



Johan MAES

Ph.D. in Applied Economics

Full Professor, Human Resource Management

Academic Director

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EDUCATION

- 2006** Ph.D. in Applied Economics, KU Leuven, Belgium
- 1998** Master in Management Engineering, KU Leuven, Belgium
- 1995** Bachelor, Management Sciences, Management, KU Leuven, Belgium

RESEARCH INTERESTS

Entrepreneurship and corporate entrepreneurship, Human capital theory, Strategic Human Resource Management, Turnover

PROFESSIONAL EXPERIENCE

ACADEMIC:

- 2010 - Present** Visiting professor, KU Leuven, Leuven, Belgium
- 2007 - 2007** Researcher, KU Leuven, Leuven, Belgium
- 2007 - 2010** postdoctoral fellow, KU Leuven, Leuven, Belgium
- 1998 - 2002** Research assistant, KU Leuven, Leuven, Belgium

COURSES TAUGHT

- Hr analytics, Grande ecole (bachelor cycle)
- Strategic human resource management, Grande ecole (bachelor cycle)
- Mens en organisatie
- Mens en organisatie
- Business game, Grande ecole (master cycle)
- Hrm research seminar, Grande ecole (master cycle)

- Managing employee turnover and retention, Grande ecole (master cycle)
- Research methods for business, Msc in international business
- Statistics for business, Msc in international business
- Mens en organisatie
- Mens en organisatie

INTELLECTUAL CONTRIBUTIONS

Papers in refereed journals

Published

- Debrulle J., Steffens P., De Bock K., De Winne S., Maes J., (2023), Configurations of business founder resources, strategy and environment determining new venture performance, *Journal of Small Business Management*, 61(2), pp. 1023-1061
- Debrulle J., Maes J., Gardiner E., (2021), How Entrepreneurs Think: Financial Decisions for the Long or Short Term, *Journal of Business Strategy*, 42(4), pp. 233-239
- Debrulle J., Maes J., Gardiner E., (2021), New Ventures : How Team Motivation Affects Financial Outcomes, *Journal of Business Strategy*, 42(6), pp. 367-373
- Lauwers M., Giangreco A., Carugati A., Maes J., Sebastiano A., (2021), Healthcare Information System Use Under Techno-Uncertainty: Evidence from Long-Term Care, *Systèmes d'Information et Management*, 26(3), pp. 7-34
- Debrulle J., Maes J., (2015), Start-ups' Internationalization: The Impact of Business Owners' Management Experience, Start-up Experience and Professional Network on Export Intensity, *European Management Review*, 12(3), pp. 171-187
- Debrulle J., Maes J., Sels L., (2014), Start-ups' absorptive capacity: Does the owner's human and social capital matter?, *International Small Business Journal*, 32(7), pp. 777-801
- Della Torre E., Giangreco A., Maes J., (2014), Show me the money! Pay Structure and Individual Performance in Golden Teams, *European Management Review*, 11(1), pp. 85-100
- Maes J., Leroy H., Sels L., (2014), Gender differences in entrepreneurial intentions: A TPB multi-group analysis at factor and indicator level, *European Management Journal*, 32(5), pp. 784-794
- Maes J., Sels L., (2014), SMEs' radical product innovation: the role of internally and externally oriented knowledge capabilities, *Journal of Small Business Management*, 52(1), pp. 141-163
- Giangreco A., Goethals F., Maes J., (2013), An Exploration of the Research/Teaching Trade-off in the Perception of Business Students, *European Management Review*, 10(2), pp. 69-81
- Debrulle J., Maes J., Sels L., (2012), Identifying the entrepreneur in entrepreneurship: An overview of the research field with special emphasis on human and social capital, *Review of Business and Economic Literature*, 57(4), pp. 257-281
- Sels L., De Winne S., Maes J., Delmotte J., Faems D., Forrier A., (2006), Unravelling the HRM-Performance Link: Value Creating and Cost-increasing Effects of Small Business HRM, *Journal of Management Studies*, 43(2), pp. 319-342
- Sels L., De Winne S., Maes J., Faems D., Delmotte J., Forrier A., (2006), An Examination of the Impact of Human Resource Management Practices on the Productivity and Financial Performance of Small Businesses, *Small Business Economics*, 26(1), pp. 83-101
- Faems D., De Winne S., Maes J., Sels L., (2005), The Effect of Individual HR Domains on Financial Performance. Evidence from Belgian Small Businesses, *International Journal of Human Resource Management*, 16(5), pp. 676-700
- Maes J., Sels L., (2005), Modelling the Link between Management Practices and Financial Performance. Evidence from Small Construction Companies, *Small Business Economics*, 25(1), pp. 17-34

