

THOMAS PTASHNIK, Assistant Professor

Providence College | School of Business | Department of Management
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EDUCATION

Ph.D. , Tippie College of Business, <i>University of Iowa</i> Organizational Behavior and Human Resource Management	2023
B.B.A. , Terry College of Business, <i>University of Georgia</i> <i>University of Sydney</i> Exchange Student	2016 2015
<i>Vienna University of Economics and Business</i> Study Abroad Student	2013

RESEARCH

INTERESTS

My research interests lie at the intersection of organizational behavior and human resource management, spanning work–family dynamics, HR systems and human capital management, and employee well-being, with prosocial motivation and communal orientation as a connecting thread.

- My primary stream examines how working and aspiring parents construct meaning from their work and what that implies for assumptions about the “motherhood penalty,” as well as HR policies to lessen these challenges, a program I am extending into the study of legacy and gendered differences in how career success fosters or erodes communal goals.
- A second research stream examines how HR practices implemented alongside alternative work arrangements shape positive and negative organizational outcomes, using longitudinal and multilevel methods with large panel datasets.
- A third examines employee well-being, clarifying its structure and measurement using advanced meta-analytic techniques and examining its antecedents.

PUBLICATIONS

Liao, H., Allen, T., Liu, Z., **Ptashnik, T.**, & Wu, I. (2026). Uncovering A Motherhood Advantage: How Parenthood Impacts Perceptions of the Meaning of Work and Work Outcomes. *Journal of Applied Psychology*. <https://doi.org/10.1037/apl0001355>

❖ *APA Editor’s Choice Article (July 2026): Selection of articles based on societal relevance, practical impact, and/or the potential for moving science in new directions.*

Liao, H., Su, R., **Ptashnik, T.**, & Nielsen, J. (2022). Feeling good, doing good, and getting ahead: A meta-analytic investigation of the outcomes of prosocial motivation at work. *Psychological Bulletin*. <https://doi.org/10.1037/bul0000362>

Stewart, G. L., Carter, K. M., & **Ptashnik, T.** (2019). [Team design characteristics](#). *Oxford Bibliographies*.

UNDER REVIEW (titles have been shortened)

(† denotes doctoral or undergraduate student at the time the project started)

Campion, E., Zhu, X., **Ptashnik, T.**, Campion, M., & Alonso, A. HRM practices empowering remote and hybrid workers. *First round R&R at Personnel Psychology*.

Ptashnik, T., Su, R., & Li, W. Does success spawn greed or generosity? Longitudinal reciprocal relationships between income and agentic versus communal goals. *Preparing for submission to the Journal of Applied Psychology*.

Ptashnik, T., Su, R., †Jeong, S., †Lee, S., & Choi, W. A meta-analytic examination of the factor structure of well-being. *Preparing for submission to Psychological Bulletin*.

Nielsen, J., **Ptashnik, T.**, Colbert, A., & Lynch, J. Leader identity threat. *Under review at the Journal of Occupational and Organizational Psychology*.

Eriksen, M., **Ptashnik, T.**, Choi, W, Srinivasan, A, & †Kresser, G. Screen time intervention for college students. *Under review at Management Teaching Review*.

SELECTED RESEARCH IN PROGRESS

Ptashnik, T., Liao, H., & Wu, I. (collecting Study 2 data) Construal level theory and performance appraisal bias against working mothers. *Targeted for submission to the Journal of Applied Psychology by the end of 2026*.

Ptashnik, T. & Liao, H. (collecting Study 1 data) The influence of religiosity and SES on legacy motivation. *Targeted for submission to the Journal of Applied Psychology by the end of 2026*.

Ptashnik, T., Liao, H., Allen, T., & Liu, Z. (finalizing manuscript) Why Employers Should Not Undervalue Working Mothers. *Targeted for submission to California Management Review by the end of 2026*.

Lyddy, C., Good, D., & **Ptashnik, T.** (analyzing data) The role of mindfulness shaping the appraisal of isolation among solitary teleworkers. *Targeted for submission to the Journal of Organizational Behavior by the end of 2026*.

Eriksen, M., **Ptashnik, T.**, Choi, W, & Srinivasan, A. (analyzing data) Self-Awareness and Self-Management Activity. *Targeted for submission to the Academy of Management Learning & Education by Fall 2026*.

Ptashnik, T. (literature review) Aspiring parents: A systematic review. *Targeted for submission to the Journal of Management by Spring 2027*.

CONFERENCE PAPERS

Academy of Management 07/2026. Campion, E., Zhu, X., **Ptashnik, T.**, Campion, M., & Alonso, A. Understanding the Influence of Remote Work-Enabling HRM Practices on Organizational Outcomes.

