
HRM and Leadership

Navigating the Future of Work



BOOK OF ABSTRACTS

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ABSTRACTS

A System Dynamics Model of Job Satisfaction Among Academic Staff: Exploring the Interplay of Motivation, Leadership, and Work Outcomes

Radoslaw Ryńca, Yasmin Ziaeeian, Wroclaw University of Science and Technology, Poland

Abstract

This paper examines job satisfaction among academic staff through a dynamic, systems-based perspective that goes beyond traditional static survey approaches. While existing research on academic job satisfaction typically identifies correlations between individual, organizational, and leadership factors, it often fails to capture how these factors interact over time and how managerial interventions produce delayed, cumulative, or unintended effects. To address this gap, the study applies system dynamics modeling using Vensim to explore the dynamic interplay between motivation, leadership practices, interpersonal relations, and work outcomes in a higher-education context.

The article integrates established motivation and job design theories—Herzberg’s Two-Factor Theory, the Job Characteristics Model, and Self-Determination Theory—into a coherent analytical framework that informs model structure and variable selection. Based on this framework, the study identifies three core groups of determinants shaping academic job satisfaction: leadership style, level of motivation and career development, and interpersonal relations within academic units. These determinants are operationalized through a mixed-method research design combining repeated survey measurements with dynamic simulation.

Empirical data were collected from academic teaching and research staff in a selected organizational unit of a technical university. A structured survey was administered four times at two-month intervals to assess both the perceived impact and relative importance of key job satisfaction factors. The survey results were then used to parameterize a system dynamics model capturing feedback loops between leadership practices, motivation, communication quality, access to resources, trust, and overall job satisfaction. The model enables simulation of different managerial scenarios and policy interventions over time.

Simulation results demonstrate that job satisfaction in academia is highly sensitive to dynamic interactions between motivation, communication quality, and access to research and teaching infrastructure. Improvements in these areas generate reinforcing feedback effects that gradually increase satisfaction levels, whereas changes in leadership style alone produce more limited and less predictable outcomes. The findings highlight the importance of coordinated, multi-dimensional interventions rather than isolated managerial actions.

The paper contributes to the literature by (1) introducing system dynamics as a robust methodological tool for studying academic job satisfaction, (2) demonstrating how survey data can be meaningfully combined with simulation modeling, and (3) offering a dynamic, decision-oriented perspective that supports strategic planning in higher education institutions. The proposed model provides university leaders with a practical analytical instrument to anticipate long-term consequences of management decisions and to design more sustainable academic work environments.



Ambition under pressure - between effectiveness and exhaustion

Agnieszka Wilk

Abstract

This paper investigates the role of ambition in organizations by distinguishing between ambition as a constructive psychological disposition, reflected in striving for achievement, goal attainment and high work standards and ambition as a potentially problematic mechanism strongly dependent on competition, external validation or achievement-contingent self-worth. The empirical part of the study is based on self-report measures adapted from existing scales and author-developed items, assessed with a 5-point Likert scale. The adopted approach enables the analysis of ambition not only as a motivational driver of performance, but also as a construct embedded in broader psychological and organizational mechanisms. Findings from the study provide empirical support for the hypothesis that adaptive ambition is positively related to job performance. The study examined the relationship between problematic ambition, performance, and burnout using regression analysis. The results provide initial insight into how problematic forms of ambition may be associated with both work-related outcomes and employee well-being. However, drawing broader conclusions requires further analyses in a wider context, including additional organizational, psychological, and individual-level variables. The article contributes to the literature by integrating ambition with selected dimensions of employee performance and by emphasizing its dual nature in organizational settings. Practical implications highlight the need for HRM and leadership practices that support achievement-oriented employees while preventing excessive competition, overidentification with success and dysfunctional forms of ambition.

Keywords: ambition, job performance, burnout, self-worth, goal adjustment, employee behaviour, human resource management.

Artificial Intelligence as Operational Risk: Toward a Hybrid Decision-Making Framework in Business

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Abstract

Although widespread availability and affordability of AI tools is a recent phenomenon, thanks to the fast advancements in science applications that use LLMs to process information have been accepted and utilized en masse. Speedy and human-like interaction these tools provide let them be used in almost every field of human endeavor. Their widespread usage and sophisticated nature taken into consideration, this paper presents AI as an operation risk, and a modern example of a potential target of the normal accidents theory and shows how its use in business decision-making can cause distortion of managerial risk perception based on previous and contemporary research in respective fields. Instead, a hybrid decision-making concept is proposed to adapt for the utilization of this tool while minimizing potential drawbacks.