Forthcoming

Gardiner E., Adams J., Debrulle J., Maes J., (2024), Exploring the impact of entrepreneurship on physical and psychological health in the context of active ageing: A systematic review, *Entrepreneurship and Regional Development*, NA(NA), pp. NA

Tamayo K., Giangreco A., Maes J., Della Torre E., (2024), Unpacking the black box of training – performance relationship: evidence from Philippine call centers, *M@n@gement*, -(), pp. -

Papers in non-refereed journals

Published

Sels L., De Winne S., Maes J., Delmotte J., Faems D., Forrier A., (2002), De meerwaarde van HRM in kleine en middelgrote ondernemingen (translated: The value added of HRM in SMEs), *Tijdschrift voor HRM*, 5(2), pp. 61-86

Sels L., Bollens J., Forrier A., Maes J., (2001), Meer is Niet altijd Beter. De Relatie tussen Kwantiteit en Kwaliteit van de Opleidingsinspanning (translated: More is not always better. The relationship between quantity and quality of training investments), *Tijdschrift voor HRM*, 4(1), pp. 11-33

Communications in refereed conferences

International

Della Torre E., Giangreco A., Maes J., Sebastiano A., (2019), *A contextual view on employee well-being in emotionally intensive contexts: evidence from nursing homes* Biennial International Conference of the Dutch HRM Network, Tilburg, Netherlands

Tamayo K., Giangreco A., Maes J., Sels L., (2019), *“The Act of Giving Back”: Linking employee perceptions of training practices and service performance - Evidence from Philippine call centers* European Academy of Management Conference, Lisbon, Portugal

Debrulle J., Steffens P., De Winne S., De Bock K., Maes J., Sels L., (2018), *Exploring the deeper grounds of new venture performance: Adopting rule ensembles to identify configurations of founder resources, business strategy, and environmental conditions* ACERE Conference, Brisbane, Australia

Maes J., Leroy H., Deprez J., Debrulle J., (2018), *Time will tell: How changes in entrepreneurial intentions impact business graduates’ innovative behavior at work* ACERE Conference, Brisbane, Australia

Tamayo K., Giangreco A., Maes J., Sels L., (2018), *The Value of Devolving HRM to Line Managers: An Evidence-based Review and Research Agenda* Academy of Management Annual Meeting 2018, Chicago, USA

Maes J., Leroy H., Debrulle J., Deprez J., (2016), *Exploring the link between entrepreneurial intention and innovative job behavior: A study on young business graduates* Babson College Entrepreneurship Research Conference, Bodo, Norway

Tamayo K., Giangreco A., Maes J., Sels L., (2015), *Line manager involvement in Human Resource Development: achievements, issues, and future research agenda* 16th International Conference on Human Resource Development Research and Practice, Cork, Ireland

Tamayo K., Giangreco A., Maes J., Sels L., (2014), *HR devolution to the line: Influencing line managers’ positive attitudes towards implementing HR practices* European Academy of Management Conference 2014 , Valencia, Spain

Tamayo K., Giangreco A., Maes J., Sels L., (2014), *Line manager attributions and devolution of training practices: does the “why” matter?* The First International Conference of the HR Division of the Academy of Management, Beijing, China

Debrulle J., Maes J., Sels L., (2013), *The impact of absorptive capacity and business owner human and social capital on start-up international growth* EFMD Annual Conference, Madrid, Spain

Della Torre E., Maes J., Giangreco A., (2013), *Pay structures and performance in team settings* XIII Annual Conference of the European Academy of Management (EURAM), Istanbul, Turkey

