

ALICE BONINI

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Research Fellow on Work and Organizational Psychology
Department of Economics and Management
University of Parma (Italy)

Registered at the Professional Association of Emilia Romagna (Italy) Psychologists nr. 8115
(Albo A degli Psicologi dell'Emilia – Romagna dal 30/04/2015; ai sensi della legge 56/89 Art.7)

Education and career:

- From 2020 -ON: Research Grant in Work and Organizational Psychology (PSIC-03/B) at Department of Economics and Management (University of Parma). Research project: *"Improvement of the efficiency of the University's Administrative Structures through the perspective of the Strategic Human Resources Management"*.
- A.Y. 2025/26: Ph.D. in Work and Organizational Psychology (PSIC-03/B) - Department of Humanities, Social Sciences and Cultural Industries (University of Parma). Doctoral track theme: *"Strategic human resources management in the Public Administration: the promotion of organizational efficiency through the analysis of organizational culture, roles and workflow"*.
- 2012: Master Degree in Psychology at the University of Parma. Curriculum: clinical and social intervention processes. Thesis topic: HR Psychology. Thesis title: *"Human Resources Selection and Assessment: A Study of Recruitment Agency"*.

Main research interests

- Organizational efficiency and efficacy
- HR management in public sector
- Work role mapping interventions
- Leadership style and Organizational Culture
- Job Performance
- Organizational wellbeing
- Work-related stress
- Quality of working life

Research activities

- 2026 - ON: Collaboration to University staff organizational wellbeing survey.
- 2024 - ON: Participation to the Project "Understanding the drivers of employee retention: the role of engagement interventions" funded by the University Competitive Call for Research 2023 - Action A. Principal Investigator: Prof. Marco Ieva (University of Parma)
- 2022 - ON: Collaboration to the project "Individual Performance Measurement and Evaluation Training and Development Program" at the University of Parma followed by Professor Chiara Panari and Annalisa Rinaldi - HR Consultant.
- 2025: Expert member in Work and Organizational Psychology, selection committee for public recruitment procedures (Ref. Codes: 2025ptaC007; 2025ptaC008). Contribution to soft skills profiling and examination sessions.
- 2025 - 2026: Participation to the Project entitled "The Role of Organizational Culture and Leadership in facing Emerging Change: A Survey on Hospital Health Professionals at the Piacenza Local Health Authority".

- 2023: Collaboration to the project "The role of the nurse in the context of the Penitentiary Institutes: role development strategies from the Perspective of employee retention" promoted by the Local Health Unit of Parma.
- 2023: Collaboration to the project "The Role of Organizational Culture and Leadership in emerging work change: a survey of health professionals in Carlo Poma Hospital (Mantova – Italy)".
- 2022/2023: Collaboration to the project "Leadership and Adaptive performance. A study of health care professionals in Parma Hospital".
- 2019/2020: project scholarship at the University of Parma – Dep. of Economics and Management for the project "Evaluation of intra- and inter-team functioning in an international partnership in CAPuS Project" a co-funded by ERASMUS+- Knowledge Alliances.
- 2019: Collaboration to the research/intervention project: "The role Mapping as instrument of enhancement of Human Resources" at the hospice "La Casa di Iris" (PC).
- 2016/2017: Collaboration to the project "Preliminary and depth assessment of organizational well-being in school" at F. Selmi State High School (MO).
- 2015: Collaboration to the Project "Reorganization by intensity of care. Perception of cultural change and new roles" at Parma Hospital-University (PR).
- 2013/2014: Postgraduate internship at the Local Health Unit of Parma. Research project "the Role competencies mapping of the Nurse Coordinator".
- 2012/2013: Postgraduate internship at the Department of Economics and Management, University of Parma. Collaboration in research projects of occupational well-being and work-related stress in organizational, educational and health care settings.