Determinants of human resources management practices effectiveness – a case of COVID-19 oriented HRM practices

Agnieszka Bieńkowska, Kamila Ludwikowska, Katarzyna Tworek, Anna Zabłocka-Kluczka, Wrocław University of Science and Technology, Poland

Abstract

Objective: The objective of the article is to identify and empirically analyse four groups of determinants of the effectiveness of human resource management practices in a volatile environment, based on the example of COVID-19 oriented HRM practices. The analysed determinants are connected to employees themselves and organisation as a whole and concern two lenses: engagement (willingness) and dynamic capabilities (abilities).

Research Design & Methods: A quantitative research design was used, with the CAWI method of collecting data. The research was based on 378 organisations operating in Poland. The multigroup path analysis was performed using IBM SPSS AMOS software to evaluate the built model.

Findings: The results confirm that HRM practices introduced during critical conditions, on the example of COVID-19, positively influence job and organisational performance. However, the strength of this relationship is moderated by various determinants. This study investigated four determinants of HRM practices effectiveness: employee dynamic capabilities, HRM dynamic capabilities, employee engagement, and organisational engagement. These determinants operate synergistically to influence the successful implementation of HRM practices and their impact on job and organisational performance, particularly under critical conditions.

Implications/Recommendations: The identified importance of dynamic capabilities and employees' and organisational engagement shows the elements, which should be fostered by organisations operating under circumstances of crisis similar to those caused by COVID-19.

Contribution: This study makes several important contributions to the existing body of literature on HRM practices and crisis management by addressing gaps in the understanding of how specific determinants influence the effectiveness of HRM practices, particularly under critical conditions. The study offers a novel integrative framework that combines dynamic capabilities (EDC and HRM DC) with engagement factors (employee and organisational engagement). While previous research has explored these elements individually, this study highlights their interconnected and complementary roles in shaping the effectiveness of HRM practices.

Keywords: HRM practices; effectiveness; job performance, organisational performance; crisis



Employee experience about conflict in workplace as a key impact shaping trust in organization

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Abstract

The purpose of this article is to answer the question of how an employee's experience of conflict in the workplace affects their trust in their colleagues and the organization. The aspect of experiencing conflict in the workplace in different employee positions translates into the declared level of knowledge and skills in dealing with conflict situations. The position of the employee: as a subject of conflict, a witness to conflict, a manager, or a mediator, translates into the level of knowledge, skills, and trust in colleagues and the organization. The entirety of professional experience in which an employee encounters various ways of resolving conflict constitutes a capital of opportunities and risks for building trust in the workplace. This paper will refer to quantitative data from a survey of working people and secondary data from scientific papers from the Scopus database, which will provide a summary of the relationship between employees' experiences of conflicts in the workplace and their trust in the team and organization.

Keywords: employee, conflict, trust, organization

Fake Community and Organizational Destruction in Organizations

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Abstract:

The aim of this article is to conceptualize and operationalize the phenomenon of fake community in organizations, understood as a situation in which it is widely recognized that community is desirable for the organization's functioning and achieving its goals, but in reality, community does not exist. Therefore, there is a discrepancy between declarations and reality. This paper then provides an empirical explanation of the mechanism of this phenomenon's impact on organizational destruction. The study adopted a quantitative approach based on survey data (CAWI) collected in 2025 from managers of 312 organizations operating in Poland. The developed fake community construct (four items) was subjected to EFA and CFA procedures, and then a dependency model was verified using path analysis (IBM SPSS AMOS). The results indicate that fake community weakens key mechanisms of community in organizations, particularly trust and work engagement, which increases the organization's vulnerability to destruction. The resulting model demonstrated very good fit, and most of the hypothesized paths were statistically significant. This study contributes to the management literature by proposing a new measurement tool and a model explaining how performative "community" can become a risk factor for destructive organizational processes.

Keywords: fake community, organizational trust, organizational commitment, OCB, work engagement, job performance, organizational destruction.

Fake Leadership and Authentic AI.

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Abstract

Organizations rely on the ability of their members to correctly interpret the intentions that guide decisions and actions. However, intentions are rarely directly observable and must be inferred from behavioral, communicative, and emotional signals. This creates vulnerability to interpretive distortions, particularly when leaders intentionally manipulate such signals. This article introduces the concept of fake leadership as a form of destructive leadership characterized by the deliberate concealment and distortion of intentions in order to influence organizational interpretation and decision-making. Building on sensemaking theory and organizational behavior research, the paper conceptualizes fake leadership as a rogue variable that disrupts the interpretive processes through which organizations construct shared meaning. The study further proposes a human-AI symbiotic detection framework based on the H3LIX OS, in which artificial intelligence functions as an interpretive support system capable of identifying anomalies in organizational communication, behavior, and emotional dynamics. Rather than replacing human judgment, the system operates as a detection layer that preserves ambiguity and supports reflective decision-making. By integrating perspectives from leadership studies, organizational theory, and AI governance, the article contributes a conceptual model explaining how organizations can detect hidden interpretive distortions and maintain decision reliability in complex and ambiguous environments.