Tamayo K., Giangreco A., Maes J., Sels L., (2013), *Linking training devolution and multi-stakeholder perceptions of the learning climate* Phd Consortium of the 8th International Conference of the Dutch HRM Network, Leuven, Belgium

Tamayo K., Giangreco A., Maes J., Sels L., (2013), *Multi-stakeholder perspectives on the dynamics of training devolution to line managers* 8th International Conference of the Dutch HRM Network, Leuven, Belgium

Debrulle J., Maes J., Sels L., (2012), *Smells like team spirit: How experiential and motivational team composition affects start-up value added* ACERE DIANA Conference, Perth, Australia

Debrulle J., Maes J., Sels L., (2012), *Smells like team spirit: How founder team composition and entrepreneurship motivation affect start-up value added* Babson College Entrepreneurship Research Conference, Fort Worth, Texas, USA

Giangreco A., Maes J., Goethals F., (2012), *Experienced teacher and/or established researcher: an analysis of what type of instructors business students prefer* 12th European Academy of Management - EURAM Conference, Rotterdam, Netherlands

Leroy P., Defert C., Hocquet A., Goethals F., Maes J., (2012), *Antecedents of willingness to share information on Enterprise Social Networks* itAIS Conference, Rome, Italy

De Winne S., Faems D., Maes J., Sels L., (2011), *Turnover and firm performance* Bi-annual Dutch HRM Network International Conference, Groningen, Netherlands

Debrulle J., Maes J., Sels L., (2011), *The probability of self-employment exit: An event history analysis* AGSE International Entrepreneurship Research Exchange, Melbourne, Australia

Debrulle J., Verbruggen M., Maes J., Sels L., (2011), *A knowledge-based view on start-ups' export activities: The effect of business owner human and social capital* AGSE International Entrepreneurship Research Exchange, Melbourne, Australia

Seghers A., Manigart S., Maes J., (2011), *The impact of the amount of start-up financing on entrepreneurial management and firm performance* 2011 Babson College Entrepreneurship Research Conference (BCERC), Syracuse NY, USA

Debrulle J., Maes J., Sels L., (2010), *Organizational absorptive capacity: An empirical exploration of the role of the entrepreneur's human and social capital* AGSE International Entrepreneurship Research Exchange, Brisbane, Australia

Debrulle J., Leroy H., Maes J., Meuleman M., Sels L., (2009), *Gender effect on entrepreneurial intentions. A TPB multi-group analysis at factor and indicator level* Academy of Management Annual Meeting, Chicago, Illinois, USA

Other conference and seminar presentations

National

Maes J., (2015), *How to transform entrepreneurial intentions into behavior?* Dag van de Economie, Kortrijk, Belgium

Non-refereed proceedings

Published

Debrulle J., Maes J., Sels L., (2012), *Smells like team spirit: How founder team composition and entrepreneurship motivation affect start-up value added.*, in: Papavasiliou, G(Eds.) in *Frontiers of Entrepreneurship Research, Babson College, Wellesley, chapter 10*

Books

Published

Debrulle J., Maes J., (2014), *The act of creating new value: Positioning the independent and corporate entrepreneurship domain*, 9781308118390, McGraw-Hill, London, 111 pages

Janssens M., Maes J., (2009), *Mens en Organisatie*, 978-9033477058 , Acco, Leuven, 96 pages

Sels L., Debrulle J., Maes J., (2008), *Enterprising Flanders: Start-ups revisited (Ondernemend Vlaanderen: Startende ondernemingen onder de loep)*, 9789086791477, Roularta books, Roeselare, 357 pages

Delarue A., De Winne S., Gryp S., Maes J., Marx S., Peeters A., Ramioul M., Sels L., Van Hootehem G., (2003), *Dossier Organisatie in Bedrijf: de Resultaten van PASO in Vogelvlucht. Panel Study of Organizations in Flanders (PASO)(translated: Organisations in motion: an overview of the PASO results)*, 90-441-1373-9, Garant-Uitgevers, Antwerpen, 135 pages

Delarue A., De Winne S., Gryp S., Maes J., Marx S., Peeters A., Ramioul M., Sels L., Van Hootehem G., (2003), *De Arbeidsmarkt in Vlaanderen: Organisatie in Bedrijf De Resultaten van PASO in Vogelvlucht (translated: The labour market in Flanders: organisations in motion an overview of the PASO results)*, 90-5550-347-9, KU Leuven, 135 pages