Teaching experiences

- A. Y. 2016/17 – 2025/26: Assistant professor and distance attendance instructor for the course Work and Organizational Psychology (PSIC-03/B) at the Dept. of Education and Human Sciences at University of Modena e Reggio. Professor of Reference: Federico Ricci.
- 2026: Lecturer in the II level Master's Program for Local Authorities Management, organized by Fondazione Collegio Europeo, Unipr. Module on selection interview techniques: focus on soft skills.
- 2022/2023/2024: Integrative teaching interventions at Course on "Work Groups and Organizational Psychology" (Bachelor's Degree in Obstetrics at Department of Department of Medicine and Surgery - UniPr). Professor of Reference: Chiara Panari.
- Thesis Supervisor of master's degree course in nursing and midwifery sciences.

Memberships of scientific societies

2022 - on: AIP (Associazione Italiana Psicologia)

2025 - on: EAWOP (European Association of Work and Organizational Psychology)

Professional Activity

- 2019/2021/2023/2025: Collaboration on preliminary and depth assessment of work-related stress risks in Yoox-Net-A-Porter Group S.P.A. company and in Coopselios no profit social cooperative. Scientific supervisor: Prof. Ricci Federico (UniMoRe).
- 2020/2021: training consultant of ECIPAR (PR), educational institution. Topics addressed: Communication and Human Resource Relationship Management of SMEs.
- 2017 - 2018: Account and Recruiter at Orienta S.p.A., recruitment agency. Main activities and responsibilities: search and selection profiles (job analysis, advertisement insertion, candidate recruiting, CV screening, selection interviews, profile drafting and presentation of candidates to companies), management of administered personnel (drafting and signing contracts, attendance and payroll management). Management software used: Intiway, ARCA and VTA

- 2008 - 2017: Administrative and commercial employee in SMEs. Companies sector: Manufacturing and selling electric vehicles and industrial cleaning machines. Main activities: managing relationships with suppliers, with production personnel and foreign customers, promotion and organizing purchasing and sales.

Conferences attended

- Bonini A., De Caro M., Ferrari L., Panari. C. (2026). *The influence of Servant Leadership on PErsonla Development, Work Engagement and Job Satisfaction: Evidence from Hospital Healthcare Professionals*. European conference on Positive Psychology, Dublin (Ireland).
- Bonini A., De Caro M., Ferrari L., Caricati L., Panari. C. (2025). *Promoting Change: A “tailor-made” intervention to Improve Communicative Effectiveness and Support Organizational Development in Public Administration*. AIP XXI Congress WOP (Naples, Italy)
- Panari. C., Bonini. A., Caricati. L., Ieva. M. (2025). *Can the meanings attributed to a successful career influence employability? The role of perceived self-efficacy in the career decision-making process*. AIP XXI Congress WOP (Naples, Italy)
- Bonini, A., De Caro, M., Maffoni, A., Panari, C. (2025). *Organizational Culture Change in Public Administration: Mixed Method research and Bottom-up Approach*. 22nd European Congress of Work and Organizational Psychology (Prague - Czech Republic).
- Salvietti, G., Bonini, A., Ziliani, C., Ierva, M., Panari, C. (2025). *Improving employee satisfaction and loyalty through Employee Engagement interventions and rewards: a systematic literature review*. CERR Congress (Jönköping University, Sweden) – 9th Colloquium on European Research in Retailing 2025.
- Bonini, A., De Caro, M., Maffoni, A., Panari, C. (2024). *Public administration and change: an organizational analysis using qualitative and bottom-up approach*. AIP XX Congress WOP (Bergamo, Italy)
- Bonini, A., Ferrari L., Panari, C. (2024). *The relationship between servant leadership and performance in healthcare sector: the impact of hierarchical organizational culture*. AIP XX Congress WOP (Bergamo, Italy).
- Panari C., Bonini A., Caricati L., Bonetti C., Monacelli N., Ferrari L. (2023). *Leadership and Change Management: A Study of the Adaptive Performance of Healthcare Professionals*. AIP XIX Congress WOP (Cagliari – Italy).
- Panari C., Lorenzi G., Bonini A., Mariani, M. G. (2023). *Technology Acceptance and Job Crafting in Remote Work: a two-waves research design*. AIP XIX Congress WOP (Cagliari – Italy).
- Bonini, A., Panari, C (2022). *Human resources development intervention in the public administration: analysis of organizational roles to improve the collaboration and efficiency of the organizational units operating on the same supply chain*. AIP XXX Congress all sections (Padova, Italy).
- Panari, C., Tonelli, M., Bonini, A. (2021). *Antecedents of perceived employability and effective job placement of unemployed people*. AIP XVIII Congress WOP (Verona, Italy).

