***Robert N. Zacca, PhD***

**Academic Employment**

* *Assistant Professor of Management, Alfaisal University, Kingdom of Saudi Arabia (August 2014 –Present).* Full time faculty member in the College of Business: Engaged in research, teaching and service activities.
* *Assistant Professor of Management and Entrepreneurship, United Arab Emirates University (UAEU), AACSB Accredited (2008 – 2014).* Full time faculty member in the Business Administration Department of the College of Business and Economics: Engaged in research, teaching and service.
* *Visiting Scholar, Jiangxi University of Finance and Economics, Nanchang, China (2012 - 2023).* Providing undergraduate seminars in International Business.
* *Visiting Scholar, Institut Supérieur de Gestion, Paris, France (2008 - 2011).* Provided MBA courses in Corporate Entrepreneurship.
* *Faculty of Management, Cracow University of Economics (1998 - 2008).* Provided instruction to undergraduate and graduate students of management; Involvement in project and program development work.

**Refereed Journal Publications and Conference Proceedings**

* Zacca, R. (in-press). Leveraging Network Capability for Small Enterprise Success: The Critical Roles of Organizational Capability and Alertness. [*Journal of Small Business Management*](https://www.tandfonline.com/journals/ujbm20).
* Zacca, R. (2025). *How Entrepreneurial Behavior Mediates the Learning Capability and Firm Performance Relationship.* [1st International Conference on Entrepreneurship, Family Business and Sustainable Innovation](https://event.fourwaves.com/ierc2025/pages), MBSC Prince Mohammed Bin Salman College, KAEC, Jeddah.
* AlMazrouei, H. and Zacca, R. (in press). Learning Goal Orientation, Empowering Leadership, Participative Decision-Making as Predictors of Expatriates’ Post-Pandemic Job Performance. *International Journal of Organizational Analysis*.
* AlMazrouei, H., Bodolica V. and Zacca, R. (in press) Learning Goal Orientation and Turnover Intention: An Interplay Between Cultural Intelligence and Organisational Commitment. *International Journal of Organizational Analysis*.
* Zacca, R. (2024). *Leveraging Network Capability for Small Enterprise Success: The Critical Roles of Organizational Capability and Alertness*. 2024 International Conference on Partial Least Squares Structural Equation Modeling (PLS-SEM), Kuala Lumpur, Malasia.
* Zacca, R. (2024). *Strategic Learning Capability and SME Performance Relationship: The Moderated-Mediation of Strategic Entrepreneurial Behavior and Environment Hostility*. The 2024 12th International Conference on Social Science and Humanity (ICSSH 2024), Fukuoka, Japan.
* Zacca, R., Kafaji, M. and Shaltoni, A.M. (2024). The Interaction Effect of Leadership Support on the EO - Innovative Performance Relationship. *The International Journal of Entrepreneurship and Innovation, 25(3):* 172–186(*Scopus 3.1 / ABS 2 / SJR Q2*).
* AlMazrouei, H., Bodolica, V., and Zacca, R. (2024). Learning goal orientation and turnover intention: an interplay between cultural intelligence and organisational commitment. *International Journal of Organizational Analysis*, *32*(7), 1322-1357 (*Scopus 2.5 / ABS 1 / SJR Q2*.
