

## Schedule of the HRMLEAD 2026 International Scientific Conference

**Wednesday 13 May 2026**

Time	Agenda
09:00–09:15	Opening of the conference <b>Dr Kamila Ludwikowska</b> , Wrocław University of Science and Technology, Poland <b>Prof. Neuza Ribeiro</b> , Polytechnic University of Leiria, Portugal <b>Prof. dr hab. inż. Agnieszka Bieńkowska</b> , Wrocław University of Science and Technology, Poland <b>Prof. Anna Kowalska-Pyzalska, PhD DSc</b> , Dean of the Faculty of Management, Wrocław University of Science and Technology, Poland
09:15–10:05	Keynote 1: 30 minutes of presentation + 10 minutes Q&A <b>Alexander Mathiesen-Ohman</b> , CEO Of H3LIX PROJECT
10:05–11:00	<b>S1. Strategic aspects of human resources management</b> Moderator: Alexandra Leandro, Polytechnic Institute of Coimbra, Portugal Discussion
11:00–12:05	<b>S2. Leadership and Sustainable Human Resource Management</b> Moderator: Małgorzata Fiałkowska-Filipek, Wrocław University of Science and Technology, Poland Discussion
12:05–12:25	<b>Break</b>
12:25–13:05	<b>S3. The bright side of leadership</b> Moderator: Kamila Ludwikowska, Wrocław University of Science and Technology, Poland Discussion
13:05–13:55	<b>S4. AI and digital transformation in management</b> Moderator: Daniel Roque Gomes, Polytechnic Institute of Coimbra, Portugal Discussion
13:55–14:15	Summary of the first day and organizational information <b>Dr Kamila Ludwikowska</b> , Wrocław University of Science and Technology, Poland



**Thursday 14 May 2026**

<b>Time</b>	<b>Agenda</b>
09:00–09:10	Welcoming the participants <b>Dr Kamila Ludwikowska</b> , Wrocław University of Science and Technology, Poland
09:10–09:50	Keynote 2: Behind the heart and the strategy: ethics and effectiveness in volunteer management and 10 minutes Q&A <b>Dr Teresa Marcinów</b> , researcher
09:50–11:20	<b>S5. Dark side in HRM and leadership</b> Moderator: Olga Voropai, Wrocław University of Science and Technology, Poland Discussion
11:20–12:25	<b>S6. Well-being and performance under pressure</b> Moderator: Dileep Singh, Polytechnic Institute of Leiria, Portugal Discussion
12:25–12:45	<b>Technical break before the poster session</b>
12:45–13:15	<b>Poster session</b>
13:15–13:35	Closing of the conference: summary, acknowledgements <b>Dr Kamila Ludwikowska</b> , Wrocław University of Science and Technology, Poland <b>Prof. Neuza Ribeiro</b> , Polytechnic University of Leiria, Portugal <b>Prof. dr hab. inż. Agnieszka Bieńkowska</b> , Wrocław University of Science and Technology, Poland

## Division of topics into sessions

### S1. Strategic aspects of human resources management

Moderator: Alexandra Leandro, Polytechnic Institute of Coimbra, Portugal

- 1. Sustaining Agile Work Practices Under Hybrid Work: Team Maturity as a Boundary Condition (Evidence from Poland and Germany)**  
Abstract 13; presenters: Jagoda Mrzygłocka-Chojnacka & Joanna Kott, Wroclaw University of Science and Technology, Poland.
- 2. Human Resource Analytics: A TCCM-Based Review and Research Agenda**  
Abstract 01; presenters: Dileep Singh & Neuza Ribeiro, CARME Centre of Applied Research in Management and Economics, School of Technology and Management, Polytechnic Institute of Leiria, Leiria, Portugal.
- 3. The role of employee workforce in the development of dynamic capabilities. Achieving firm robustness in the food and beverage industry**  
Abstract 11; presenters: Luis A. Millán-Tudela, Bartolomé Marco-Lajara, Esther Poveda-Pareja & Carmen Sarah Einsle; University of Alicante, Spain.
- 4. Determinants of human resources management practices effectiveness a case of COVID-19 oriented HRM practices**  
Abstract 19; presenter: Anna Zabłocka-Kluczka, Agnieszka Bieńkowska, Kamila Ludwikowska & Katarzyna Tworek, Wroclaw University Science and Technology, Poland.

### S2. Leadership and Sustainable Human Resource Management

Moderator: Małgorzata Fiałkowska-Filipek, Wroclaw University of Science and Technology, Poland

- 1. Green human resource management promoting employee green creativity through increased green work engagement: the role of person-organization fit and organizational greenwashing**  
Abstract 10; presenters: Ana Patrícia Duarte, Carla Mouro, Vítor Hugo Silva & Luís Miguel Simões; ISCTE Instituto Universitário de Lisboa, Lisboa, Portugal.
- 2. Walking the Talk? Exploring How, When and Why Sustainable HRM Policies and Practices Mitigate Turnover Intentions differently**  
Abstract 05; presenters: Daniel Roque Gomes, Polytechnic Institute of Coimbra, Portugal; Neuza Ribeiro, Centre of Applied Research in Management and Economics CARME, School of Technology and Management, Polytechnic of Leiria, Portugal; Vanda Asseiro, School of Education, Polytechnic Institute of Coimbra, CERNAS, Portugal; A. S. A. Ferdous Alam, University of Algarve, Campus de Gambelas, Portugal, Eduardo Ortega & Gabriela Gomes; FEUC-Faculty of Economics, CeBER, University of Coimbra, Portugal;
- 3. Leading with Virtue: Linking Virtuous Leadership, Organizational Citizenship Behaviors, and Employee Performance**  
Abstract 02; presenters: Alexandra Leandro, Polytechnic Institute of Coimbra, Portugal; Jéssica Brito, Neuza Ribeiro, Centre of Applied Research in Management and Economics (CARME), School of Technology and Management, Polytechnic of Leiria, Portugal; Daniel Roque Gomes; Polytechnic Institute of Coimbra, Portugal; Patrícia Duarte & Vítor Hugo Silva, ISCTE-Instituto Universitário de Lisboa, Lisboa, Portugal.
- 4. From Authenticity to Well-Being: How Authentic Leadership Shapes the Bright and Dark Sides of Employee Behavior**  
Abstract 07; presenters: Gabriela Gomes, University of Coimbra, Portugal; Flávia Micaela Simões dos Santos,

