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.** ***Olga Andrianova and Brian Matthews.***
08:45 - 09:45	***Welcome!*** ***Opening words by Prof. Dr. Chris Brewster (Henley Business School)*** **Opening Plenary.** **Prof. Dr. Ina Aust (LouRIM at UCLouvain, Belgium).** **Prof. Dr. Fang Lee Cooke (Monash University, Australia).** **Prof. Dr. Soumyadeb Chowdhury (TBS-Education, France).** **Prof. Dr. Fiona Edgar (Otago University, New Zealand).** **Dr. Maria Järlström (University of Vaasa, Finland).** **Prof. Michael Müller-Camen PhD (WU-Vienna, Austria).** **Prof. Dr. Nhat Tan Pham (Vietnam National University Ho Chi Minh City, Vietnam).** **Prof. Dr. Judith Semeijn (Open Universiteit, Netherlands).** **Prof. Dr. Stephen Wood (University of Leicester, UK).** **Prof. Dr. Geoffrey Wood (Western University, Canada).** **Prof. Dr. Philip Yang (Universität Paderborn, Germany).**
09:45 - 10:00	**Coffee Break.**

New Forms of Work / AI

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

14:15 - 15:00	***Paper Development Workshop*** **Session#3: Paper development workshop.** **PDW with the guest editors of the upcoming IJHRM special issue on *CGHRM: Global and comparative perspectives*.** **Prof. Dr. Mehmet Demirbag (University of Essex), Dr. Muhammad Shujahat (University of Essex), Prof. Dr. Geoffrey Wood (Western University).** ***Chair: Philip Yang.***
15:00 - 15:15	**Coffee Break.**
15:15 - 16:15	***Organizational Type*** **Session#4*a*: CGHRM & Organisational Type.** **Paper#14.** **Making Sense of Sustainable HRM - A Multi-Case Study of Cross-Level Interpretations and Implementation Challenges.** *Leonie Pethö-Schramm, Dave Stynen, Thomas Van Waeyenberg and Judith H. Semeijn.* **Paper#15.** **Sustainable Human Resource Management in small - and medium-sized family firms. A qualitative study.** *Hanna Sauer, Nina Katrin Hansen und Juani Swart.* **Paper#16.** **Working Without Hierarchy: Collective Action and Human Resource Management in Self Managing Organisations.** *Claudia Díaz-Leyva and Rosalía Cascón-Pereira.* **Paper#17.** **Beyond the Organization: The Role of Community in Newcomer Adjustment in Worker Cooperatives.** *Voigt Ludger and Nico Brandes.* ***Chair: Andrew Bratton.***
15:15 -16:15	***Parallel sessions*** ***Human-Centric HRM*** **Session#4*b*: CGHRM & Human-Centric HRM.** **Paper#18.** **Exploring Sustainable Careers: The Roles of Sustainable HR Practices, Leadership, Teams and Psychological Capital.** *Jobs van Zuijlen, Lise van Oortmerssen, Sara De Hauw, Judith Semeijn.* **Paper#19.** **HRM with a human face: How employee-oriented HRM impact on organizational citizenship behavior?** *Dmitry G. Kucherov, Victoria S. Tsybova, Kira A. Oksas.* **Paper#20.** **Common-Good HRM, Governance, and Collective Action for the SDGs: An Inside Out / Outside–In Conceptual Framework.** *Teresa Jiménez-García, Macarena López-Fernández and Pedro Miguel Romero-Fernández.* ***Chair. Macarena López Fernández.***
16:15 - 16:45	**Q&A: Discussion / Breakouts.**
16:45 - 17:00	**Coffee Break.**
17:00 - 17:45	***PhD & Early Career Workshop*** **Session #5: PHD & Early Career Workshop.** ***Ina Aust & Judith Semeijn.***
17:45 -18:00	**Coffee Break.**
18:00 -19:00	***NEW Bonus Session!*** **Session#6: Utilizing AI in teaching Common Good HRM.** ***Michael Müller-Camen & Stefanie Neubauer.***

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

08:15 - 09:00	**Session#7: Beyond SDGs in HRM.** ***Beyond SDGs in HRM*** ***Round Table*** **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).** ***Chair: Katharina Chudzikowski.***
09:00 - 09:15	**Coffee Break.**
09:15 - 10:15	**Session#8: CGHRM & Migration / Human Rights.** ***Migration & Human Rights*** **Paper#21. Managing embeddedness beyond the job for the common good: international workers and the shock of Brexit.** *Suzanne Couloigner.* **Paper#22. Lived Experiences and Ethical Practices: Employee Management in Refugee-Owned Enterprises. through a Common Good HRM Lens.** *Burcin Hatipoglu, Kerem Gurses and Eren Akkan.* **Paper#23. Wellbeing without ease: Workplace adaption narratives of high-skilled Turkish immigrants in Vienna.** *Mehmet Ali Icbay.* **Paper#24. Why Austria Is Losing the Global Race for Talent: Legal Consciousness, Collective Responsibility, and Access to Decent Work?** *Ana Nestorovic and Marie-Therese Claes.* ***Chair: Rosalia Montserrat Cascón Pereira.***
10:15 - 10:45	**Q&A: Discussion / Breakouts.**
10:45 - 11:00	**Coffee Break.**