* Dayan, M., Ng, P.Y., Zafar, H. and Zacca, R. (2023). Effects of Constructive Politics and Market Turbulence on Entrepreneurial Orientation-Performance Relationship: A Moderated Mediation Model. *European Management Journal*, 41(3): 385-394 (*Scopus 6.4 / ABS 2 / SJR Q1*).
* AlMazrouei, H., Zacca, R., & Mustafa, G. (2023). Mediating-moderating effect of employee creativity and team potency on expatriate innovative work behaviour. *International Journal of Organizational Analysis*, *31*(5), 1669-1693.(*Scopus 2.5 / ABS 1 / SJR Q2*).
* AlHogail, S., Zacca, R. and Floyd, C. (2022). Thrown Under the Bus: The Signaling Role of CMO Dismissal and its Effect on Firm Value. *Journal of East-West Business,* 28(4): 388-403 (*Scopus 1.6 / ABS 1 / SJR Q3*).
* AlMazrouei, H. and Zacca, R. (2022). The Impact of Covid-19 on Managerial Decision Making: The Case within Australian Organizations. *Journal of General Management,* 48(1), 32-45 (Scopus 1.0 / ABS 1 / SJR Q3).
* Zacca, R. and AlHogail, S. (2021). Entrepreneurial and Market Orientation Interactive Effects on SME Performance within Transitional Economies. *Journal of Research in Marketing and Entrepreneurship*, 23(2): 268-281 (*Scopus 2.4 / SJR Q2*).
* AlMazrouei, H. and Zacca, R. (2021). The Impact of Corona Coronavirus on Australian Public Sector Employees. *Journal of East-West Business, 27(4): 382-399* (*Scopus 1.6 / ABS 1 / SJR Q3*).
* AlMazrouei, H., Zacca, R. and Alfayez, N. (2021). The Counterintuitive Effect of Team Potency on Expatriate Creative Work Involvement. *Journal of Global Mobility* BitBlog.
* Zacca, R. and Kafaji, M. (2021). The Interaction Effect of Leadership Support on the EO - Innovative Performance. 14th Academy of Innovation, Entrepreneurship, and Knowledge Conference (ACIEK).
* AlMazrouei, H. and Zacca, R. (2021). The Influence of Organizational Justice and Decision Latitude on Expatriate Organizational Commitment and Job Performance. *Evidence-based HRM: A Global Forum for Empirical Scholarship, 9(4): 338-353* (*Scopus 2.7 / ABS 1 / Q3*).
* Alzahmi, R., AlMazrouei, H. and Zacca, R. (2021). Developing Future Leaders: Evidence of Talent Management Planning in a UAE Multinational Company. *International Journal of Customer Relationship Marketing and Management, 12(4)* (*Scopus 0.50 / SJR Q3*).
* AlMazrouei, H. and Zacca, R. (2021). Cultural Intelligence as a Predictor of Expatriate Managers Turnover Intention and Creative Self-Efficacy. *International Journal of Organizational Analysis,* 29(1): 59-77 (*Scopus 2.5 / ABS 1 / SJR Q2*)
* AlMazrouei, H., Zacca, R. and Alfayez, N. (2020). The Impact of Team Potency and Leadership Member Exchange on Expatriate Creative Work Involvement. *Journal of Global Mobility, 8(3/4): 309-323* (*Scopus 2.6 / ABS 2 / SJR Q2*)
* Jeong, Y., Ali, M., Zacca, R. and Park, K. (2019). The Effect of Entrepreneurship on Firm Performance: A Multi Mediation Model. *Journal of East-West Business, 25(2): 166-193 (Scopus 1.6 / ABS 1 / SJR Q3)*.
* AlMazrouei, H., Zacca, R., Evans, J. and Dayan, M. (2018). Great Expectations: The Moderating Role of Pre-departure Opinion on the Relationship between Organizational Justice and Organization Commitment / Job Satisfaction. *Journal of Global Mobility, 6(2): 178-193. (Scopus 2.6 / ABS 2)*.
* Zacca, R. and Dayan, M *(2018)*. Linking Managerial Competence to Small Enterprise Performance within the Dynamic Capability Logic. *Journal of Small Business and Enterprise Development, 25(2): 256-276. (Scopus 4.5 / ABS 2)*.