❖ **2026 Best Convention Paper Award from the Human Resources Division.**

Society for Industrial and Organizational Psychology 05/2026. Campion, E., Zhu, X., **Ptashnik, T.**, Campion, M., & Alonso, A. The Influence of Remote and Hybrid Enabling HRM Practices on Organizational Outcomes.

❖ *Identified as a top-rated poster for the Organizational Processes/Development/Culture Content Area Theme Track.*

Academy of Management 07/2025. Eriksen, M. & **Ptashnik, T.** Facilitating students' self-management to positively impact their engagement and learning outcomes.

Academy of Management 08/2024. **Ptashnik, T.**, Su, R., & Li, W. Longitudinal reciprocal relationships between career success and agentic/communal goal importance.

Academy of Management 08/2024. Liao, H., Liu, Z., Wu, I., **Ptashnik, T.**, & Allen, T. Motherhood advantage: How parenthood impacts perceptions of the meaning of work and work outcomes.

Academy of International Business 07/2024. Liao, H., Liu, Z., Wu, I., **Ptashnik, T.**, & Allen, T. More than money: The effects of family motivation on the meanings of work, organizational citizenship behavior, and creativity.

Academy of Management 07/2022. Nielsen, J., **Ptashnik, T.**, Colbert, A., & Lynch, J. Managers under threat: Leader identity threat, actual-ideal self-incongruence, and leader well-being.

Academy of Management 07/2022. Crawford, E., Mecham, B., **Ptashnik, T.**, Stewart, G., & Montanye, M. The effect of multiple team membership on unit performance in the presence of turnover trends.

Western Academy of Management 02/2022. Nielsen, J., **Ptashnik, T.**, Colbert, A., & Lynch, J. Managers under threat: Leader identity threat, actual-ideal self-incongruence, and leader well-being.

Academy of Management 07/2020. Nielsen, J., **Ptashnik, T.**, Colbert, A., & Lynch, J. Examining the threatened manager: Effects of and responses to leader identity threat.

Southern Management Association 09/2019. Nielsen, J., **Ptashnik, T.**, Colbert, A., & Lynch, J. Examining the threatened manager: Effects of and responses to leader identity threat.

Academy of Management 07/2019. Liu, Z., **Ptashnik, T.**, Wu, I., & Liao, H. More than money: The effects of family motivation on the meanings of work, organizational citizenship behavior, and creativity.

MEDIA MENTIONS

CUHK Business School ([article link](#))

University of New Mexico Press Release ([article link](#))

Providence College Business School ([video link](#))

Fast Company ([article link](#))

Providence College Magazine ([article link](#))

FELLOWSHIPS & AWARDS

Active Learning Classroom Preferred Instructor, <i>Providence College</i>	2024
Ballard & Seashore Dissertation Fellowship, <i>University of Iowa</i>	2023
Dare to Discover Campaign Winner , <i>University of Iowa</i>	2023
Graduate College Recruitment Fellowship, <i>University of Iowa</i>	2018 –2023
Graduate College Summer Fellowship, <i>University of Iowa</i>	2018 –2022
Graduate College Post-Comprehensive Research Fellowship, <i>University of Iowa</i>	2022

TEACHING

PROVIDENCE COLLEGE

Human Resource Management Fall 2023 – Spring 2026

Primary Lecturer, 14 sections, 322 students | [Syllabus link](#)

- Designed a new curriculum for Management majors focusing on experiential learning. Class activities include a competitive team-based simulation, informational interviews with alumni, and elevator pitches coinciding with recruiting and selection modules. Roughly six alumni employed in HR come to class for a 15-minute “Career Kickoff” talk to give a realistic preview of that week’s topic.

Intro to Managing & Organizing Fall 2024 – Fall 2025

Primary Lecturer, 3 sections, 72 students | [Syllabus link](#)

- Facilitate a semester-long self-managed teaming initiative, where students form teams based on shared passion, partner with a local organization, and make a positive impact on the local community. Additionally, implemented an alumni mentorship program and writing series based on self-awareness and self-management to provide scaffolding for the teaming initiatives.

HR Analytics & Agentic AI upcoming Spring 2027

Primary Lecturer, 1 section, 25 anticipated students

- New elective course for management majors that teaches students how to solve real-world HR problems using R and to create semi-autonomous agents using Claude Code in their terminals.

Internship Spring 2024

Primary Lecturer, 1 section, 10 students

[The Noticing Project](#) Website Spring 2026

Co-Founder & Website Designer

- Created and maintain a teaching activities website, which helps high-school and college students build stronger habits around attention, time, and self-management.

UNIVERSITY OF IOWA

Leadership and Personal Development Fall 2020

Primary Lecturer, 1 section, 45 students

- Taught a hybrid modality with in-person and synchronous remote students.

