


PERSONAL INFORMATION

Cem Tanova



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 [https://www.researchgate.net/profile/Cem\\_Tanova](https://www.researchgate.net/profile/Cem_Tanova)

 @ctanova

Sex Male | Date of birth 12/05/1969 | Nationality Cyprus

ACADEMIC EXPERIENCE

March 2011-Present

Professor

Department of Business Administration, Faculty of Business and Economics, Eastern Mediterranean University

November 2005-March 2011

Associate Professor

Department of Business Administration, Faculty of Business and Economics, Eastern Mediterranean University

2012-17

Module Tutor

Organisations People and Performance Module Warwick Manufacturing Group Warwick University

2012-15

Visiting Professor

Organizational Behaviour, Human Resource Management, Research Methods, Prince Sultan College of Tourism and Management, Abha Saudi Arabia

Summer 2012

External Examiner for MBA Projects

Rouen Business School France

September 1999

Assistant Professor

Department of Business Administration, Faculty of Business and Economics, Eastern Mediterranean University

October 1996 - September 1997

Lecturer

Department of Business Administration, Faculty of Business and Economics, Eastern Mediterranean University

September 1993 - July 1996

Lecturer

Faculty of Economics and Administrative Sciences, European University of Lefke

ADMINISTRATIVE EXPERIENCE

July 2016-June 2019

Vice Rector

International Affairs and Promotion, Eastern Mediterranean University

October 2015-July 2016

Director

Institute of Graduate Studies and Research, Eastern Mediterranean University

August 2010 – October 2014

Dean

Faculty of Business and Economics, Eastern Mediterranean University

December 2009 – March 2011

Director

Continuing Education Center, Eastern Mediterranean University

August 2003 – August 2010

Head of Department

Department of Business Administration, Faculty of Business and Economics, Eastern Mediterranean University

September 1999 - August 2003

Assistant Head of Department

Department of Business Administration, Faculty of Business and Economics, Eastern Mediterranean University

December 1997 – September 1999

Lieutenant

Military Service in the TRNC Security Forces

Interpreter to the Commanders of Turkish Peace Forces and TRNC Security Forces in meetings and correspondence with UNFICYP and foreign attachés.

EDUCATION AND TRAINING

October 1997

Doctor of Philosophy

Thesis Title: "Human Resource Management: An Evaluative Study of the Turkish Republic of Northern Cyprus Business Organizations from the Perspective of European Integration."

Major: Management and Organization

Çukurova University, Adana Turkey

May 1993

Master of Public Administration,

Northern Michigan University, Marquette, MI, USA

MAY 1991

Bachelor of Science in Business Administration, Cum Laude

Major: Management Minor: Speech Communications

Northern Michigan University, Marquette, MI, USA

PERSONAL SKILLS

Mother tongue(s)

Turkish

Other language(s)

UNDERSTANDING

SPEAKING

WRITING

Listening Reading Spoken interaction Spoken production

English

C2

C2"

C2

C2

C2

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user

Common European Framework of Reference for Languages

Communication skills

- Excellent communication skills gained through my experience as an instructor, manager, team member in multicultural settings.

Organisational / managerial skills

- Leadership of a Faculty of 2500 students, 75 faculty members with a budget of over 6 million Euros

Job-related skills

- Trainer in community training programs, responsible for developing interactive material and delivery.

Computer skills

- Advance user of Microsoft Office suite including Access database and Excel formulas.
- Data analysis using SPSS

Other skills

- Statistical analysis, hypothesis testing using a variety of methods, sampling and assessment of power of analysis.

ADDITIONAL INFORMATION

Publications

Anasori, E., Bayighomog, S. W., & Tanova, C. (2019). Workplace bullying, psychological distress, resilience, mindfulness, and emotional exhaustion. *The Service Industries Journal*, 1–25. <https://doi.org/10.1080/02642069.2019.1589456>

Dalci, I., Tanova, C., Ozyapici, H., & Bein, M. A. (2019). PRAGUE ECONOMIC PAPERS / ONLINE FIRST THE MODERATING IMPACT OF FIRM SIZE ON THE RELATIONSHIP BETWEEN WORKING CAPITAL, (October 2017), 1–17.