* Zacca, R., Dayan, M. and Elbanna, S. (2017). The Influence of Conflict and Intuition on Explorative New Products and Performance in SMEs. *Journal of Small Business and Enterprise Development, 24(4): 950-970 (Scopus 4.5 / ABS 2)*.
* Zacca, R. and Dayan, M. (2017). Entrepreneurship: An Evolving Conceptual Framework. *International Journal of Entrepreneurship and Innovation Management, 21(1/2): 8-26 (Scopus 1.4 / ABS 1)*.
* AlMazrouei, H., Zacca, R., Bilney, C., and Antoine, G. (2017). Expatriate Managers Decision-Making Practices within the UAE: A Qualitative Study. *International Journal of Organizational Analysis*, 24(5): 856-882 *(Scopus 2.5)*.
* Dayan, M. Ng, P.Y. and Zacca, R. (2016). The Effects of EO and Market Turbulence on SMEs Performance through Political Behavior: Moderated Mediation Model. *Academy of Management Conference*.
* Dayan, M., Zacca, R., Hussain, Z., Benedetto, A. and Ryan, J. (2016). The Effect of Entrepreneurial Orientation, Willingness to Change, and Development Culture on New Product Exploration in Small Enterprises. *Journal of Business and Industrial Marketing,* 31 (5): 668-683 (*Scopus 4.4 / ABS 2*).
* Zacca, R. and Dayan, M. (2015). Linking Managerial Competencies and Performance. *Babson College Entrepreneurship Research Conference (BCERC)*.
* AlMazrouei, H. and Zacca, R. (2015). Expatriate Leadership Competencies and Performance: A Qualitative Study. *International Journal of Organizational Analysis, 23(3): 404-424 (Scopus 2.5 / ABS 1)*.
* Zacca, R., Dayan, M. and Ahrens, T. (2015). Impact of Network Capability on Small Business Performance: The Mediating Role of Knowledge Creation and EO. *Management Decision, 53(1): 2-23* (*Scopus 5.5 / ABS 2*).
* AlMazrouei, H., Kunnanatt, J.T. and Zacca, R. (2015). Cultural Adaptation of Expatriate Managers: Empirical Insights from the UAE. *International Journal of Strategic Management,* 15(2): 91-102.
* Dayan, M., Zacca, R., and Benedetto, A. (2013). An Explorative Study of Entrepreneurial Creativity: Its Antecedents and Mediators in the context of UAE Firms. *Creativity and Innovation Management, 22(3): 223-240* (*Scopus 5.2*).
* Dayan, M., Zacca, R., and Benedetto, A. (2012). *An Exploratory Study of Entrepreneurial Creativity: Role of External Factors in the Context of UAE Firms.* IEEE ITMC Conference, Managing Technology during a Business Recovery, Dallas, Texas.
* Zacca, R. Selen, W., (2011). Unraveling a Manager’s Proclivity to Innovate: An Exploratory Study. *International Journal of Entrepreneurship and Innovation*, 12(3): 157-167 *Scopus 3.1 / ABS 2)*.
* Zacca, R., (2011). *The Framing of Entrepreneurship*.  IEEE ITMC Conference, Managing Technology in Challenging Times, San Jose, California.
* Zacca, R., (2010). *Classifying Entrepreneurship within a Business Development Framework.* ICSB Conference on Entrepreneurship: Bridging Global Boundaries, Cincinnati, Ohio.
* Zacca, R., (2010). *An Essay on the Conceptual Framework of Entrepreneurship.* 2nd Research Symposium in Business and Economics, American University of Sharjah.
* Zacca, R., (2009). Reconciling the Managerial Dichotomy to Growth. International Association of Management of Technology Conference, Orlando, Florida.