Chapters in books

Published

Gardiner E., Debrulle J., Maes J., (2024), Entrepreneurship, in: Cooper, C., Brough, P., Anderson, V.L.(Eds.), *Elgar Encyclopedia of Occupational Health Psychology*, 9781035313372, Edward Elgar Publishing, Cheltenham, chapter 17, pp. 54-56

Leroy P., Defert C., Hocquet A., Goethals F., Maes J., (2013), Antecedents of willingness to share information on Enterprise Social Networks , in: Spagnoletti, P.(Eds.), *Organization change and Information Systems - working and living together in new ways* , 978-3642372278, Springer, Berlin, chapter 11, pp. 109-117

Debrulle J., Maes J., Sels L., (2011), The effect of a business owner's human and social capital on the start-up's export activities (Het effect van het menselijk en sociaal kapitaal van de bedrijfseigenaar op de exportactiviteiten van de startende onderneming), in: Manigart, S.(Eds.), *Grenzeloos ondernemen in Vlaanderen* , 9799081659000, STOIO, Gent, chapter 3, pp. 63-90

Debrulle J., Maes J., Verbruggen M., Sels L., (2011), Once self-employed, always self-employed? A search for demographic and career-related exit determinants of pulled and pushed self-employed individuals (Eenmaal zelfstandige, altijd zelfstandige? Een onderzoek naar de demografische en loopbaangerelateerde uitstroombfactoren van vrijwillige en noodgedwongen zelfstandigen), in: Manigart, S.(Eds.), *Ondernemen tussen wetenschap en beleid in Vlaanderen* , 9789081659017, STOIO, Gent, chapter 7, pp. 162-188

Sels L., Maes J., (2008), Conclusies en Beleids pistes. (translated: conclusions and policy recommendations), in: Sels, J., Debrulle, J., Maes, J.(Eds.), *Startende Ondernemingen onder de Loep*, 9789086791477, Roularta books, Roeselare, chapter 14, pp. 333-357

Sels L., Maes J., (2008), Starters in Beeld. Het Profiel van Startende Vennootschappen in Vlaanderen (translated: start-ups in the picture: the profile of new incorporations in Flanders), in: Sels, J., Debrulle, J., Maes, J.(Eds.), *Ondernemend Vlaanderen. Startende Ondernemingen onder de Loep*, 9789086791477, Roularta books, Roeselare, chapter 5, pp. 134-166

Maes J., Vanhoutte C., Sels L., (2007), Overnemen: Ondernemen met Voorsprong? Startende Ondernemers en Overnemers Vergeleken (translated: Acquisitions: entrepreneurship with a head start? Start-ups and acquisitions compared), in: Manigart, S., Leroy, H.(Eds.), *Bedrijf te koop. Overlaten en stopzetten in Vlaanderen*, 978 90 5466 519 9, Roularta books, Roeselare, chapter 9, pp. 188-206

Maes J., Van De Velde E., Clarysse B., Sels L., (2006), Het Niet Gerealiseerde Groeipotentieel van Vlaamse Ondernemingen onder de Vorm van Corporate Spin-Offs (translated: the non-realized growth potential of Flemish enterprises under the form of corporate spin-offs), in: Clarysse, B.(Eds.), *Durven Groeien in Vlaanderen: een Boek voor Gevorderden*, 90 8679 053 4, Roularta books, Roeselare, chapter 8, pp. 145-166

Sels L., Gilbert C., Maes J., (2006), Loont Groei? (translated: Does growth bring benefits? A plea for profitable growth), in: Clarysse, B.(Eds.), *Durven Groeien in Vlaanderen: een Boek voor Gevorderden*, 90 8679 053 4, Roularta books, Roeselare, chapter 1, pp. 33-54

Maes J., (2005), Eigendom en Bestuur van Starters (translated: In good hands? Ownership and governance of start-ups), in: Sels, L.(Eds.), *Je Bent Ondernemend en Je Start Wat. Over Starten in Vlaanderen*, 90 5466 891 1, Roularta books, Roeselare, chapter 5, pp. 93-106