UNIVERSITY OF GEORGIA

Organizational Behavior and Leadership (MBA) Fall 2017

Teaching Assistant, 1 section, 31 students

SERVICE

SERVICE ACTIVITIES

Human Resource Management Review Spring 2026
Journal Ad-Hoc Reviewer

Business Ethics Case Competitions 2024 –Present
Faculty Advisor

- Advised three teams, which won [First Place](#) in a national competition at Stetson University, as well as first and second place at the Providence College competitions.
- Traveling to Tucson in October for the University of Arizona national competition.

[PC SHRM](#) (Society of Human Resource Management) Club 2024 –Present
Founder and Faculty Advisor

- Created the club to build on the experiential component of my MGT 320 course.
- Built strategic partnerships with local businesses and organized two on- and off-campus speaking events per semester for the students.
- RI SHRM Emerging Leaders Summit, Organizer, Host, & PC Faculty Representative

Presidential Task Force to Combat Digital Addiction 2024 –Present
Faculty Member

- Created by Father Sicard, President of Providence College, as a faculty, staff, and student collaboration to address digital addiction and well-being on campus.
- Oversaw the research arm of the task force by designing interventions and surveys, as well as collecting data on the 1,400 incoming freshman and transfer students.

Management Major Advising 2024 –Present
Academic Faculty Advisor

- Help twenty-five management majors each semester select courses, as well as assist them in applying for graduate school and internships.

Providence College Hiring Committee Summer 2025
Member

- Reviewed applications, conducted Zoom interviews and in-person interviews at AOM, and hosted finalist candidates on campus for a Management position.

PC Innovation Challenge Fall 2025
Faculty Advisor

- Advised a team that won first place with a \$1,200 prize.
- Partnership between Providence College's Ryan Incubator for Entrepreneurship and the School of Business with Citizens Bank. A one-week competition to generate creative solutions for Citizens Bank in attracting Gen Z customers.

Providence College With Mutual Respect Debate Fall 2025
Faculty Advisor

- Advised Management Major Zachery Stoyer on his opening remarks regarding the question of "Freedom of speech in crisis: What has gone wrong, and is there hope for civil discourse in America?"

Board of Trustees Faculty Dinner Fall 2025
PC School of Business Faculty Representative

Public Sector Human Resources Association March 2024
Guest Speaker

- Gave a lecture on employee selection to 30 members of the PSHRA New England Chapter.

Providence College Hiring Committee Fall 2023, Fall 2025
Member

- Reviewed 100+ applications, conducted virtual and on-campus interviews for half a dozen candidates, and hosted three on-campus candidates for an open-rank Sports Management position.
- Engaged in the same process for an Assistant Professor of Management position.

Providence College Letters of Recommendation 2023 –2026
Writer

- Wrote 15 letters for graduate school applicants, seven for College Excellence Awards and employment applications, six for external scholarships, two for study abroad applications, one for a work reference, and one for the College's honors program.

College Recruiting Events 2023–2026
Management Department Faculty Representative

- First Day in FriarTown, Admitted Students Day, Early Accepted Students Day, Providence College Major/Minor Fair, PC Open House, & New Student Orientation

PROFESSIONAL AFFILIATIONS

Academy of Management 2017 –Present
Reviewer and Member

- Reviewer 2017 OB and MOC 2020 Divisions
- Member of HR, OB, and Careers Divisions

Southern Management Association 2019 –2021
Member

PROFESSIONAL EXPERIENCE

Providence College 2023 –Present
Assistant Professor, Department of Management

Veterans Affairs Health Care System 2018 –2023
Research Fellow

- Part of an ongoing collaboration between the University of Iowa's Management and Entrepreneurship Department and researchers at the Veterans Health Administration.
- Managed data collection and analyzed national databases for the 170 VA Medical Centers.
- Tracked the adoption of the Patient-Aligned Care Team (PACT) employee restructuring initiative as well as its implications on employee, hospital, and patient outcomes.

The National Institute for Occupational Safety and Health (NIOSH) 2021 –2023
Research Consultant

- Part of a 6-million-dollar five-year grant that involves collaboration between the University of Iowa's Management and Entrepreneurship Department, the School of Public Health, Human Resources, and the CDC.

- Tracked the well-being and performance implications of COVID-19 on demographic groups employed by the University of Iowa and presented our findings to the University President.

University of Georgia

Aug. 2016 – May 2018

Research Assistant

- Assisted Dr. Jason Colquitt and Dr. Henry Moon with coding for a meta-analysis and research for a college-level management textbook, respectively.

REFERENCES

Rong Su, Ph.D.

Associate Editor, *Psychological Bulletin*

Associate Professor, Mahoney Fellow

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