Keywords: fake leadership, rogue variables, organizational sensemaking, human-AI symbiosis, H3LIX OS

From Authenticity to Well-Being: How Authentic Leadership Shapes the Bright and Dark Sides of Employee Behavior

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Abstract

In recent years, organizational scandals and unethical leadership practices have intensified the need to restore trust within organizations, particularly in leader–follower relationships. In this context, Authentic Leadership has emerged as a positive and transparent leadership approach capable of fostering employee well-being while mitigating negative workplace behaviors. The present study aims to examine the impact of Authentic Leadership on key employee outcomes, focusing on Happiness at Work, Turnover Intention, and Counterproductive Work Behaviors. Additionally, it explores the mediating role of Happiness at Work in the relationship between Authentic Leadership and counterproductive behaviors, contributing to the discussion on the bright and dark sides of leadership. A quantitative study was conducted using survey data collected from 132 employees working in Portuguese organizations across different sectors. Participants voluntarily assessed their leaders' authenticity, their own happiness at work, turnover



intentions, and engagement in counterproductive behaviors. Data were analyzed through correlation and linear regression analyses. The findings indicate that Authentic Leadership is positively associated with Happiness at Work and negatively related to Turnover Intention and Counterproductive Work Behaviors. Moreover, Happiness at Work was found to mediate the relationship between Authentic Leadership and Counterproductive Work Behaviors, suggesting that authentic leadership reduces harmful behaviors primarily by enhancing positive employee experiences. These results highlight the role of Authentic Leadership as a critical driver of positive employee experience and ethical conduct, while simultaneously preventing the dark side of leadership outcomes. From a practical perspective, the study suggests that organizations should invest in leadership development initiatives that promote authenticity as a means to enhance employee well-being, strengthen organizational culture, and reduce dysfunctional behaviors in the future of work.

Key-words: Authentic Leadership; Happiness at Work; Turnover Intention; Counterproductive Work Behaviors; Employee Experience.

From Hyperproductivity to Sustainable Performance: The Role of Slow Work and Well-Being

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Abstract

The acceleration of work rhythms and the intensification of job demands have raised growing concerns regarding employee well-being and sustainable performance in contemporary organizations. In response to these challenges, the concept of slow work has emerged as an alternative approach, emphasizing balanced work rhythms, meaningful work, recovery opportunities and humanized work environments. This study examines the relationship between slow work practices, well-being and individual work performance, and tests the mediating role of well-being in this relationship. A quantitative, correlational study was conducted using survey data collected from a sample of Portuguese workers (n = 286). Participants completed three instruments: the Slow Work Practices Scale (EPSW), the Psychological Well-Being Scales, and the Individual Work Performance Questionnaire (IWQP). Data were analyzed using descriptive statistics, Pearson correlations and mediation analyses with PROCESS macro (Model 4). Results revealed significant positive associations between slow work practices, well-being and individual performance. Well-being was strongly related to individual performance and demonstrated a mediating effect in the relationship between slow work and individual performance. Partial mediation was found for the dimensions of work rhythms, purpose and recovery time, while a full mediation effect was observed for humanization, indicating that humanized practices influence individual performance exclusively through their impact on well-being. These findings shows well-being as a key explanatory mechanism linking sustainable work practices to individual performance. From a human resource management and leadership perspective, the study underscores the importance of promoting balanced, meaningful and human-centered work environments as a pathway to both employee well-being and sustainable performance.

Keywords: Slow work; Well-being; Individual performance; Human resource management; Sustainable work practices



Green human resource management promoting employee green creativity through increased green work engagement: the role of person-organization fit and organizational greenwashing

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Abstract

Companies have been called to action as fundamental players on the journey towards more sustainable development models. The adoption of greener business models can be informed by knowledge and suggestions obtained from different sources, including employees. Based on daily work experience, these can provide useful and novel ideas on new green products, services or ways of working, thus helping to improve companies' environmental performance. The present study sought to obtain a fuller understanding on how companies can foster employees' green creativity focusing on green human resource management (green HRM). It is proposed that the alignment of typical HRM practices with the organization's environmental objectives stimulates employees' green work engagement, leading to higher green creativity. The research model also includes the moderating roles of person-organization fit and perceived organizational greenwashing.

