



جامعة حمدان بن محمد الذكية
Hamdan Bin Mohammed Smart University



The 4th International Common-Good HRM Conference 2026

Working Together for Tomorrow:

Encouraging and Managing Collective Action for the Common Good

Programme (Online format: 11th-12th March 2026)

DAY1: Wednesday March 11th

Please note that all times are Central European Time (CET)



08:30 - 08:45	Conference Welcome. <i>Olga Andrianova and Brian Matthews.</i>
08:45 - 09:45	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 10px; display: inline-block;">Welcome!</p> <p style="background-color: #e67e22; color: white; padding: 10px; border-radius: 10px; display: inline-block; margin-top: 10px;"><i>Opening words by Prof. Dr. Chris Brewster (Henley Business School)</i></p> </div> <div style="width: 50%;"> <p>Opening Plenary.</p> <p>Prof. Dr. Fang Lee Cooke (Monash University, Australia). Prof. Dr. Soumyadeb Chowdhury (TBS-Education, France). Prof. Dr. Ina Aust (LouRIM at UCLouvain, Belgium). Prof. Michael Müller-Camen PhD (WU-Vienna, Austria). Prof. Dr. Fiona Edgar (Otago University, New Zealand). Dr. Maria Järllström (University of Vaasa, Finland). Prof. Dr. Judith Semeijn (Open Universiteit, Netherlands). Prof. Dr. Nhat Tan Pham (Vietnam National University Ho Chi Minh City, Vietnam). Prof. Dr. Stephen Wood (University of Leicester, UK). Prof. Dr. Geoffrey Wood (Western University, Canada). Prof. Dr. Philip Yang (Universität Paderborn, Germany).</p> </div> </div>
09:45 - 10:00	Coffee Break.

New Forms of Work / AI

10:00 - 10:30	Mixed session	<p>Session#1a: New Forms of Work and AI. Human Resource Management Engagement with Sustainability: An analysis of HRM policy in the public sector. <i>Nataliya Podgorodnichenko, Fiona Edgar, Adeel Akmal and Andrea Clark.</i></p>
10:30 - 11:15		<p>Session#1b: New Forms of Work and AI. Paper#1. Digitization and governance of specific skills: the strategic role of Human Resources Management for the Common Good in public administration. <i>Jadda Aicha, El Loumani Laila and Abderma Amine.</i> Paper#2. Silencing, Shaping, or Strategically Listening? A Systematic Review of Digital Platform Approaches to Worker Voice. <i>Sari Madi.</i> Paper#3. Responsible Leadership in the Age of AI: Implications for Common Good Human Resource Management. <i>Toby Whittington, Joana Suta.</i> Chairs: Fiona Edgar and Vijayakumar Varadarajan.</p>
10:30 - 11:15	Parallel sessions	<p>Session#1c: New Forms of Work and AI. Paper#4. A Conceptual Model of How AI Transforms HRM Practices for Women in the Green Economy. <i>Nada El Mais.</i> Paper#5. Hybrid Work: Empowering and engaging employees through a Common Good HRM Framework. <i>Olga Andrianova, Isidora Kouri, Fiona Edgar, Nataliya Podgorodnichenko and Brian Matthews.</i> Chairs: Nataliya Podgorodnichenko and Azka Ghafoor.</p>
11:15 - 11:45		Q&A: Discussion / Breakouts.
11:45 - 12:30		Meal Break.
12:30 - 13:30	Mental Health / Well-Being	<p>Session#2a: CGHRM and Mental Health & Well-Being. Paper#6. Pregnancy at Work: Lived Experiences of Working Women in Southern Nigeria. <i>Chukwuemeka Echebiri, Ubochioma Udo S. Osuigwe, Motshedisi Mathibe and Chiaka Martin Echebiri.</i> Paper#7. Perceived Common Good HRM and Employee Outcomes: The Mediating Role of Moral Legitimacy in Moroccan SMEs. <i>Imane Hasinat, Adil Berrazouk, Sofia Loulidi and Sara Ghanem.</i> Paper#8. Collective action, well-being and mental health. <i>M. Elmachkour Mounir and Idrissi Oumaima.</i> Paper#9. Beyond Individual Resilience: Collective Action as a Source of Well-Being in Contemporary Work. <i>Rosado Diaz.</i> Chair: Katharina Moreno.</p>
12:30 - 13:30	Parallel sessions	<p>Session#2b: CGHRM and Mental Health & Well-Being Paper#10. Collective Action for Collective Wellness: How Common Good HRM Enriches Employee Well-being. <i>Burcin Hatipoglu, Vala Lale Tüzüner, Çiğdem Vatansever, Elif Sungur, Cigdem Asarkaya and Hazal Yaren Yalirsu.</i> Paper#11. The Mediating Role of Psychological Capital in the Relationship between NCC Training and Cadet Well-Being in India: A Conceptual Framework. <i>Karampuri Sravan.</i> Paper#12. Mindfulness for the Common Good: A Systematic Review of Workplace Mindfulness. <i>Vaishali Jadon.</i> Chairs: Subhendu Patnaik and Kübracan Saruhan.</p>
13:30 - 14:00		Q&A: Discussion / Breakouts.
14:00 - 14.15		Coffee Break.