Behraves, E., Tanova, C., & Abubakar, A. M. (2019). Do high-performance work systems always help to retain employees or is there a dark side? *The Service Industries Journal*, 0(0), 1–21. <https://doi.org/10.1080/02642069.2019.1572748>

Özduran, A., & Tanova, C. (2017). Manager mindsets and employee organizational citizenship behaviours. *International Journal of Contemporary Hospitality Management*, 29(1), 589–606. <http://doi.org/10.1108/IJCHM-03-2016-0141> (SSCI)

Nevzat, R., Amca, Y., Tanova, C., & Amca, H. (2016). Role of social media community in strengthening trust and loyalty for a university. *Computers in Human Behavior*, 65, 550–559. <http://doi.org/10.1016/j.chb.2016.09.018> (SSCI)

Özduran, A., & Tanova, C. (2017). Coaching and employee organizational citizenship behaviours: The role of procedural justice climate. *International Journal of Hospitality Management*, 60, 58–66. <http://doi.org/10.1016/j.ijhm.2016.10.004> (SSCI)

Nadiri, H., & Tanova, C. (2016). Recovery Performance and What Are the Consequences in Health Care? *Quality Management in Health Care*, 25(3), 162–175. <http://doi.org/10.1097/QMH.000000000000104> (SSCI)

Tanova, C., & Ajayi, O. (2016). International Faculty Member Sociocultural Adjustment and Intention to Stay: Evidence from North Cyprus. *Asian Academy of Management Journal*, 21(1), 47–72. (ESCI)

- Erdil, G. E., & Tanova, C. (2015). Do Birds of a Feather Communicate Better? the Cognitive Style Congruence between Managers and Their Employees and Communication Satisfaction. *Studia Psychologica*, 57(3), 177. (SSCI)
- Tanova, C., and Nadiri, H. (2010) "The Role of Cultural Context in Direct Communication," *Baltic Journal of Management*, Vol. 5, No. 2, ISSN: 1746-5265 (SSCI)
- Nadiri, H., Tanova, C. (2010) "An Investigation of the Role of Justice in Turnover Intentions, Job Satisfaction, and Organizational Citizenship Behavior in Hospitality Industry," *International Journal of Hospitality Management*, Vol. 29, No. 1, pp 33-41 ISSN 0278-4319 (SSCI)
- Tanova, C., Karataş-Özkan, M., İnal, G. (2008) "The Process of Choosing a Management Career: Evaluation of gender and contextual dynamics in a comparative study of six countries: Hungary, Israel, North Cyprus, Turkey, UK and the USA", *Career Development International*, Vol.13, No. 4, pp 291-305 ISSN 1362-0436 (this journal has been indexed in SSCI in 2010)
- Tanova, C., Holtom, B. (2008) "Using Job Embeddedness Factors to Explain Voluntary Turnover in 4 European Countries", *International Journal of Human Resource Management*, Vol. 19, No. 9, 1553-1568, ISSN 0958-5192 (SSCI)
- Tanova, C., Nadiri, H. (2007) "An empirical study of some demographic and work-related variables on job satisfaction of academics in a Turkish university", *Psychological Reports*, Vol. 100, ISSN 0033-2941 (SSCI)
- Tanova, C., Karadal, H. (2006) "An Analysis of the Relationship between Organizational Strategy and Human Resource Policies in Turkey", *International Journal of Commerce and Management*, Vol. 16, No. 3-4, ISSN 1056-9219
- Tanova, C., Nadiri, H., (2005) "Recruitment and Training Policies and Practices: The Case of Turkey as an EU Candidate", *Journal of European Industrial Training*, Vol. 29, No. 9, ISSN 0309-0590
- Tanova, C., (2003) "Firm Size and Recruitment: Staffing Practices in Small and Large Organizations in North Cyprus", *Career Development International*, Vol. 8, No. 2, 107-114, ISSN 1362-0436 (this journal has been indexed in SSCI in 2010)
- Tanova, C., (2003) "Cognitive Styles and Learning Preferences of Undergraduate Business Students in North Cyprus", *Psychological Reports*, Vol. 93, 1149-1155, ISSN 0033-2941 (SSCI)