11:00 - 12:00 ***Mechanisms of change.***	***Round Table*** **Session#9: Mechanisms of change.** **Round table discussion with Mag. Oliver Prausmüller of the Momentum Institut.** **Paper #25. Walking the Talk in Common Good HRM: Evidence from Corporate Reports and HR Managers' Perceptions**. *Manuela Faia Correia, Lígia Nascimento and Teresa Pereira Esteves.* **Chairs: *Jason Palframan and Jacqueline Zwiener.***
12:00 - 12:30	**Meal break.**
12:30 - 13:15 ***Sustainable Tourism***	**Session#10*a*. Sustainable Tourism.** **Paper#26. Gastronomy Internship Experiences of Austrian Students and the Influence on Career Decisions.** *Claudia Bauer-Krösbacher*. **Paper#27. From voice mechanisms to collective action capability: Participation gaps conditional escalation and managerial advocacy in two Lagos hotels**. *Israel Aanu.* **Paper#28. Working Together Under Scarcity: The Allocation of Resources in Turismo Comunitario**. *Chadley Hollaus and Kyle M. Woosnam*. ***Chair: Dierdre Curren.***
Parallel sessions 12:30 - 13:15 ***Contextual, Institutional & Cultural Challenges***	**Session#10*b*. CGHRM & Contextual & Institutional challenges.** **Paper#29. Realising Common Good Human Resource Management in Weak Institutional Contexts: Evidence from Myanmar, Thailand, and Indonesia.** *Joey Soehardjojo.* **Paper#30. When Common-Good HRM Collides with War: Situational constraints, stakeholder pressures, and employee loyalty in a multinational subsidiary in Ukraine.** *Giovanni Serafini.* **Paper#30. The Impact of Culture, Religion, and Geography on Human Resource Management Practices: A Common Good HRM Perspective**. *Mehdi Soleimani.* ***Chair: Stefanie Neubauer.***
13:15 -13:45	**Q&A: Discussion / Breakouts**
13:45 - 14:00	**Coffee Break.**

14:00 - 15:15	**Session#11*a*: CGHRM & Leadership.** **Paper#31. Compassionate Leadership as a Mechanism for Collective Action in Higher Education: A Conceptual Integration Through CCHRM Values.** *Joana Suta, Toby Whittington and Natasha Barry.* **Paper#32. Common Good to Stay Agile: Employee Thriving as a Pathway to Employee Agility under Sustainable Leadership.** *Mohammad Faraz Naim and Meera Peethambaran.* **Paper#33. How Do Institutional Pressures for Sustainability Affect Supervisors' Performance Management Enactment and its Effectiveness?** *Hilal Baki, Thomas Van Waeyenberg, Petru Curseu and Judith Semeijn.* ***Chair: Saranzaya Manalsuren and Eva Zedlacher.***
	Session#11*b*: CGHRM & Diversity, Equality and Inclusion. **The Backlash in Equity, Diversity, and Inclusion (EDI): Fatigue Amidst Superficial Change.** ***Marie-Thérèse Claes, Cigdem Vatansever and Manuela Faia Correia.*** **Paper#34. Leading Sustainability into Practice: Inclusive Leadership as a Driver of Common-Good HRM**. *Anjali Rai.* **Paper#35. Beyond Representation: Linking Surface- and Deep-Level Diversity to Sustainable Innovation for the Common Good**. *Karthik Chandrashekar and Upam Pushpak Makhecha.* **Paper#36. Socially Responsible HRM and Employee Retention: A Moderated Mediation Model of Meaningful Work & Pro-Diversity Beliefs.** *Vítor Hugo Silva, Ana Patrícia Duarte and Luís Miguel Simões.* ***Chairs: Marie-Thérèse Claes, Cigdem Vatansever and Manuela Faia Correia.***
15:15 - 15:45	**Q&A: Discussion / Breakouts.**
15:45 - 16:00	**Coffee Break.**

Leadership

Parallel sessions

Mixed session

16:00 - 16:45	**Meet the Editor** / **Round Table** **Session #12: Meet the editor.** **Round table discussion with: Dr. Stefanos Nachmias (Nottingham Trent University, UK), Editor-in-Chief of the Human Resource Development International Journal.**
16:45 - 17:00	**Coffee Break.**
17:00 - 17:30	**Mixed session** **Session #13*a*: CGHRM & Comparative Frameworks.** **Presentation by Dr. Monika Culka about the Economy for the Common Good Matrix / Framework.**
17:30 - 18:15	**Frameworks & Scales** **Session #13*b*: CGHRM & Comparative Frameworks.** **Paper#37. Stronger Together: A Practice-Based Case Study of Building Collective Capability in a Matrix Organisation**. *Toby Whittington and Joana Suta.* **Paper#38. Mapping The Common Good: A Dual-Lens Approach to Relational CGHRM Through the ABC Framework and Maturity Assessment**. *Aisyah Pia Asrunputri and Raihan Firdaus.* **Paper#39. Employee Resilience as a Collective Outcome: A Relational Common Good HRM Perspective.** *Mariam Gulisashvili.* ***Chair: Brian Matthews.***
17:30 - 18:15	**Parallel sessions** **Session #14*c*: CGHRM & Comparative Frameworks.** **Paper40. Circular work.** *Maria Karanika-Murray and Christine Ipsen.* **Paper#41. Strength of Common Good HRM(CGHRM) system and common good shared mental model (CGSMM).** *Upam Pushpak Makhecha and Ekta Sharma.* **Paper#42. Measures of Sustainable HRM: Scale Development Study using secondary sources.** *Affan Arshad and Punam Singh.* ***Chair: José Carlos Ramos and Bernhard Scharwächter.***
18:15 - 18:45	**Q&A: Discussion / Breakouts**
18:45 - 19.00	**Closing Comments / Farewell**