Paper Development Workshop

14:15 - 15:00		<p>Session#3: Paper development workshop.</p> <p>PDW with the guest editors of the upcoming IJHRM special issue on <i>CGHRM: Global and comparative perspectives</i>. Prof. Dr. Mehmet Demirbag (University of Essex), Dr. Muhammad Shujahat (University of Essex), Prof. Dr. Geoffrey Wood (Western University). <i>Chair: Philip Yang.</i></p>
15:00 - 15:15		Coffee Break.
15:15 - 16:15	<p>Organizational Type</p>	<p>Session#4a: CGHRM & Organisational Type.</p> <p>Paper#13. Making Sense of Sustainable HRM - A Multi-Case Study of Cross-Level Interpretations and Implementation Challenges. <i>Leonie Pethö-Schramm, Dave Stynen, Thomas Van Waeyenberg and Judith H. Semeijn.</i></p> <p>Paper#14. Sustainable Human Resource Management in small - and medium-sized family firms. A qualitative study. <i>Hannah Sauer, Nina Katrin Hansen und Juani Swart.</i></p> <p>Paper#15. Working Without Hierarchy: Collective Action and Human Resource Management in Self Managing Organisations. <i>Claudia Díaz-Leyva and Rosalía Cascón-Pereira.</i></p> <p>Paper#16. Beyond the Organization: The Role of Community in Newcomer Adjustment in Worker Cooperatives. <i>Voigt Ludger and Nico Brandes.</i></p> <p><i>Chair: Andrew Bratton.</i></p>
15:15 - 16:15	<p>Parallel sessions</p>	<p>Session#4b: CGHRM & Human-Centric HRM.</p> <p>Paper#17. Exploring Sustainable Careers: The Roles of Sustainable HR Practices, Leadership, Teams and Psychological Capital. <i>Jobs van Zuijlen, Lise van Oortmerssen, Sara De Hauw, Judith Semeijn.</i></p> <p>Paper#18. HRM with a human face: How employee-oriented HRM impact on organizational citizenship behavior? <i>Dmitry G. Kuchеров, Victoria S. Tsybova, Kira A. Oksas.</i></p> <p>Paper#19. Common-Good HRM, Governance, and Collective Action for the SDGs: An Inside Out / Outside-In Conceptual Framework. <i>Teresa Jiménez-García, Macarena López-Fernández and Pedro Miguel Romero-Fernández.</i></p> <p><i>Chair: Macarena López Fernández.</i></p>
15:15 - 16:15	<p>Human-Centric HRM</p>	
16:15 - 16:45		Q&A: Discussion / Breakouts.
16:45 - 17:00		Coffee Break.
17:00 - 17:45	<p>PhD & Early Career Workshop</p>	<p>Session #5: PHD & Early Career Workshop. Chairs: Ina Aust and Judith Semeijn.</p>

Day2: Thursday March 12th *Please note that all times are CET.*

08:15 - 09:00	<p style="text-align: right;">Session#6: Beyond SDGs in HRM.</p> <p style="text-align: right;">Round table discussion with: Prof. Dr. Ina Aust (LouRIM at UCLouvain, Belgium), Prof. Dr. Fang Lee Cooke (Monash University, Australia), and Prof. Dr. Judith Semeijn (Open Universiteit, Netherlands).</p> <p style="text-align: right;"><i>Chair: Katharina Chudzikowski.</i></p>
09:00 - 09:15	Coffee Break.
09:15 - 10:15	<p style="text-align: right;">Session#7: CGHRM & Migration / Human Rights.</p> <p>Paper#20. Managing embeddedness beyond the job for the common good: international workers and the shock of Brexit. <i>Suzanne Couloigner.</i></p> <p>Paper#21. Lived Experiences and Ethical Practices: Employee Management in Refugee-Owned Enterprises through a Common Good HRM Lens. <i>Burcin Hatipoglu, Kerem Gurses and Eren Akkan.</i></p> <p>Paper#22. Wellbeing without ease: Workplace adaption narratives of high-skilled Turkish immigrants in Vienna. <i>Mehmet Ali Icbay.</i></p> <p>Paper#23. Why Austria Is Losing the Global Race for Talent: Legal Consciousness, Collective Responsibility, and Access to Decent Work? <i>Ana Nestorovic and Marie-Therese Claes.</i></p> <p style="text-align: right;"><i>Chair: Rosalia Montserrat Cascón Pereira.</i></p>
10:15 - 10:45	Q&A: Discussion / Breakouts.
10:45 - 11:00	Coffee Break.

