



Programme (Online format: 11th-12th March 2025)



The 3rd Common-Good HRM International Conference 2025

Navigating Insecurities:

Advancing Common Good HRM for Sustainable, Inclusive and Resilient Workplaces



Te Kura Pakihi
Otago Business School

Tuesday March 11th

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



Louvain Research Institute
in Management and Organizations

09:00 - 09:15	Conference Welcome. <i>Olga Andrianova and Brian Matthews.</i>
09:15 - 10:00	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 30%;"> <p style="background-color: #4a7ebb; color: white; padding: 5px; border-radius: 10px; text-align: center;">Welcome!</p> <p style="background-color: #e67e22; color: white; padding: 10px; border-radius: 10px; text-align: center;">Opening reflections from Prof. Geoffrey Wood.</p> </div> <div style="width: 20%; text-align: center;">  </div> <div style="width: 40%;"> <p style="text-align: right;">Opening Plenary.</p> <p style="text-align: right;">Prof. Fang Lee Cooke (Monash University, Australia).</p> <p style="text-align: right;">Prof. Ina Aust (LouRIM at UCLouvain, Belgium).</p> <p style="text-align: right;">Prof. Michael Müller-Camen (WU-Vienna).</p> <p style="text-align: right;">Prof. Fiona Edgar (Otago University, New Zealand).</p> <p style="text-align: right;">Dr. Maria Järllström (University of Vaasa, Finland).</p> <p style="text-align: right;">Prof. Judith Semeijn (Open Universiteit, Netherlands).</p> <p style="text-align: right;">Dr. Nhat Tan Pham (Vietnam National University Ho Chi Minh City, Vietnam).</p> <p style="text-align: right;">Prof. Geoffrey Wood (Western University, Canada).</p> <p style="text-align: right;">Prof. Dr. Philip Yang (Universität Paderborn).</p> </div> </div>
10:00 - 10:15	Coffee Break

10:15 - 11:30	<p>Session#1: Establishing CGHRM in the Context of Fragmentation, Demographic Change, New Forms of Work and AI.</p> <p>Paper#1: Business Readiness to Embrace Artificial Intelligence (AI): A Critical Evaluation Tool for Organisations. <i>Pamela Simpson.</i></p> <p>Paper#2: Developing a Common Good HRM Framework for Hybrid Work in Knowledge-Sharing Industries: A Comparative Study in four countries. <i>Olga Andrianova, Kelsy Hejjas, Brian Matthews, Fiona Edgar, Nataliya Podgorodnichenko, Adeel Akmal and Andrew Bratton.</i></p> <p>Paper#3: Socially Responsible Human Resource Management: What do we know, and where should we be heading? <i>Shayista Majeed and Sabzar Ahmad Peerzadah.</i></p> <p>Paper#4: Can we achieve sustainability without engaging employees? A Systematic Review using the Common-Good HRM perspective. <i>Burcin Hatipoglu.</i></p> <p>Paper#5: Sustainable HRM through a Justine Lens: Mitigating fragmentation by leveraging HRM capabilities Extended Abstract <i>Nataliya Podgorodnichenkoa, Fiona Edgar, Jiarui Yinb , Adeel Akmalc.</i></p> <p>Chairs: Fiona Edgar and Nataliya Podgorodnichenko.</p>
11:30 - 12:00	Q&A: Discussion / Breakouts
12:00 - 12:30	Meal Break
12:30 - 13:15	<p>Session#2: CGHRM and Paradox.</p> <p>Paper#6: Investigating Nesting Paradox of Corporate Sustainability. A Comparative Case Study in Malaysia's Private HEI and Hospitality Sector. <i>Bin Khairuddin Ashman, Michalski Marina and Ian Roper.</i></p> <p>Paper#7: Green HRM, is there more than meets the eye? A systematic literature review. <i>A. van der Baan, K.N. Veth, J.H. Semeijn and M.C.J.Caniëls.</i></p> <p>Paper#8: Common Good Human Resource Management and sustainable careers – potential avenues. <i>Katharina Chudzikowski.</i></p> <p>Chairs: Katharina Chudzikowski & Judith Semeijn.</p>
13:15 - 13:45	Q&A: Discussion / Breakouts
13:45 - 14:00	Coffee Break