### Book Chapters

- Etcı, C., Tanova, C. (2010) "Why do Employees Quit Jobs? Contextualizing the Role of Organizational Justice", In "Global Governance, Labour Market Dynamics and Social Change: Essays in Honour of Emeritus Professor Ozay Mehmet" edited by B.N. Ghosh, Wisdom House:UK, ISBN 978-1-84290-106-9.
- Barbara P. Dexter, Cynthia Forson, Gözde İnal, Mine Karatas-Özkan, Fatma Küskü, Mustafa F. Özbilgin, Ayala Malach-Pines, Cem Tanova and Jeongkoo Yoon (2007) "Convergence and Divergence of Influences on Career Choice: A Comparative Analysis of Influences on Career Choices of MBA Students in China, Ghana, Greece, Israel, Korea, North Cyprus, Turkey and UK" in "Career Choice In Management And Entrepreneurship: A Research Companion" edited by M. Özbilgin Edward Elgar Publishing: UK, ISBN 978 1 84542 844 0.
- Nadiri, H., Tanova, C.,(2006) "Employee Training and Human Capital Development in Turkey", In "Economic Development in Turkey" edited by B.N. Ghosh and A. Ghafoor Wisdom House:UK, ISBN 1 84290-083-8.

### Papers Presented in International Refereed Conferences

- Tanova, C., "Job Search Methods used by Young Professionals and Recruitment Methods Used by Employers: What works" International Conference on Employability of Graduates & Higher Education Management Systems Vienna, 22 - 23 September 2011
- Tanova, C., "A comparative study of the determinants of HR outsourcing in Turkey and the European Union". Academy of Management Annual Meeting in Hawaii, 5-10 August 2005.
- Tanova, C., Islamoglu, M. "Determinants of HR Outsourcing", The International Conference on HRM in a Knowledge-Based Economy, Ljubljana, Slovenia, 2-4 June 2004
- Tanova, C. and Ajai, S. "International Faculty Members as Self-selecting Foreign Knowledge Workers," 7th Conference on International Human Resource Management, University of Limerick, Ireland, 4-6 June 2003
- Tanova, C. "Managing Personnel on Overseas Assignments: Adjusting to Culture Shock," Global HRM Conference: Comparative HRM – Learning from Diversity, ESADE, CRANET, Barcelona, Spain, 20-22 June 2001
- Tanova, C. "Cross-Cultural Variations in Decision Making: a Study of Cognitive Styles of Turkish and British Managers and Management Students," Global HRM Conference: Comparative HRM – Learning from Diversity, ESADE, CRANET, Barcelona, Spain, 20-22 June 2001
- Tanova, C., "An Exploratory Study of Cognitive Styles, Learning Styles and Learning Preferences of Undergraduate and Graduate Business Students in Northern Cyprus," Proceedings of the 5th Annual European Learning Styles Information Network Conference, University of Hertfordshire, Hertford, UK, 26-27 June 2000