Round Table

<p>11:00 - 12:00</p> <p>Mechanisms of change.</p>	<p style="text-align: right;">Session#8: Mechanisms of change.</p> <p>Round table discussion with Mag. Oliver Prausmüller of the Momentum Institut.</p> <p style="text-align: center;">MOMENTUM /INSTITUT</p> <p>Paper #24. Walking the Talk in Common Good HRM: Evidence from Corporate Reports and HR Managers' Perceptions. <i>Manuela Faia Correia, Lígia Nascimento and Teresa Pereira Esteves.</i></p> <p style="text-align: right;">Chairs: Jason Palframan and Jacqueline Zwiener.</p>
<p>12:00 - 12:30</p>	<p style="text-align: right;">Meal break.</p>
<p>12:30 - 13:15</p> <p>Sustainable Tourism</p>	<p style="text-align: right;">Session#9a. Sustainable Tourism.</p> <p>Paper#25. Gastronomy Internship Experiences of Austrian Students and the Influence on Career Decisions. <i>Claudia Bauer-Krösbacher.</i></p> <p>Paper#26. From voice mechanisms to collective action capability: Participation gaps conditional escalation and managerial advocacy in two Lagos hotels. <i>Israel Aanu.</i></p> <p>Paper#27. Working Together Under Scarcity: The Allocation of Resources in Turismo Comunitario. <i>Chadley Hollaus and Kyle M. Woosnam.</i></p> <p style="text-align: right;">Chair: Dierdre Cullen.</p>
<p>12:30 - 13:15</p> <p>Contextual, Institutional & Cultural Challenges</p>	<p style="text-align: right;">Session#9b. CGHRM & Contextual & Institutional challenges.</p> <p>Paper#28. Realising Common Good Human Resource Management in Weak Institutional Contexts: Evidence from Myanmar, Thailand, and Indonesia. <i>Joey Soehardjo.</i></p> <p>Paper#29. When Common-Good HRM Collides with War: Situational constraints, stakeholder pressures, and employee loyalty in a multinational subsidiary in Ukraine. <i>Giovanni Serafini.</i></p> <p>Paper#30. The Impact of Culture, Religion, and Geography on Human Resource Management Practices: A Common Good HRM Perspective. <i>Mehdi Soleimani.</i></p> <p style="text-align: right;">Chair: Stefanie Neubauer.</p>
<p>13:15 -13:45</p>	<p style="text-align: right;">Q&A: Discussion / Breakouts</p>
<p>13:45 - 14:00</p>	<p style="text-align: right;">Coffee Break.</p>

Parallel sessions

<p>14:00 - 15:15</p> <p>Leadership</p>	<p style="text-align: right;">Session#10a: CGHRM & Leadership.</p> <p>Paper#31. Exploring sustainable careers: The Roles of Sustainable HR Practices, Leadership, Teams and Psychological Capital. <i>Jobs van Zuijlen, Lise van Oortmerssen, Sara De Hauw and Judith Semeijn.</i></p> <p>Paper#32. Compassionate Leadership as a Mechanism for Collective Action in Higher Education: A Conceptual Integration Through CCHRM Values. <i>Joana Suta, Toby Whittington and Natasha Barry.</i></p> <p>Paper#33. Common Good to Stay Agile: Employee Thriving as a Pathway to Employee Agility under Sustainable Leadership. <i>Mfaraz Naim.</i></p> <p>Paper#34. How Do Institutional Pressures for Sustainability Affect Supervisors' Performance Management Enactment and its Effectiveness? <i>Hilal Baki, Thomas Van Waeyenberg, Petru Curseu and Judith Semeijn.</i></p> <p style="text-align: right;"><i>Chair: Saranzaya Manalsuren and Eva Zedlacher.</i></p>
<p>14:00 - 15:15</p> <p>DEI</p>	<p style="text-align: right;">Session#10b: CGHRM & Diversity, Equality and Inclusion.</p> <p>Mixed session</p> <p>The Backlash in Equity, Diversity, and Inclusion (EDI): Fatigue Amidst Superficial Change. <i>Marie-Thérèse Claes, Cigdem Vatansever and Manuela Faia Correia.</i></p> <p>Paper#35. Leading Sustainability into Practice: Inclusive Leadership as a Driver of Common-Good HRM. <i>Anjali Rai.</i></p> <p>Paper#36. Beyond Representation: Linking Surface- and Deep-Level Diversity to Sustainable Innovation for the Common Good. <i>Karthik Chandrashekar and Upam Pushpak Makhecha.</i></p> <p>Paper#37. Socially Responsible HRM and Employee Retention: A Moderated Mediation Model of Meaningful Work & Pro-Diversity Beliefs. <i>Vitor Hugo Silva, Ana Patrícia Duarte and Luís Miguel Simões.</i></p> <p style="text-align: right;"><i>Chairs: Marie-Thérèse Claes, Cigdem Vatansever and Manuela Faia Correia.</i></p>
<p>15:15 - 15:45</p>	<p style="text-align: right;">Q&A: Discussion / Breakouts.</p>
<p>15:45 - 16:00</p>	<p style="text-align: right;">Coffee Break.</p>