Maes J., Sels L., (2005), Van Kapitaal Belang. Startkapitaal en Financiering van Startende Vennootschappen (translated: Of capital importance: start-up capital and financing of new incorporations), in: Sels, L.(Eds.), *Je Bent Ondernemend en Je Start Wat. Over Starten in Vlaanderen*, 90 5466 891 1, Roularta books, Roeselare, chapter 2, pp. 41-57

Maes J., Sels L., (2005), De 'Code Buysse'. Corporate Governance voor Niet-Beursgenoteerde Bedrijven (translated: The "Buysse" Code. Corporate governance for non-listed companies), in: Sels, L.(Eds.), *Je Bent Ondernemend en Je Start Wat. Over Starten in Vlaanderen*, 90 5466 891 1, Roularta books, Roeselare, chapter 5, pp. 107-113

Sels L., Forrier A., Bollens J., Maes J., (2000), Het Cyclisch Karakter van Opleidingstrajecten. (translated: The cyclic character of training trajectories), *HR Jaarboek 2000 – Personeelsbeleid in België*, Nieuwe Media Groep, Grembergen, pp. 202-210

Case studies

Maes J., Tibau J., (2013), *Structural design practiced at Pharchem: a matter of structure following strategy. Part 1: A European firm with three entities (1955-1994)*, *European Case Clearing House*, case study 312-291-1, teaching note 312-291-8

Tibau J., Maes J., (2013), *Structural design practiced at Pharchem: a matter of structure following strategy. Part 2: A globally established pharmaceutical company (2004)*, European Case Clearing House, case study 312-292-1, teaching note 312-292-8, teaching note supplement 312-292-9

Tibau J., Maes J., (2013), *Structural design practiced at Pharchem: a matter of structure following strategy. Part 3: Diversifying into biotechnology (2004 and beyond)*, European Case Clearing House, case study 312-293-1, teaching note 312-293-8, teaching note supplement 312-293-9

Research reports

Debrulle J., Maes J., (2014), *De weg naar bedrijfscreatie: Een toelichting van het ondernemerschapstraject en profiel van jonge ondernemers in Vlaanderen*, STORE: Steunpunt Ondernemen en Regionale Economie (Flemish Government), 21 pages

Debrulle J., Maes J., (2014), *Smells like team spirit? How entrepreneurial founding team motivations affect new venture financial and innovation performance*, STORE: Steunpunt Ondernemen en Regionale Economie (Flemish Government), 25 pages

Leroy H., Maes J., Sels L., (2012), *Ik wil wel, maar kan ik het ook? Hoe ondernemerschapintenties zich vertalen in gedrag*, KU Leuven, 24 pages

Sels L., Maes J., (2002), *Onderzoek naar de omvang en de determinanten van personeelsverloop in de bouwsector. Eerste luik: kwantitatieve en kwalitatieve analyse van het verloop*

Sels L., Maes J., (2002), *Onderzoek naar de omvang en de determinanten van personeelsverloop in de bouwsector. Tweede luik: aanbevelingen aan de ondernemingen en de sector*

Sels L., Maes J., (2002), *Etude de la rotation de personnel dans le secteur de la construction: ampleur et facteurs déterminants. Premier volet: analyse quantitative et qualitative de la rotation*

Sels L., Maes J., (2002), *Etude de la rotation de personnel dans le secteur de la construction: ampleur et facteurs déterminants. Deuxième volet: recommandations aux entreprises et au secteur*

Maes J., Sels L., (2002), *Onderzoek naar de omvang en de determinanten van personeelsverloop in de bouwsector. Onderzoek in opdracht van het Fonds voor Vakopleiding in de Bouwnijverheid*

Maes J., Sels L., (2001), *Naar een LLL-label in Vlaanderen? Evaluatie van de Investors in People Standaard*

Maes J., Vandoren C., Sels L., Roodhooft F., (2000), *Onderzoek naar de oorzaken van faillissementen van kleine en middelgrote bouwondernemingen*

Maes J., Sels L., (1999), *Onderzoek naar evaluatie en rendementsmeting van bedrijfsopleidingen. Ontwikkeling van evaluatie-instrumenten*