## National Conference Presentations

- Tanova, C., "An Evaluative Study of Human Resource Management Practices of Businesses in North Cyprus from the Perspective of European Integration," Proceedings of the International Conference on Human Resource Management: an Important Factor for European Integration, CRANET-E and International Business School Varna, Bulgaria May 2000
- Tanova, C., "The Cognitive Styles and the Learning Preferences of Undergraduate Business and Executive MBA students," Proceedings of the 4th Annual Conference for Administrative Sciences: Management Education and Development in the Developing Nations, pp. 82-92, Management Education & Development Division of the Academy of Management and United Arab Emirates University, Al Ain, United Arab Emirates, 2-3 April 2000
- Tanova, C., Besim, M., Sertoglu, K. "Why Are International Students Choosing Higher Education in North Cyprus?" 24th World Business Congress, E Mediterranean Univ, Famagusta, KKTC Mayıs 27-31, 2015
- Ethadi, B., Tanova, C. "Cross-Cultural Validation of the Employer Attractiveness Scale in Iran" 24th World Business Congress, E Mediterranean Univ, Famagusta, KKTC Mayıs 27-31, 2015
- Ünlücan, D., Tanova, C. "Kuzey Kıbrıs Türk Cumhuriyeti'nde Faaliyet Gösteren Küçük Ve Orta Ölçekli İşletmelerde İşletme Sahiplerinin Karakterleri (Characteristics of SME Business Owners in TRNC), 18. Yönetim ve Organizasyon Kongresi, Çukurova Üniversitesi, Adana, May 2010.
- Tanova, C., Ünlücan, D. "İş Bulmak ve Personel Bulmak Amacı İle Kişisel Temasların Kullanılması" (The use of personal contacts in job search and recruitment), 17. Yönetim ve Organizasyon Kongresi, Eskişehir Osmangazi Üniversitesi, May 2009.
- Tanova, C., "Avrupa'da Gönüllü İşten Ayrılma: Ayrılma Kolaylığı ve İstekliliği, Davranış Niyeti ve İş İle İçişe Olmanın (Job Embeddedness) Etkileri" (Voluntary Turnover in Europe: The impact of ease of movement, desire for movement and job embeddedness.), 15. Yönetim ve Organizasyon Kongresi, Sakarya Üniversitesi, May 2007.
- Tanova, C., Karatepe, T., "Sınır Birim İşgörenleri ve Duygusal Yorgunluk: KKTC Konaklama Sektörü Üzerinde Görgül Bir Çalışma," (Emotional Exhaustion and Frontline Employees: An Empirical Study in TRNC Tourism Industry), 12. Yönetim ve Organizasyon Kongresi, (12th Management and Organizations Congress), pp. 194-199, Uludağ Üniversitesi, Bursa, Turkey, 27-29 May 2004.
- Tanova, C., Karadal, H., "Kurumsal Strateji ile İnsan Kaynakları Yönetimi Politikaları Arasındaki İlişkinin Analizi," (An Analysis of the Relationship Between Corporate Strategy and Human Resource Management Policies), 11. Yönetim ve Organizasyon Kongresi, (11th Management and Organizations Congress), pp. 999-1001, Afyon Kocatepe Üniversitesi, Afyon, Turkey, 22-24 May 2003
- Kinyaz, T., Ekiz, E., Canözer, S., Tanova, C., "Örgütsel Bağlılık Ölçeğinin Psikometrik Özelliklerine Yönelik Görgül Bir Araştırma," (An Empirical Study on the Psychometric Properties of Organizational Commitment Questionnaire), 10. Yönetim ve Organizasyon Kongresi, (10th Management and Organizations Congress), pp. 795-805, Akdeniz Üniversitesi, Antalya, Turkey, 23-25 May 2002
- Tanova, C., "Küçük İşletmelerde Personel Temini: Kuzey Kıbrıs Türk Cumhuriyetinde Karşılaşılan Sorunlar," (Recruitment in Small Businesses: Problems Faced by SMEs in the Turkish Republic of Northern Cyprus), 10. Yönetim ve Organizasyon Kongresi, (10th Management and Organizations Congress), pp. 195-205, Akdeniz Üniversitesi, Antalya, Turkey, 23-25 May 2002
- Etçi, C., Tanova, C., "Karar Verme Stilleri ve Meslek Seçimi," (Decision Making Styles and Career Choice), 10. Yönetim ve Organizasyon Kongresi, (10th Management and Organizations Congress), pp. 57-71, Akdeniz Üniversitesi, Antalya, Turkey, 23-25 May 2002
- Tanova, C., "Küçük İşletmelerde Personel Temini: Karşılaşılan Sorunlar," (Recruitment in Small Businesses: Problems Facing SMEs"), 21. Yüzyılda KOBİ'ler: Sorunlar, Fırsatlar Ve Çözüm Önerileri Sempozyumu, (Symposium on SMEs in 21st Century: Problems, Opportunities and Suggestions), Doğu Akdeniz Üniversitesi, Gazimagusa, TRNC, 3-4 January 2002
- Tanova, C., "Kuzey Kıbrıs Türk Cumhuriyeti ve Güney Kıbrıs Rum Yönetimi İşletmelerinde İnsan Kaynakları Yönetimi Politikaları ve Uygulamaları," ("Human Resource Management Practices in North and South Cyprus.") 9. Yönetim ve Organizasyon Kongresi Bildiri Kitabı, (9th Management and Organizations Congress Proceedings), pp. 53-61, University of Istanbul, Istanbul, Turkey, 24-26 May 2001
- Tanova, C., "Türk İşletmelerinin Avrupa Birliği İle Bütünleşmesi Açısından İnsan Kaynakları Yönetimi," ("Human Resource Management in the Turkish Business Organizations from the Perspective of European Integration") 4. Yönetim ve Organizasyon Kongresi, (4th National Management and Organizations Congress), Ortadoğu Teknik Üniversitesi, Ankara, Turkey, 29-31 May 1996
- Tanova, C., "Verimlilik Yönetiminde İş Tasarımı ve İnsan Kaynakları Yönetimi," ("Human Resource Management and Job Design in Productivity Management") Verimlilik Kongresi Bildiri Kitabı, (Productivity Congress Proceedings), Kıbrıs Türk Mimar ve Mühendisler Odası (Cyprus Turkish Chamber of Architects and Engineers), Lefkoşa, TRNC, 20-21 March 1996