**Working Papers**

* Zacca, R. and AlMazrouei, H. Retaining Creative Talent: The Mediating Influence of Supervisor Support on Turnover and Burnout (preparing for submittal)
* Zacca, R. and AlMazrouei, H. The Creative Catalyst: How Organizational Creativity Mediates the Link Between Strategic Entrepreneurial Behavior and SME Performance (preparing for submittal)
* AlMazrouei, H. and Zacca, R. Beyond Broken Promises: Restoring Employee Creativity Through Empowerment in the Wake of Frustration. *Australian Journal of Management* (in review).
* AlMazrouei, H. and Zacca, R. Exploring the Interplay Between Employee Frustration and Organizational Creativity: The Role of Psychological Contract Fulfilment and Influence of Empowerment Climate. *Australian Journal of Management* (in review).

* Zacca, R. Carreras, A. and Alfayez, N. How Entrepreneurial Behavior Mediates the Learning Capability and Firm Performance Relationship (preparing for submittal).
* Zacca, R., Alfayez, N, and AlMazrouei, H. Challenging Assumptions: How Remote Work and Busyness Shape Organizational Climate Directly Without Mediating Creativity Support (preparing for submittal)
* AlMazrouei, H. and Zacca, R. Moderated Mediation Effect of Job Satisfaction and Organizational Trust on Expatriate Organizational Commitment. *International Journal of Organizational Analysis* (in review).
* Aichner, T., Cologna, A., Cvilak, L. and Zacca, R. Exploring the Challenges and Opportunities of Employing Persons with Disabilities. *F1000Research* (in review).
* Kafaji, M. Zacca, R. and Shaltoni, A. Does Strategic Posture Enable Business Success? Analyzing the Extended Effect on Small to Medium Enterprises in Emerging Economies? *FIIB Business Review* (in review).
* Shaltoni, A.M., Kafaji, M., Zacca, R. & Weiger, W. The impact of e-marketing orientation on business performance: Does innovativeness really matter? *Journal of Business-to-Business Marketing (in 3rd review).*
* AlMazrouei, H., Alfayez, N. and Zacca, R. Moderating Role of Team Potency on Innovative Behavior - Expatriate Creative Work Involvement Relationship. In process of writing up results.
* AlMazrouei, H. and Zacca, R. The Impact of Coronavirus on Employees’ Job Satisfaction, Commitment and Learning: The case of Australian Private and Public Sector Organizations.
* Weldali, L., Osman, A., AlMazrouei, H. and Zacca, R. Counterproductive Work Behavior among Expatriates in SMEs: Moderating Effects of Power Distance and Perceived Organizational Support. *Journal of Asia-Pacific Business* *(in review).*
* Zacca, R. Case Study: The Juice Palace (UAE). *Asian Case Research Journal (in review).*
* Alzahmi, R., AlMazrouei, H. and Zacca, R. The Role of Strategic Workforce Planning in Achieving Organizational Goals: A Case Study Analysis. *[International Journal of Management and Business Research](https://www.scopus.com/sourceid/21100448240" \o "View details for this source.)*.
* AlNafissa, N. and Zacca, R. Work-Family Conflict in Family Owned SMEs: The influence of Entrepreneurial Orientation and Family Social Capital. Preparing draft for *Journal of Family Business Management*.
* *Zacca, R.* The Role of Risk-Taking on the Intuition – SME Performance Relationship. Preparing draft for *European Management Journal.*
* Zacca, R. Small Enterprise Lifecycle and Entrepreneurial Orientation: The Mediating Role of Environmental Hostility and Managerial Competence.
* Zacca, R. Investigating the Mediating Effects of Network Capabilities and New Product Exploration in the EO – Small Enterprise Performance Relationship.
* Zacca, R. Investigating the Mediating Effect of Willingness to Customize in the EO – Small Enterprise Performance Relationship.

**Research Grants – Awards**

* Zacca, R. (2024) The Determinants of innovative Capabilities within Entrepreneurial Businesses. Alfaisal University President’s Investment Fund (PIF) Research Grant
* Zacca, R. and Carreras, A. (2022) *Drivers and Enablers of Innovative Start-up Enterprises within the Kingdom of Saudi Arabia*. Alfaisal University Internal Research Grant.
* (2017) The Alfaisal University Research Excellence Award.
* Almazrouei, H. and Zacca, R. (2016). Team behaviors and work motivation of UAE public sector employees*.* UAEU Research Grant Competition, 2-year research award.
* (2016) Shell Saudi Arabia Outstanding Research Award Alfaisal University, College of Business.
* Almazrouei, H., Dayan, M. and Zacca, R. (2015). *Antecedents and Consequences of Expatriate Adjustment: A Study on the Adjustment of Expatriate Workers in the UAE.* UAEU Research Start-UP Grant Competition, 2-year research award.
* Zacca, R. (2015). *The Impact of Network Capabilities on Innovative Start-up Enterprises within the Kingdom of Saudi Arabia*, Alfaisal University Internal Research Grant.
* (2014) Outstanding Research Award for paper published in A Ranked Journals, College of Business, UAEU.
* (2013) Nominated for the Tudor Rickards and Susan Moger Best Paper Award *Creativity and Innovation Management.*
* Zacca, R. (2013) *Case Study: The Juice Palace.* College of Business and Economics, UAEU grant.
* Dayan, M. and Zacca, R., (2013) *Determinants of Innovative Capabilities of Entrepreneurial Business within the UAE.* National Research Foundation and UAEU grant; ranked ‘highly-competitive’, (Co-Investigator).
* Zacca, R., Dayan, M., and Ahrens, T., (2011) *Drivers and Enablers of Innovative Start-up Enterprises within UAE*. National Research Foundation and UAEU grant; ranked ‘highly-competitive’, (Principal Investigator).
* Zacca, R. and Dayan, M., (2010) *Extending the Dialog on the Conceptual Framework of Entrepreneurship*; UAEU research grant (Principal Investigator).
* Dayan, M. and Zacca, R., (2010) *Creativity in Entrepreneurship: Its Antecedents and Mediators*; UAEU research grant (Co-Investigator).