A time-lagged survey was applied to reduce common source bias and collect data from 191 employees in Portugal. The findings indicate that: (i) green HRM indirectly predicts higher green creativity through increased green work engagement; (ii) person-organization fit moderates the effect of green HRM on green work engagement, being this effect stronger when the fit is lower – this suggests that stronger green HRM practices can compensate the misalignment with companies values; (iii) perceived greenwashing moderates the effect of green work engagement on green creativity, being this stronger when greenwashing is higher – this suggests that when communication about green achievements is seen as inconsistent, employees try to contribute to increase company's performance, in order to repair cognitive dissonance. These findings occur even when controlling organizational identity, ecological identity and social desirability.

The results contribute to the literature by demonstrating how green HRM contributes to engage employees in companies' green endeavor. Practically, the study underscores the importance of incorporating green concerns into people management. By integrating green management elements into HRM companies can make use of employees' abilities and behaviors to achieve better environmental performance.

Keywords: Green human resource management; green work engagement; green creativity; person-organization fit; organizational greenwashing.

Human Resource Analytics: A TCCM-Based Review and Research Agenda

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Abstract

HR analytics has emerged as a significant approach to support data decision-making in organizations. Nevertheless, studies in this field have developed randomly and do not have a systematic or coherent pattern. To resolve this challenge, the current study examines the available research in HR analytics through Theory-Context Characteristics-Method (TCCM) framework. This review on HR analytics research is based on Scopus database yielding 1100 documents which later was screened using PRISMA model and finally considered 48 documents. The paper explore the theories applied, the organizational and geographical contexts, the primary variables and outcomes, and the research methods employed. The findings of the studies show that a good number of studies are based on implicit theoretical backgrounds, put a heavy emphasis on performance-based outcomes, target organizations in the private sector in developed economies, and use cross-sectional quantitative designs. Using these results, the research paper presents the critical gaps in the literature and provides a research agenda in the future, which involves improved theoretical foundations, more comprehensive contextual coverage, and more methodological variety.

Keywords: HR Analytics, TCCM Framework, Systematic Literature Review, People Analytics

Influence of job insecurity on organizational performance through organizational trust moderated by fake leadership

Kamil Müller

Abstract

The article concerns the influence of job insecurity on organizational performance through organizational trust moderated by fake leadership. The aim of this paper is to identify and empirically validate this mechanism based on a critical literature review; a theoretical model was developed and tested through empirical research conducted among organizations in Poland. The empirical research was conducted in 2025 among 312 organizations operating in Poland. SEM modeling was used in order to obtain mediated regression model with moderators. The contribution to the management science is primarily the integration of job insecurity and organizational trust research by empirically validating trust as a key mediating effect affecting organizational performance. Moreover – the extention the emerging research stream on destructive form of leadership by demonstrating that fake leadership functions as a boundary condition strengthening the negative effects of job insecurity. And – in the end – providing empirical evidence that organizational performance is shaped not only by structural factors but also by psychosocial conditions of the work environment.



Leading with Virtue: Linking Virtuous Leadership, Organizational Citizenship Behaviors, and Employee Performance

Alexandra Leandro, Jéssica Brito, Neuza Ribeiro, Daniel Roque Gomes, Patrícia Duarte & Vítor Hugo Silva

Abstract

Contemporary organizations operate in environments characterized by rapid change, increasing complexity, and growing ethical scrutiny. In response, many organizations have adopted more horizontal structures, reshaping leadership dynamics and heightening expectations for ethical and values-based leadership. Against a backdrop of recurring corporate scandals and declining trust in business ethics, scholarly interest has increasingly turned toward leadership approaches grounded in organizational virtuousness. Virtuous leadership, which emphasizes moral excellence, integrity, and the cultivation of positive organizational practices, has emerged as a particularly relevant framework.

The present empirical study examines the impact of virtuous leadership on employees' organizational citizenship behaviors (OCB) and individual performance. Drawing on survey data from 209 employees across diverse organizations and sectors, the study tests a mediation model linking virtuous leadership, OCB, and individual performance. The findings indicate that: (i) perceptions of virtuous leadership significantly predict organizational citizenship behaviors; (ii) virtuous leadership also has a direct positive effect on individual performance; (iii) organizational citizenship behaviors positively influence individual performance; and (iv) OCB partially mediates the relationship between virtuous leadership and individual performance.

These results contribute to the leadership and organizational behavior literature by demonstrating how virtuous leadership fosters discretionary, prosocial behaviors that enhance individual performance outcomes. Practically, the study underscores the importance of cultivating virtuous leadership practices to promote ethical climates, strengthen employee engagement, and support sustainable organizational success.