### Invited Conference Presentations

- Tanova, C. "Human Resource Management Policies and Practices among Turkish Cypriot Businesses", Cyprus Human Resource Management Association Annual Congress, Nicosia Hilton Hotel, South Cyprus, November 2004
- Tanova, C. "İnsan Kaynakları Yönetimi'nin Önemi," (The Importance of Human Resource Management), Rotary Club of Girne, TRNC, August, 2003
- Tanova, C. "İnsan Kaynakları Yönetiminde Farklı Yaklaşımlar : Kuzey ve Güney Kıbrıs Örneği," (Differing Approaches to Human Resource Management: The Case of North and South Cyprus), 9. Ulusal İnsan Kaynakları Kongresi, (9th National Human Resource Management Congress), PERYON, İstanbul, Turkey, 19-20 October, 2001
- Tanova, C., "Üniversitelerin Etkinliğinin Ölçülmesi," ("Measuring Organizational Effectiveness in Universities") Verimlilik Kongresi Bildiri Kitabı, (Productivity Congress Proceedings), pp. 51-58, Kıbrıs Türk Mimar ve Mühendisler Odası (Cyprus Turkish Chamber of Architects and Engineers), Lefkoşa, TRNC, 20-21 March 1996

### Professional Activities

- Ad hoc Reviewer for:
- Personnel Review (SSCI)
  - Journal of Managerial Psychology (SSCI)
  - Baltic Journal of Management (SSCI)
  - Journal of Hospitality & Tourism Research
  - ODTÜ Gelişme Dergisi (METU Studies in Development)
  - International Journal of Human Resource Development and Management
  - Journal of Business Performance Management
  - The Review of Social, Economic and Business Studies
- Editorial Board Member:
- International Journal of Management Perspectives
  - International Journal of Management Science and Information Technology

### Accreditation Activities

- Member of the review team for King Saud University Business School accreditation on behalf of NCAAA, 2015
- 12 Academic programs of EMU Faculty of Business and Economics received FIBAA accreditation during my term as Dean.
- Member of the EMU AACSB Task Force since 2004
- AACSB World Class Practices in Management Education Conference in Dallas, TX - November 2004
- AACSB Assesment Seminar in Paris, France - May 2005
- AACSB Applied Assesment Seminar in Tampa, FL - June 2008
- AACSB Faculty Conference on Learning in St. Pete, FL - June 2008

### Theses Supervised

- Likoum, Steven William Bayighomog. (2015). The Effect of Managers' Mindset on their Employees' Performance Appraisal.
- Fazlollahi, Negar. (2014). Older Workers' Retention in the Workplace.
- Fomolo, Fedelis. (2014). The impact of leader-member exchange, employee empowerment and affective commitment on TRNC hotel and restaurant workers: Implications for retention.
- Syedimany, Arian. (2014). Motivations, Expectations and Adjustment of Self-initiated Academic Expatriates at Eastern Mediterranean University.
- Moayeri, Rouzbeh. (2014). Effects of Perception of Performance Appraisal Politics on Organizational Commitment and Job Satisfaction in Food and Beverage Industry in North Cyprus.
- Viviane, Che Mezoh Akuro. (2014). Responses to Co-workers Receiving Recognition at Work: A Case Study in Cameroon.
- Pezeshkpoor, Ahad. (2013). Factors affecting retirement behavior before and after retirement, a comparative approach.
- Kompanian, Amirhossein. (2013). The relationship between Islamic work ethics, job related outcomes and conflict resolution styles in Iran.
- Meshksar, Sahat. (2012). A Comparative Study of HRM Practices Based on Hofstede Cultural Dimensions.