16:00 - 16:45	<div data-bbox="607 129 987 233" style="background-color: #4a7ebb; color: white; padding: 5px; border-radius: 10px; display: inline-block;"><i>Meet the Editor</i></div> <div data-bbox="938 161 1256 264" style="background-color: #e67e22; color: white; padding: 5px; border-radius: 10px; display: inline-block;"><i>Round Table</i></div> <div data-bbox="1744 212 2074 236" style="text-align: right;">Session #11: Meet the editor.</div> <div data-bbox="1016 280 2074 341" style="text-align: right; color: #e67e22;"> Round table discussion with: Dr. Stefanos Nachmias (Nottingham Trent University, UK), Editor-in-Chief of the Human Resource Development International Journal. </div>
16:45 - 17:00	<div data-bbox="405 325 759 424" style="border: 1px solid black; padding: 5px; display: inline-block;">  ECONOMY FOR THE COMMON GOOD </div> <div data-bbox="1924 376 2074 400" style="text-align: right;">Coffee Break.</div>
17:00 - 17:30	<div data-bbox="696 400 983 496" style="background-color: #6a3d9a; color: white; padding: 5px; border-radius: 10px; display: inline-block;"><i>Mixed session</i></div> <div data-bbox="1509 424 2074 448" style="text-align: right;">Session #12a: CGHRM & Comparative Frameworks.</div> <div data-bbox="994 456 2074 480" style="text-align: right; color: #6a3d9a;"> Presentation by Dr. Monika Culka about the Economy for the Common Good Matrix / Framework. </div>
17:30 - 18:15	<div data-bbox="159 663 501 831" style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 15px; display: inline-block;"><i>Frameworks & Scales</i></div> <div data-bbox="1509 531 2074 555" style="text-align: right;">Session #12b: CGHRM & Comparative Frameworks.</div> <div data-bbox="421 595 2074 619" style="text-align: right; color: #4a7ebb;"> Paper#38. Stronger Together: A Practice-Based Case Study of Building Collective Capability in a Matrix Organisation. <i>Toby Whittington and Joana Suta.</i> </div> <div data-bbox="824 659 2074 719" style="text-align: right; color: #4a7ebb;"> Paper#39. Mapping The Common Good: A Dual-Lens Approach to Relational CGHRM Through the ABC Framework and Maturity Assessment. <i>Aisyah Pia Asrunputri and Raihan Firdaus.</i> </div> <div data-bbox="712 759 2074 783" style="text-align: right; color: #4a7ebb;"> Paper#40. Employee Resilience as a Collective Outcome: A Relational Common Good HRM Perspective. <i>Mariam Gulisashvili.</i> </div> <div data-bbox="1816 855 2074 879" style="text-align: right; color: #4a7ebb;"> <i>Chair: Brian Matthews.</i> </div>
17:30 - 18:15	<div data-bbox="315 863 640 951" style="background-color: #add8e6; color: #4a7ebb; padding: 5px; border-radius: 10px; display: inline-block;"><i>Parallel sessions</i></div> <div data-bbox="1509 898 2074 922" style="text-align: right;">Session #12c: CGHRM & Comparative Frameworks.</div> <div data-bbox="1346 962 2074 994" style="text-align: right; color: #4a7ebb;"> Paper#41. Circular work. <i>Maria Karanika-Murray and Christine Ipsen.</i> </div> <div data-bbox="846 1026 2074 1086" style="text-align: right; color: #4a7ebb;"> Paper#42. Strength of Common Good HRM(CGHRM) system and common good shared mental model (CGSMM). <i>Upam Pushpak Makhecha and Ekta Sharma.</i> </div> <div data-bbox="712 1126 2074 1158" style="text-align: right; color: #4a7ebb;"> Paper#43. Measures of Sustainable HRM: Scale Development Study using secondary sources. <i>Affan Arshad and Punam Singh.</i> </div> <div data-bbox="1473 1190 2074 1214" style="text-align: right; color: #4a7ebb;"> <i>Chair: José Carlos Ramos and Bernhard Scharwächter.</i> </div>
18:15 - 18:45	Q&A: Discussion / Breakouts
18:45 - 19:00	Closing Comments / Farewell