Dr. Ioannis Zervas

Academic Curriculum Vitae

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Academic Profile

Dr. Ioannis Zervas holds a PhD in Applied Informatics and is engaged in postdoctoral research, with scholarly work in business administration, digital transformation, human resource management and digital skills. His research examines the impact of emerging technologies on organizational operations, human capital development, work and organizational adaptation. He has published in peer-reviewed international academic journals and conference proceedings.

Teaching Experience in Higher Education

- **Democritus University of Thrace (winter semester 2026–2027):** teaching the courses “Supply Chain Management” and “Business Administration and Technology”.
- **International Hellenic University:** teaching in areas related to research methodology, maritime logistics, and distribution network analysis and design.
- **University of Macedonia:** teaching in the Master’s programme “International Human Resource Management Policies, Communication and Leadership”, focusing on digital skills in communication and decision-making.

Research Areas and Methodological Expertise

Main areas: strategic management and organizational change; digital and technological upgrading of businesses; digital human resource management; artificial intelligence and workplace decision-making; skills development and obsolescence; vocational education and its links with the labour market.

Methodological expertise in empirical quantitative research and cross-national sampling, structural equation modelling (PLS-SEM), multi-group analysis, latent class analysis, Bayesian robustness checks, and PRISMA-based systematic literature reviews.

Scholarly and Editorial Activities

He serves as an **Academic Editor** for an international scholarly journal published by Elsevier, as a **Guest Editor** for a special issue of *Merits*, and as a member of scientific and editorial journal teams. He also reviews research articles for international publishers, including Elsevier, Wiley, Taylor & Francis and MDPI.

Professional Experience and Academic Qualifications

He holds a **PhD in Applied Informatics**, with a doctoral dissertation focusing on digital skills and inequalities in the workplace. The dissertation addresses the digital divide and workforce empowerment by examining the importance of developing and applying digital skills in contemporary working environments. His doctoral research connects technological change with equitable participation, organizational adaptation and human resource development. He also has extensive experience in adult education, vocational training, the management of educational institutions and the coordination of European Erasmus+ initiatives.

Selected Published Research

Publications related to management, technology and digital transformation

1. Zervas, I., & Stiakakis, E. (2026). From Infrastructure to Digital Skills: A PRISMA Systematic Review of Digital Capability in Smart City Transformation. *IET Smart Cities*, *8*, e70035. DOI: 10.1049/smc2.70035

2. Zervas, I. (2026). Digital Skills Decay and Obsolescence in the Age of Disruptive Technologies: Implications for Sustainable Human Resource Management. *Sustainability*, *18*(11), 5509. DOI: 10.3390/su18115509

3. Zervas, I., & Anagnostou, E. (2026). Algorithmic HR Decisions as Communication Events: Fairness, Trust, and Employee–Organization Relations in AI-Mediated Workplaces. *Human Systems Management*. DOI: 10.1177/01672533261485056

4. Kouroukla, M. K., Zervas, I., & Triantari, S. (2026). From Change Capability to Organizational Resilience: The Role of Digital Upskilling and Digital HR Maturity. *Administrative Sciences*, *16*(6), 268. DOI: 10.3390/admsci16060268

5. Zervas, I., & Stiakakis, E. (2025). HRM Strategies for Bridging the Digital Divide: Enhancing Digital Skills, Employee Performance, and Inclusion in Evolving Workplaces. *Administrative Sciences*, *15*(7), 267. DOI: 10.3390/admsci15070267

6. Zervas, I., & Triantari, S. (2025). Digital HRM Practices and Perceived Digital Competence: An Analysis of Organizational Culture's Role. *Digital*, *5*(3), 34. DOI: 10.3390/digital5030034

7. Zervas, I., & Triantari, S. (2025). Trust and Ethical Influence in Organizational Nudging: Insights from Human Resource and Marketing Practice. *Journal of Theoretical and Applied Electronic Commerce Research*, *20*(3), 176. DOI: 10.3390/jtaer20030176

8. Zervas, I., & Stiakakis, E. (2024). Economic Sustainable Development through Digital Skills Acquisition: The Role of Human Resource Leadership. *Sustainability*, *16*(17), 7664. DOI: 10.3390/su16177664

9. Zervas, I., Stiakakis, E., Athanasiadis, I., & Tsekouropoulos, G. (2024). A Holistic Approach to Define Important Digital Skills for the Digital Society. *Societies*, *14*(7), 127. DOI: 10.3390/soc14070127

Selected International Conference Papers

- Zervas, I., & Stiakakis, E. (2026). *Emerging Digital Skills for NEETs: Aligning Training with Labour-Market Needs.* INTED2026 Proceedings. DOI: 10.21125/inted.2026.0984.
- Zervas, I., & Stiakakis, E. (2026). *Disruptive Technologies and Workforce Transformation: The Mediating Role of HR Strategy*. Proceedings, 140(1), 1. DOI: 10.3390/proceedings2026140001.

Distinctions and Research Identifiers

Recipient of an **Outstanding Reviewer** distinction from *Administrative Sciences* and awards for oral presentations at international scientific conferences. ORCID: 0009-0000-1126-8369 · Scopus Author ID: 59234624500.