Other research

Published

2011: Maes J. - "Building Organizations. An introduction to organizational theory, design and behavior" - , Cengage Learning, Andover, UK

Grants

2005 PhD grant, Policy Research Centre Entrepreneurship, Enterprises and Innovation (Flemish Government)

2004 PhD grant, Policy Research Centre Entrepreneurship, Enterprises and Innovation (Flemish Government)

2003 PhD grant, Policy Research Centre Entrepreneurship, Enterprises and Innovation (Flemish Government)

2002 PhD grant, Policy Research Centre Entrepreneurship, Enterprises and Innovation (Flemish Government)

GRANTS AND HONORS

Award

- 2018 Best Quantitative Paper Award for the paper "Time will Tell: How Changes in Entrepreneurial Intentions Impact Business Graduates' Innovative Behavior at Work" by J. Maes, H. Leroy, J. Deprez and J. Debrulle, ACERE - Australian Centre for Entrepreneurship Research Exchange, Australia
- 2015 European Management Review 2014 Best Paper Award, European Management Review, United Kingdom
- 2012 Best Paper Award for the paper "Antecedents of willingness to share information on Enterprise Social Networks" (Leroy, Defert, Hocquet, Goethals & Maes), ItAIS conference, Italy
- 2010 Best Paper Award for the paper "Organizational absorptive capacity: an empirical exploration of the role of the entrepreneur's human and social capital" (Debrulle, Maes & Sels), AGSE International Entrepreneurship Research Exchange, Australia
- 2001 Best Paper Award for the paper "Small business performance: exploring the link between management practices and the financial performance of small and medium-sized Belgian construction companies" (Maes, Sels & Roodhooft), RENT Conference, Finland

PROFESSIONAL MEMBERSHIPS

Academy of Management, USA

EDITORIAL ACTIVITY

Reviewer in an academic journal

- 2018 M@n@gement
- 2017 Journal of Small Business Management
- 2017 Journal of Small Business Management
- 2016 Human Resource Management Review
- 2013 Journal of Management Studies
- 2012 Acere Diana Conference
- 2012 EURAM European Academy of Management
- 2010 International Journal of Entrepreneurial Behaviour and Research
- 2010 International Journal of Entrepreneurship and Innovation Management
- 2009 Journal of Strategy and Management
- 2009 Small Business Economics
- 2008 Academy of Management Annual Meeting
- Journal of Management Studies

Reviewer in a book / textbook

Organisational Behaviour, United Kingdom

PROFESSIONAL SERVICE

Committee/task force member

- 2014 - 2021** KU Leuven - Doctoral committee of Kristine Tamayo, Belgium
- 2009 - 2012** KU Leuven - Doctoral committee of Jonas Debrulle, Belgium
- 2007 - 2012** KU Leuven - Doctoral committee of Christine Vanhoutte, Belgium

Invited Lecturer

- 2019** KULAK Inspiration Week, Belgium
- 2015** Day of the Economy, Belgium
- 2008** Concrete Day, Belgium
- 2007** Ondernemersdag, Belgium

Involvement in a board of Directors

- 2007 - 2011** Policy Research Centre Entrepreneurship and International Entrepreneurship, Belgium

RESEARCH ACTIVITIES

COMMITTEE CHAIR

Course Coordinator

Teaching (PGP), IÉSEG School of Management, France

Head of a recruitment jury (orals)

Oraux, IÉSEG School of Management, France

Member of a program architecture committee

Program Architecture Committee, IÉSEG School of Management, France

Member of a recruitment jury (orals)

Oraux, IÉSEG School of Management, France

Member of the research committee

- 2016 - 2020** Research Committee, IÉSEG School of Management, France

Participation in a pedagogical cafe

Pedagogical cafe, IÉSEG School of Management, France

Participation in recruitment of professors

recruitment of HRM professors and lecturers, IÉSEG School of Management, France

Participation in the development of an academic program

- 2021** Member of the development committee of the "online MIB" program, IÉSEG School of Management, France
- 2021** member of the governance group of the Decathlon Talent Game for the IESEG PGP 2021 (Boulogne-Billancourt project), IÉSEG School of Management, France