald Literati Network Awards for Excellence, United Kingdom

2008 Acerta best paper Award, Acerta, Belgium

Honor

2019 Paper "Van Zelder, Dries and Marescaux (2019). Using the SCT to explain why a manager should remain secret about talent status" selected as one of the top posters presented at the SIOP conference , Society for Industrial and Organizational Psychology, USA

2019 Top downloaded article 2017-2018 in European Management Review entitled "Developmental HRM, employee well-being and performance: The moderating role of developing leadership", European Management Review, Unknown

2018 Paper selected as Best Paper at the Academy of Management Annual Meeting - Seeing eye to eye on family supportive supervisor behaviors: the impact on employee outcomes, Academy of Management, USA

EDITORIAL ACTIVITY

Associate Editor in an academic journal

2021 - 2022 Journal of Managerial Psychology

Member of the editorial board of an academic journal

2020 Human Relations

RESEARCH ACTIVITIES

Supervision of Ph.D. Thesis:

2019 Co-director, Secrecy in HR differentiation, KU Leuven