Keywords: Virtuous leadership; Organizational citizenship behaviors; Individual performance; Ethical leadership; Organizational behavior



Mental Wellbeing, Efficiency and Work-life interface in Remote work: A Bibliometric Analysis

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Abstract

Remote work had been a compulsion during pandemic times but now the companies are adopting it due to its embedded cost advantages. Against this backdrop, the present study aims to identify the dimensions associated with the research at the intersection of remote work, mental wellbeing and productivity using bibliometric analysis. The study makes use of the Scopus database, ranging between 2023-2025. The database reflected 93 publications after filtering conference papers and articles. Co-occurrences analysis was carried out to understand the topic from the available literature perspective. The results suggest- 'work engagement', 'perceived organizational support', 'job satisfaction' and 'mental wellbeing' as the major areas of research. The present study provides a comprehensive overview of the research landscape in the arena of remote work by providing a detailed understanding of publication trends and significant contributions within the field. The research findings not only map the current research landscape but also identifies critical areas for future investigation and policy development.

Keywords: Remote Work, Work-Life Balance, Mental Well-Being, Bibliometric Analysis.

Personal Branding and the Employability of Young Graduates

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Abstract

This study explores the relationship between Personal Branding and the Dispositional Employability of young graduates, seeking to understand how the development of a personal brand impacts the dispositional traits essential for integration and adaptation in the labor market.

Using a quantitative methodology, a survey comprising the scales of the Personal Branding Inventory and the Employability Inventory was applied to a sample of 153 young graduates. The results confirm a positive and significant correlation between Personal Branding and Dispositional Employability, particularly in the Strategic and Differentiating dimensions, suggesting that intentional planning and the creation of a distinct identity are effective strategies to enhance employability.

The findings highlight that the development of an authentic and goal-oriented personal brand contributes to a more successful transition of young graduates into the labor market, regardless of their field of study. These results are consistent with the literature, which emphasizes the role of personal branding in building resilient and adaptable careers. However, the study faced some limitations, such as the sample size and the cross-sectional nature of the analysis, which prevents the assessment of long-term effects.

Keywords: Personal Branding, Employability Disposition, Employability, Young Graduates



Post-Communist Cultural Determinants of Human Error and Risk Perception in Contemporary Polish Enterprises

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Abstract

This study analyses the determinants of cultural risk and employee errors in companies operating on the Polish market, taking into account the context of economic transition as a key element of risk management. Although organisations are becoming increasingly complex, particularly in terms of relevant technological solutions, errors in the area of organisational culture remain the main cause of organisational failures, often rooted in shared values, leadership practices and cultural misunderstandings. This study focuses on how managers of companies operating in the Polish market perceive the likelihood and consequences of culturally rooted risks associated with norms and values, religion and beliefs, history and identity, verbal and non-verbal communication, and gender. The study fills a significant research gap regarding the limited empirical understanding of cultural mismatch, cultural ignorance and culturally conditioned human errors as sources of organisational risk, particularly in the socio-historical context of Central and Eastern Europe, and the empirical testing of established models. Based on a survey of 220 managers from organisations operating in Poland, the article analyses the relationship between the perceived probability and the perceived consequences of cultural risk. The results indicate a strong, statistically significant positive correlation between the perceived likelihood of cultural risk occurring and the perceived severity of its consequences across all dimensions. The strongest relationship was identified in the area of verbal and non-verbal communication, suggesting that communication-related cultural risk may be particularly relevant for understanding organisational errors, misunderstandings and disruptions. The study contributes to the literature by demonstrating that cultural risk can be operationalised and measured as a multidimensional construct.

It also suggests that cultural risk should be integrated into organisational risk management systems, rather than treated solely as an HR or intercultural communication issue. A limitation of the study is its reliance on a questionnaire completed by the organisation's managers, and it therefore has the typical drawbacks of this tool. Furthermore, future research should expand on the adopted model and compare perceptions of cultural risk across different national and organisational contexts.

Keywords: cultural risk, risk perception, human error, organizational culture.



Sustaining Agile Work Practices Under Hybrid Work: Team Maturity as a Boundary Condition (Evidence from Poland and Germany)

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Abstract

Hybrid and remote work arrangements have become a defining feature of the future of work, reshaping how project teams coordinate, learn, and adapt. Although agile work practices are designed to support flexibility and iterative learning, their consistent enactment may be more difficult when collaboration is mediated by digital tools and time–space dispersion. Drawing on group development theory (Integrated Model of Group Development) and a practice-based view of agility, the present study examines whether work mode (on-site vs hybrid vs remote) operates as a boundary condition for sustaining agile work practices and achieving team outcomes.