Publications

- Bonini, A., De Caro, M., Panari, C. (2025). Supporting Organizational Change. An Intervention on Processes and Structure in Italian Public Administration. *Counseling*, 18(1). 47-65. Edizioni Centro Studi Erickson, Trento. <https://doi.org/10.14605/CS1812504>

Bonini A., Panari C., Caricati L., Mariani M.G. (2024). The relationship between leadership and adaptive performance: A systematic review and meta-analysis. PLOS ONE 19(10): e0304720. <https://doi.org/10.1371/journal.pone.0304720>

Panari C, Caricati L, Gallo G, Bonetti C, Bonini A, Monacelli N, Sollami A (2022) "Perceptions of Safety and Stress Among Health Professionals: The Role of Care Unit Identification as a Protective Factor During the COVID-19 Pandemic." Front. Psychol. 13:863581.doi: 10.3389/fpsyg.2022.863581

Panari, C., Levati, W., Bonini, A., Tonelli, M., Alfieri, E., & Artioli, G. (2016). "The ambiguous role of healthcare providers: a new perspective in Human Resources Management." *Acta Biomedica: Atenei Parmensis*, 87 Suppl 2, 49–60.

Panari, C., Levati, W., Bonini, A., Ferrari, L., Miodini, A. (2016). "La mappatura delle competenze di ruolo del coordinatore infermieristico ospedaliero e territoriale." In W. Levati & C. Panari (Eds.), *Le risorse umane nelle organizzazioni sanitarie: l'esperienza in tre contesti* (pp.27-49). Fidenza: Mattioli

Panari, C., Levati, W., Alfieri, E., Tonelli, M., Bonini, A., Artioli, G. (2015). "La mappatura del ruolo come nuovo approccio di lettura di due professionisti ospedalieri: l'infermiere e l'operatore sociosanitario." *Mecosan*, 94,67-95.

Research courses and Summer Schools attended

June 2025: Methodological School "Qualitative methods for psychological research – Grounded Theory" promoted by International Psychology Association (AIP). International Lecturer: Dr. Tiziana C. Callari (Loughborough University - UK).

July 2023: Methodological School "Qualitative methods for psychological research – Thematic analysis" promoted by International Psychology Association (AIP). International Lecturer: Dr. Tiziana C. Callari (Loughborough University - UK).

June 2022: International Methodological School "Multilevel modeling: Applications to cross-sectional and longitudinal designs" promoted by International Psychology Association (AIP). International Lecturer: Prof. Vincente Gonzales Romá (University of Valencia).

Language Skills

Italian, native language.

English: Intermediate level B1 - reading and writing - according to CEFR.

French: Intermediate level B1 - reading and writing - according to CEFR.

Spanish: Advanced level C2 - reading and writing - according to CEFR.

Study for language learning:

September 2010/ July 2011: ERASMUS Scholarship at Universidad de Granada (Spain)

Autorizzo il trattamento dei miei dati personali ai sensi del Decreto Legislativo 30 giugno 2003, n. 196 "Codice in materia di protezione dei dati personali" e del regolamento Europeo, n.679/2016