**Education**

* *Ph.D. in Management with specialization in Entrepreneurship,* Cracow University of Economics, Cracow, Poland, 2006
* *M.B.A.,* Plymouth State University, Plymouth, New Hampshire, 1992
* *B.S. in Mechanical Engineering*, Tulane University, New Orleans, Louisiana, 1985

**Professional Interests**

* *Research interest:* research investigates the drivers and enablers of innovative enterprises; the determinants of innovative capabilities of entrepreneurial businesses; creativity in entrepreneurship; and the theoretical framework of entrepreneurship.
* *Courses taught:* Entrepreneurship, Management of Innovation, Value Innovation Strategy, Strategic Management, Business Ethics, HR Planning, Recruitment and Selection, Managing Entrepreneurship Ventures, Corporate Entrepreneurship, International Entrepreneurship, International Business, E-Commerce, and Management.
* *Service interest:* Training and mentoring aspiring young entrepreneurs at the Center for Innovation and Entrepreneurship; contributing to departmental and college level committees; supervising internship students; organizing student scientific trips; supervising the Entrepreneurship Student Club, and developing entrepreneurship curriculum.

**Industry Work Experience**

* *Business Advisor, US Peace Corps Advanced Business Development Program for Eastern Europe (May, 1996 - May, 1998).* Provided technical assistance to Romanian business consultants and effected growth within their business consulting center; participated in the training of business managers and educators.
* *Business Advisor, Global Business Services Limited (1994 - 1996).* Affected a turnaround of a US company realizing an increase in recurring revenue, a reduction in costs, and an increase in profits (Miami, 1995-96). Assisted Chinese and US companies in trade related activities and market research (Beijing, 4/1994-10/1994).
* *Mechanical Engineering Consultant, BWS Architects and Engineers (1992 - 1994).* Mechanical engineering design work for Bell South Corporation and AT&T Corporation.
* *Mechanical Engineering Consultant, HJ Ross and Associates (1988 - 1990).* Mechanical engineering design work for National Aeronautics and Space Administration and other commercial and industrial clients.
* *Application Engineer, Johnson Controls, Inc. (1985 - 1988*). Designed automated digital control systems for commercial and industrial applications.

**Professional Development and Memberships**

* Editorial Board Member: (1) Journal of the Knowledge Management, (2) Intangible Capital
* December 2023, Advanced topics of PLS-SEM using SmartPLS | Northern Institute of Technology Management (NIT)
* November 2023, Foundations of Partial Least Squares Structural Equation Modeling (PLS-SEM) Using SmartPLS 4 | Northern Institute of Technology Management (NIT)
* 2016, *Workshop on Partial Least Squares Path Modeling with SmartPLS* presented by Marko Sarstedt, Otto-von-Guericke University.
* 2012 and 2013, [*ICPSR Summer Program in Quantitative Methods of Social Research, at the University of Michigan*](https://sedonaweb.com/code/addeditDevelop.cfm?whatodo=edit&key=16072UAE&ss=16072UAE&whichexp=&servicetype=&id=559&fromimagemap=yes&clicked=Development&thisGroup=1)*, Ann Arbor.*
* 2012, [*Stanford Graduate School of Business Executive Summit in Dubai*](https://sedonaweb.com/code/addeditDevelop.cfm?whatodo=edit&key=16072UAE&ss=16072UAE&whichexp=&servicetype=&id=562&fromimagemap=yes&clicked=Development&thisGroup=1): 'Leading Organizations to Global Competitiveness'.

**References**

Professor Thomas Ahrens Ph.D.  
Director, UAEU Corporate Governance Network,  
United Arab Emirates University, T +971-3-7133278

[tahrens@uaeu.ac.ae](mailto:tahrens@uaeu.ac.ae%20)

+971 3 713 5209

Saïd Elbanna (Ph.D.)

Professor of Strategic Management

[said.elbanna@qu.edu.qa](mailto:said.elbanna@qu.edu.qa)

+97474018562

Muriel Gavira, Ph.D.

Professora Doutora - Assistant Professor of Entrepreneurship

Faculdade de Ciências Aplicadas - School of Applied Sciences

University of Campinas (UNICAMP), SP – Brazil

muriel.gavira@fca.unicamp.br

+551937016686