Competing Narratives
AI / Justice

Paradox

14:00 - 15:00	<p style="text-align: right;">Session#3: Meet the editor.</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #4a7ebb; color: white; padding: 5px; border-radius: 10px;">Publishing</div> <div style="background-color: #e67e22; color: white; padding: 5px; border-radius: 10px;">Guest Expert</div> </div> <p style="text-align: right;">Round table expert discussion: “The How and Why of Academic Book Publishing” (Incl. Impulse-Presentation von Alec Selwyn, Palgrave Publishing).</p> <p style="text-align: right;"><i>Chairs: Ina Aust & Judith Semeijn.</i></p>
15:00 - 15:15	Coffee Break
15:15 - 16:30	<p style="text-align: right;">Session#4: CGHRM & Workplace Democracy, Employee Voice and Stakeholder Engagement.</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #4a7ebb; color: white; padding: 5px; border-radius: 10px;">Voice</div> <div> <p>Paper#9: Towards Establishing Organizational Legitimacy: The Early Years of Amul (1946 – 1965). <i>Aastha Arora, Surya Prakash Pati & Vijay Edward Pereira.</i></p> <p>Paper#10: Employer Branding for the Common Good: A Desirable Future. <i>Ludger Voigt and Dietrich von der Oelsnitz.</i></p> <p>Paper#11: Line manager leadership and employee voice. <i>Victoria Nightingale.</i></p> <p>Paper#12: Common Good HRM - in a non-western context. <i>Olga Andrianova, Andrew Bratton and Brian Matthews.</i></p> <p>Paper#13: From Strategy to Practice - A Multi-level Exploration of Stakeholder Perspectives. <i>L. Pethö-Schramm, D. Stynen, T. Van Waeyenberg and J.H. Semeijn.</i></p> <p style="text-align: right;"><i>Chair: Olga Andrianova.</i></p> </div> </div>
16:30 - 17:00	Q&A: Discussion / Breakouts
17:00 - 17:15	Coffee Break
17:15 - 18:15	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: white; color: #ffc107; padding: 5px; border-radius: 10px;">Workshop</div> <div style="text-align: right;"> <p>PHD & Early Career Workshop. Chairs: Ina Aust and Judith Semeijn.</p> </div> </div>

18:15 - 19:00	<p style="text-align: right;">Session#5:</p> <p>Paper#14: Perceived proximity: A new lens to assess positive experiences of working from home. <i>María Isabel Labrado Antolín.</i></p> <p>Paper#15: HR co-creation and knowledge sharing: the case of digital servitization in SMEs. <i>Amna Saeed Akkas.</i></p> <p>Paper#16: Contextualising Reskilling in Sub-Saharan Africa: A Sustainable HRM perspective. <i>Laverna Iminza Chore.</i></p> <p style="text-align: right;">Chair: Brian Matthews.</p>
19:00 - 19:30	<p style="text-align: right;">Q&A: Discussion / Breakouts</p>

Bonus



08:30-09:00 Early Bird Café
Barista: Brian Matthews.

Wednesday March 12th *Please note that all times are CET.*

09:00 - 09:15	Welcome Day 2. <i>Olga Andrianova and Brian Matthews.</i>
09:15 - 10:30	<div style="float: left; background-color: #0056b3; color: white; padding: 5px; border-radius: 10px; width: 150px; text-align: center;"> Decent Work / Tourism </div> <div style="float: left; background-color: #e67e22; color: white; padding: 5px; border-radius: 10px; width: 100px; text-align: center; margin-left: 10px;"> Guest Expert </div> <div style="clear: both;"></div> <p style="text-align: right;">Session#6: Decent Work and Sustainable Tourism. Round table expert discussion: “How can the Common Good HRM approach resonate with the goals and interests of tourism operators and destinations?” (incl. Impulse-Presentation von Stefanie Neubauer & Economy of Communion Case Studies from Michal Lemanski).</p> <p style="text-align: right;"><i>Chairs: Richard N. Robinson, Antje Martins and Shelagh Mooney.</i></p>
10:30 - 10:45	Coffee Break
10:45 - 12:00	<p style="text-align: right;">Session#7: CGHRM & Spirituality, Social Identity and Psychological Well-Being.</p> <div style="float: left; background-color: #0056b3; color: white; padding: 10px; border-radius: 15px; width: 150px; text-align: center;"> Mental Health / Well-Being </div> <p>Paper#17: Towards a values-based common good human resource management: Pathways to common good HR practices through workplace spirituality and contemplative practice. <i>Jason T. Palframan, Susanne Rank, Brian Matthews and Naval Garg.</i></p> <p>Paper#18: Psychological empowerment as a mediator between volunteerism and its impact on employees’ well-being. <i>Jacqueline Zwiener, Jason T. Palframan and Susanne Rank.</i></p> <p>Paper#19: Common Good HRM: An Effective Solution for Workplace Bullying. <i>Premilla D’Cruz and Ernesto Noronha.</i></p> <p>Paper#20: Navigating Workplace Insecurities: Internal Informal Coaching as a Pillar of CGHRM and Well-Being. <i>Stalgy Muliyl, Renu Girotra.</i></p> <p>Paper#21: "To speak or not to speak": The relationship between responsible leadership and voice behaviors the mediating role of psychological safety and affective commitment. <i>Luis Miguel Simões and Ana Patrícia Duarte.</i></p> <p style="text-align: right;"><i>Chairs: Katharina Moreno, Subhendu Patnaik & Cigdem Vatansever.</i></p>
12:00 - 12:30	Q&A: Discussion / Breakouts
12:30 - 13:00	Meal Break