Survey data were collected from agile/hybrid project teams in two national contexts (pooled N = 627; Poland N = 319, Germany N = 308). Team maturity was operationalized using GDQS-IV (Work & Productivity), agile practice enactment using Perceptive Agile Measurement (PAM), and team outcomes using a multi-item self-report scale capturing project-relevant team functioning. Analyses examined (1) differences in agile practice enactment and outcomes across work modes and (2) a moderation model in which team maturity buffers the potential challenges of hybrid/remote work for sustaining agile routines. Additional analyses assessed whether the maturity–practice–outcome mechanism varies across work modes (moderated mediation). Inference relied on bootstrapped confidence intervals and controls for key team-context variables, including country.

By shifting attention from whether agile “works” to when and under what work arrangements agile routines are most fragile, the study contributes leadership- and HRM-relevant evidence on how team development may support the consistent enactment of agile practices in hybrid settings. Practical implications concern interventions that strengthen team maturity and coordination routines when teams operate in blended or distributed modes.

Symptoms of a machiavellian organization: insights on leadership

Joanna Samul, Białystok University of Technology, Poland

Abstract

Purpose: The purpose of this study is to examine the symptoms of a Machiavellian organization by analyzing the role of leader Machiavellianism in shaping employee productivity and engagement over time. Specifically, the study investigates whether a moderate level of leader Machiavellianism is associated with short-term gains in productivity and engagement, followed by long-term declines in these outcomes.

Design/methodology/approach: The study adopts a quantitative research design using a cross-sectional survey method. Data were collected from employees. Leader Machiavellianism was measured using the validated Machiavellianism scale developed by Dahling, Whitaker, and Levy (2009). Statistical analyses to examine short- and long-term relationships between leader Machiavellianism and employee outcomes.



Findings: These results suggest a nonlinear and temporally contingent relationship between leader Machiavellianism and organizational outcomes.

Theoretical/Practical Implications: This study contributes to the literature on dark leadership traits by extending Machiavellianism research into a temporal and organizational context. It supports contingency-based perspectives on dark personality traits in leadership and highlights Machiavellianism as a dynamic construct whose effects vary over time. From a managerial perspective, the findings suggest that while Machiavellian behaviors may yield short-term performance benefits, they pose significant long-term risks to employee well-being and organizational sustainability.

Originality/value: The study offers original insights by empirically identifying Machiavellian leadership as an early symptom of a Machiavellian organization. By focusing on employee perceptions and distinguishing between short- and long-term effects, the research provides a nuanced understanding of how Machiavellianism operates within leadership dynamics.

The double face of community in organizations: regenerative and destructive effects on performance, destruction and recovery

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Abstract

This paper investigates the dual nature of community in organizations by conceptually distinguishing between real community (authentic, trust-based, grounded in shared values and lived relational practice) and fake community (declarative cohesion that masks the absence of authentic relational foundations), and by examining their parallel influence on organizational performance, organizational destruction and organizational recovery. Building on the authors' prior research on authentic and fake leadership, the logic is extended from the level of the leader to the level of the organizational community. The empirical study was conducted in 2025 via CAWI on a sample of 312 organizations operating in Poland. Six linear regression models were estimated, controlling for organizational characteristics derived from the control variables (Leavitt-like model). All six hypotheses were confirmed: real community positively and strongly influences organizational performance and recovery, and negatively influences destruction; fake community exerts the opposite pattern of effects. Real community emerged as a particularly strong driver of organizational recovery. The study contributes to the literature by introducing the real–fake distinction in the organizational community construct and by demonstrating its double-sided mechanism of influence. Practical implications emphasize the need for HRM and leadership practices that cultivate authentic relational foundations and protect the organization against the pathologies of declarative community.

Keywords: real community, fake community, organizational performance, organizational destruction, organizational recovery, human resource management



The Impact of Leadership on the Perception of Organizational Belonging and the Mediating Effect of Job Crafting on IT Workers in Portugal

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Abstract

This study investigates the impact of leadership on organizational belonging among IT workers in Portugal, focusing on the mediating effect of job crafting. Using validated scales, a questionnaire was applied to measure these constructs, collecting data from IT workers from various organizations operating in Portugal, working full or partially remote. Despite growing interest in leadership and employee engagement, limited research has explored how leadership styles influence organizational belonging through job crafting, particularly in the IT sector. To address this gap, our work was arranged in the form of two studies where we intend to measure the direct effect of different styles of leadership on job crafting and organizational belonging, the direct effect of job crafting on organizational belonging and the mediating effect of job crafting between leadership and organizational belonging. Study 1 examined the direct and indirect effects of empowering leadership on job crafting and organizational belonging. Study 2 expanded the model to include five leadership behavioural types (aversive, directive, transactional, transformational and empowering), assessing their individual impacts on job crafting and organizational belonging. For study 1, a cross-sectional study design was followed, delivering a sample of 213 participants of IT workers. For study 2, a time-lagged research design was implemented across a two-wave questionnaire to reduce common method bias and strengthen causal inference, with a total of 121 participants working on an IT company in Portugal. Results show that empowering leadership significantly enhances both job crafting and organizational belonging, with job crafting partially mediating this relationship. By understanding these dynamics, organizations can better design leadership development programs and job structures that enhance employee well-being and organizational performance.