Syagga, Laura A. (2012). Intuitive Cognitive Style and Biases in Decision Making  
Server Yavas "Job Search Behaviors of Graduate and Graduating Students of Eastern Mediterranean University" November 2008  
Bilen İlkaç "Analyzing Service Quality in Local Governments, An Empirical Study of Measurement of Perception of Service Quality in Nicosia Turkish Municipality by using SERVPERF" May 2008  
Marzieh Arad "The Effects of Organizational Justice, Leader Member Exchange (LMX), Job Satisfaction and Organizational Commitment on Turnover Intention: A Study of Iranian Hotel Employees." February 2007  
Süleyman Efe "The Effect of Strategic Human Resource Management (SHRM) on Firm Performance: A Study of Turkish Firms" July 2006  
Arzu Evren "The Effects of Leader Motivating Language on Subordinate Performance and Job Satisfaction in the Context of Turkish Culture" January 2004  
Tuna Karatepe "Measuring Emotional Exhaustion: A Study of Hotel Frontline Employees in Northern Cyprus" January 2004  
Ceren Etcı "Organizational Justice: The Key to Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior and Turnover Intention" January 2003  
Celal Gülseren "Cognitive Style and Emotional Intelligence" June 2003  
Segun Ajayi "Cultural Adjustment of Foreign Knowledge Workers: Human Resource Management Implications" August 2001  
Meriç Erülkü "Problems With the Public Sector in TRNC and Suggestions for Improvement: A TQM Approach" June 2000

#### Research Reports

Human Resource Management Policies and Practices Among Turkish Cypriot Businesses, 2004, CRANET, North Cyprus

#### Training Programs Developed and Delivered

"İş Yaşamında Başarının Anahtarı: Duygusal Zeka" (Key to success in your career: Emotional Intelligence) presented to EMU administrative staff, SUTEK (Dairy Industry Organization), Kooperatif Merkez Bankası  
"Duygusal Zeka ve Empatik İletişim" (Empathy and Emotional Intelligence) presented to Akdeniz Garanti Bankası, EMU administrative staff  
"İnsan Kaynakları ve Yönetimi" (Human Resources and Management) presented to SUTEK (Dairy Industry Organization), Gonyeli Municipality  
"Kariyer Yönetimi" (Career Management) presented to EMU administrative staff  
"Liderlik ve Motivasyon" (Leadership and motivation) presented to EMU administrative staff  
"Performans Yönetimi" (Performance management) presented to EMU administrative staff, SUTEK (Dairy Industry Organization), Bogaz Endüstri Madencilik, Industrial Engineering Students

#### Research Projects

A survey of Human Resource Management Policies and Practices in North Cyprus 2004– \$8,540 UNDP/UNOPS  
A Comparative Study of HRM in North Cyprus 2008 – 4000 YTL (approximately \$3200), Ministry of Education and Culture  
KOOPSÜT (The Largest Cooperative Dairy Company in North Cyprus) restructuring project 2013  
EVKAF (The Administration of Religious Foundations in Cyprus) restructuring project 2014  
Analysis of Cross-Border Trade between North Cyprus and South Cyprus 2012

#### Honours and Awards

Fulbright Short Term Training Grant  
Boston, MA; Tampa, FL; 2008  
Visiting Research Fellowship Grant  
CEPS/INSTEAD Luxembourg July; 2006  
Student Speaker in the University Graduation Ceremony  
NMU Graduation Ceremony, USA, May; 1991  
Fulbright Commission /Cyprus America Scholarship Program  
Scholarship Recipient; 1988  
Marquis Who's Who in the World  
Listed since; 2007

#### Memberships

The Cyprus Fulbright Commission, Board Member, 2008 - 2014  
Action for Young Enterprises Cyprus – Business Plan Competition, Jury Member 2007, 2008