<p>13:00 - 14:00</p> <p>Practice</p>	<p>Session#8: CGHRM & Implications for Practice and Organizational behaviour.</p> <p>Paper#22: Management of Labour Rights and its Relation to Common Good at Work. <i>Cigdem Vatansever.</i></p> <p>Paper#23: Characteristics of Sustainable HRM Practices: consequences for measurement and evaluation of their effectiveness. <i>Marjolein van den Heijkant, Albert Kampermann, Judith Semeijn, Dave Stynen, Thomas van Waeyenberg.</i></p> <p>Paper#24: Developing a Measurement Scale for Common Good Human Resource Management: A Mixed-Methods Approach. <i>Chau Nguyen, Tran Hoang Tuan and Nhat Tan Pham.</i></p> <p>Paper#25: Organizational benefits of network membership: combinations and strength of conditions for personnel flow and employability from an HR perspective. <i>Sarah Courchesne, Dave Stynen, Maryse Chappin, Judith Semeijn and Marjolein Caniëls.</i></p> <p>Chairs: Jacqueline Zwiener and Jason Palframan.</p>
<p>14:00 - 14:30</p>	<p>Q&A: Discussion / Breakouts</p>
<p>14:30 - 14:45</p>	<p>Coffee Break</p>
<p>14:45 - 15:45</p> <p>Leadership</p>	<p>Session#9: CGHRM and Leadership.</p> <p>Paper#26: Sustainable Leadership: Reviewing and Reshaping Current Perspectives. <i>Emily Nass.</i></p> <p>Paper#27: Nomadic Leadership and Common Good HRM: Redefining the Role of the Chief HR Officer. <i>Saranzaya Manalsuren, Ina Aust and Katharina Moreno.</i></p> <p>Paper#28: Emerging as an authentic introverted leader in the UK: the case of HE. <i>Jacqueline Baxter, Volker Patent and Anna Winter.</i></p> <p>Paper#29: Responsible leaders help strengthen the indirect relationship between CSR and work engagement through affective commitment. <i>Ana Patrícia Duarte, Luis Miguel Simões.</i></p> <p>Chairs: Ina Aust, Saranzaya Manalsuren & Katharina Moreno.</p>
<p>15:45 - 16:15</p>	<p>Q&A: Discussion / Breakouts</p>
<p>No coffee break between these sessions</p>	

<p>16:15 - 17:45</p> <p>Diversity</p>	<p style="text-align: right;">Session#10: CGHRM & Diversity, Equality and Inclusion.</p> <p>Paper#30: Access to Justice and Decent Work for Highly Skilled International Professionals in Austria: A Socio-Legal Perspective. <i>Ana Nestorovic, Marie Therese Claes and Michael Schiffinger.</i></p> <p>Paper#31: Hypernormalization of Unsustainable Careers as Sustainable: Why Persisting in Emphasizing Sustainability Despite its Notable Absence? <i>Matthijs Bal.</i></p> <p>Paper#32: Diversity and Social Sustainability: A Systematic Review and Integrative Framework for Building a Socially Sustainable Approach to Diversity Management. <i>Rosalía Cascón-Pereira and Claudia Díaz Leyva.</i></p> <p>“DEI: From theory to practice”. Expert discussion with Dr. Isabel Collien, Head of Anti-Discrimination and LGBTI+ at the Federal State Authority in Hamburg.</p> <p style="text-align: right;"><i>Chairs: Maria Therese Claes & Cigdem Vatansever.</i></p>
<p>17:45 - 18:00</p>	<p style="text-align: right;">Coffee Break</p>
<p>18:00 - 19:00</p> <p>Ecology</p>	<p style="text-align: right;">Session #11: CGHRM & Ecological Sustainability.</p> <p>Paper#33: Waste Management in the UK - A common good perspective. <i>Olga Andrianova.</i></p> <p>Paper#34: Green Human Resource Management and Job Pursuit Intention: Conceptual Model with Green Lifestyle. <i>Hayat Farag.</i></p> <p>Paper#35: Breaking out of the greenhouse - A critical essay on corporate-driven sustainability and organizational limitations. <i>Bernhard Scharwächter.</i></p> <p>Paper#36: Just transition - in practice at an automotive supplier plant. <i>Anja Kirsch and Jule Klink.</i></p> <p style="text-align: right;"><i>Chairs: Olga Andrianova and Bernhard Scharwächter.</i></p>
<p>19:00 - 19:30</p>	<p style="text-align: right;">Q&A: Discussion / Breakouts</p>
<p>19:30 - 19:45</p>	<p style="text-align: right;">Final Round / Farewell</p>