Keywords: Organizational Belonging, Leadership, Job Crafting, IT workers in Portugal, Remote work.





The invisibility of virtual expatriates: recognition gaps in international work at a distance
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Abstract

Modern international organisations increasingly rely on employees who carry out cross-border tasks virtually, without formally leaving their home country. These employees often coordinate international projects, support foreign units, transfer knowledge across borders and maintain relationships with geographically dispersed partners. Although their work may be strategically significant for international operations, it frequently remains insufficiently visible within organisational structures, HR systems and career development processes.

The aim of this article is to explain why the work of virtual expatriates becomes organisationally invisible and what consequences this invisibility creates for recognition, career development and the employee - organisation relationship. Drawing on a qualitative study based on semi-structured interviews, analysed through an inductive coding procedure, the article identifies the mechanisms through which visibility and recognition gaps emerge in virtual expatriation.

The findings show that invisibility is produced by the combination of unclear organisational categories, limited standardisation of virtual expatriate roles, weak integration of this work into HR practices, and the relational and distributed nature of international work performed at a distance. The article argues that virtual expatriation generates work that is organisationally significant but structurally difficult to capture, leading to systemic gaps in its recognition and valuation. As a result, virtual expatriates may experience limited career recognition, unequal access to development opportunities, reduced commitment and increased retention risks.

The article develops the concept of the organisational invisibility of virtual expatriates and shows that the absence of physical mobility does not mean the absence of international value. Its contribution to the IHRM literature lies in shifting attention from the organisation of remote work to the visibility, recognition and legitimisation of international work performed outside traditional mobility structures.

Keywords: virtual expatriation; virtual expatriates; organisational invisibility; recognition gaps; international human resource management; global mobility; invisible work



The Leader's Value Proposition: How Managers Build Personal Brand in Professional Online Social Networks

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Abstract

Purpose: Thanks to technological advances that facilitate online communication and the dynamic development of social networks, careers have become personal brands that should be managed in the virtual era. Building a personal brand value proposition (PBVP) has become a particularly desirable competency among managers - individuals who, through their relationships, can participate in building employer brand and organization's competitive advantage. However, for managers, PBVP activities are still a new dimension in their professional functioning. The aim of this article is to answer the questions: what is a personal brand value proposition (PBVP) and how managers build their PBVPs in professional online social networks.

Methodology: The article has theoretical and empirical nature. A literature review and qualitative research in the form of individual in-depth interviews (IDIs) were conducted among managers with accounts on at least one professional social media platform (n=10).

Findings: Managers utilize the potential of professional online social networks to a limited extent, expressing concerns about their work efficiency and knowledge of IT tools. They build their PBVPs primarily by sharing case studies or industry updates. Their activity remains focused on a single professional social media platform, thus limiting their visibility.

Implications: When building a PBVP, managers should ensure authenticity and consistency of the message, community engagement, and transparency, thereby fostering digital leadership. Organizations should create space for such activities in order to, on the one hand, minimize the risk of managers leaving and, on the other, increase their role in the positive message of the employer brand.

Originality and value: The originality and value of the research results stem from discussing the concept of PBVP among a specific group whose decisions and actions impact the entire organization. The focus on the remote dimension of social networks aligns with the growing trend of workplace digitization.

Keywords: manager, personal brand, social networks, value proposition



The role of employee workforce in the development of dynamic capabilities. Achieving firm robustness in the food and beverage industry

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Abstract

In the context of the food and beverage industry, the survival of organisations is a fundamental issue in view of future demand for the products they offer, which is a result of forecasts for global population growth. Therefore, having organisations with adequate know-how on how to optimise the exploitation of these products, based in turn on experience, is one of the main objectives that should be pursued in the current economy, and one that is more likely to be achieved in the case of highly robust organisations.

Focusing on the resource-based view (RBV) of the firm, it argues that the most competitive organisations are those that hold strategic assets, which are those that, being difficult to obtain, allow the creation of a sustained competitive advantage over time for the companies that possess them. Among these strategic assets, we can identify human resources, which are understood as the knowledge, skills, aptitudes and attitudes of the company's members. As an offshoot of RBV, the theory of dynamic capabilities emerged, linking the organisational ability to cope with changes in its environment to the possession of a series of organisational routines (capabilities). Thus, combining both approaches, it is worth asking what influence the human resources provided to the company by its employees have on the development of the organisation's dynamic capabilities, which ultimately contribute to its robustness.

To answer this question in the context defined above, we have conducted a study of the influence that the employee workforce has on the development of dynamic capabilities, the ultimate goal of which is organisational robustness. Applying the PLS-SEM methodology, we found that employee workforce contributes to organisational robustness, albeit not directly, but through the development of the dynamic capabilities of redundancy and agility. The results obtained highlight the central role that human resources play in generating value for companies, in this case in the development of highly strategic intangible assets, which demonstrates the importance of the proper design and development of the human teams that make up organisations.

Keywords: Firms; Human Resources; Intangible Assets; Management; RBV

The Social Construction of Leadership: A Bibliometric Analysis of the Leader-Follower Relationship and Its Impact on Satisfaction, Engagement, and Organizational Commitment

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Abstract

Leadership is a social construct that is built every day through interactions between leaders and their teams. How does this relationship impact team satisfaction, engagement, and commitment, ultimately affecting their performance? This study investigates the convergence between the social construction of leadership and the relational dynamics of Leader-Member Exchange (LMX), exploring its impact on team satisfaction, engagement, and performance. The primary objective is to map the scientific evolution of this field and to understand how social representations of leadership influence organizational commitment, particularly regarding the social construction of leadership within organizational contexts.

The methodology followed the PRISMA protocol for the identification, screening, and selection of articles, resulting in a final sample of 273 papers extracted from the Web of Science and Scopus databases. The quantitative bibliometric analysis was processed using R software (Bibliometrix), enabling the mapping of productivity, impact, and intellectual structure indicators.

The results indicate a growth in scientific production (+17.8% per year), with a core elite (Bradford's Zone 1) led by journals such as *The Leadership Quarterly* and *Frontiers in Psychology*. Network analysis identified seminal authors such as Martin and Epitropaki, whose works argue that leadership effectiveness lies in the quality of shared social identity. Preliminary findings reveal a significant maturation of the field, which has transcended a purely transactional logic of social exchange to become anchored in a perspective centered on the promotion of well-being and the construction of resilient collective identities. The implications of this study suggest that organizations may benefit from investing in the management of social representations and the quality of relationships to optimize engagement and performance, offering a solid theoretical framework for the analysis of leadership in organizations in Portugal.

Key-words: Leadership, Social Construction, Leader-Member Exchange (LMX), Bibliometric Analysis, engagement, job satisfaction, organizational commitment, performance.

Walking the Talk? Exploring How, When and Why Sustainable HRM Policies and Practices Mitigate Turnover Intentions differently

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Abstract

Sustainable Human Resource Management (SHRM) refers to a set of organizational policies and practices aimed at promoting employee well-being, human development, and long-term employment relationships. By integrating economic, social, and human concerns, SHRM has been increasingly presented as a key approach for fostering healthier work environments and mitigating dysfunctional outcomes, such as turnover intentions. However, the mechanisms and conditions through which SHRM policies and practices influence employees' intentions to leave the organization remain unexplored. The main objective of this study is to explore the impact of SHRM policies and practices on employees' turnover intentions, while simultaneously analyzing the mediating role of affective commitment and the moderating role of perceived organizational support in this relationship. To this end, a quantitative cross-sectional study was conducted, with data analysis based on moderated mediation models using PROCESS macro (Model 7). A total of 262 employees from various organizational sectors in Portugal voluntarily participated in the study. The findings reveal that SHRM policies and practices reduce turnover intentions in different ways. SHRM policies exhibit both direct and indirect effects on turnover intentions, indicating a partial mediation effect through affective commitment. In contrast, SHRM practices show no significant direct effect on turnover intentions, exerting their influence exclusively through affective commitment, which reflects a pattern of full mediation. Moreover, perceived organizational support significantly moderates the relationship between SHRM (policies and practices) and affective commitment, in such way that the indirect effects on turnover intentions emerge only at medium and high levels of organizational support. Under low-support conditions, policies and practices fail to foster affective commitment, thus increasing turnover intentions. Overall, these results suggest that SHRM contributes to employee retention only when sustainable policies and practices are accompanied by affective bonds and embedded within a supportive organizational context. From a practical perspective, the findings suggest that employee retention depends on worker-organizational bonding within supportive organizational contexts, rather than on the mere formal adoption of SHRM policies and practices.

Key-words: Sustainable HRM Policies and Practices; Affective Commitment; Turnover Intentions; Perceived Organizational Support.