Polytechnic of Leiria, Portugal; Neuza Ribeiro, Polytechnic of Leiria, Portugal; Daniel Roque Gomes, Polytechnic Institute of Coimbra, Portugal; Eduardo Ortega, University of Coimbra, Portugal; Nestor Aday Basas-Kivekas - Universidade do Algarve, Portugal

### S3. The bright side of leadership

Moderator: Kamila Ludwikowska, Wroclaw University of Science and Technology, Poland.

1. **Employee experience about conflict in workplace as a key impact shaping trust in organization**  
Abstract 15; presenter: Monika Budnik, Wroclaw University of Science and Technology, Poland.
2. **The Impact of Leadership on the Perception of Organizational Belonging and the Mediating Effect of Job Crafting on IT Workers in Portugal**  
Abstract 04; presenters: Cláudia Paiva, School of Technology and Management, Polytechnic of Leiria, Portugal; Neuza Ribeiro, Centre of Applied Research in Management and Economics CARME, School of Technology and Management, Polytechnic of Leiria, Portugal; Daniel Roque Gomes, School of Education, Polytechnic Institute of Coimbra, CERNAS Research Center for Natural Resources, Environment and Society, Portugal & Isabel Dimas, CeBER, Faculty of Economics, University of Coimbra, Portugal.
3. **The Social Construction of Leadership: A Bibliometric Analysis of the Leader-Follower Relationship and Its Impact on Satisfaction, Engagement, and Organizational Commitment**  
Abstract 14; presenters: Sofia Mantovani, ISEG Lisbon School of Economics & Management, University of Lisbon; Daniel Roque Gomes, School of Education, Polytechnic Institute of Coimbra, CERNAS Research Center for Natural Resources, Environment and Society, Portugal; Maria João Santos, ISEG Lisbon School of Economics & Management Department of Social Sciences, University of Lisbon, Socius (ISEG/UL).
4. **The Leader's Value Proposition: How Managers Build Personal Brand in Professional Online Social Networks**  
Abstract 17; presenter: Weronika Muszynska; SGH Warsaw School of Economics, Poland.

### S4. AI and digital transformation in management

Moderator: Daniel Roque Gomes, Polytechnic Institute of Coimbra, Portugal

1. **Artificial Intelligence and Operational Risk: Toward Advanced Management in Business Decision-Making**  
Abstract 18; presenter: Mahammad Abdulazizov; Gdańsk University of Technology, Poland.
2. **Fake Leadership and Authentic AI.**  
Abstract 26; presenter: Katarzyna Tworek; Wroclaw University of Science and Technology, Poland.
3. **The invisibility of virtual expatriates: recognition gaps in international work at a distance**  
Abstract 24; Kamila Ludwikowska, Wroclaw University of Science and Technology, Poland.

### S5. Dark side in HRM and leadership

Moderator: Olga Voropai, Wroclaw University of Science and Technology, Poland

1. **Post-Communist Cultural Determinants of Human Error and Risk Perception in Contemporary Polish Enterprises**  
Abstract 23; presenter: Marta Nowakowska & Joanna Zimmer, Wroclaw University of Science and Technology, Poland.
2. **Fake Community and Organizational Destruction in Organizations**  
Abstract 22; presenters: Anna Sałamacha, Joanna Zimmer, Agnieszka Bieńkowska & Katarzyna Tworek; Wroclaw University of Science and Technology, Poland.
3. **Symptoms of a machiavellian organization: insights on leadership**  
Abstract 06; presenter: Joanna Samul, Politechnika Białostocka, Poland.
4. **Influence of job insecurity on organizational performance through organizational trust moderated by fake leadership**  
Abstract 25; presenter: Kamil Müller; Wroclaw University of Science and Technology, Poland, Poland.
5. **The double face of community: regenerative and destructive effects on organizations Real vs fake community: influence on organizational performance, destruction and recovery.**  
Abstract 21; presenter: Anna Koszela, Wroclaw University of Science and Technology, Poland.

## S6. Well-being and performance under pressure

Moderator: Dileep Singh, Polytechnic Institute of Leiria, Portugal

1. **From Hyperproductivity to Sustainable Performance: The Role of Slow Work and Well-Being**  
Abstract 12; presenters: Maria João Silvestre, Universidade de Coimbra, Portugal; Sónia P. Gonçalves, Instituto Superior de Ciências Sociais e Políticas (ISCSP) & Maria João Velez, Instituto Universitário de Lisboa (ISCTE).
2. **Ambition Under Pressure: Between Effectiveness and Exhaustion**  
Abstract 30; presenter: Agnieszka Wilk;
3. **A System Dynamics Model of Job Satisfaction Among Academic Staff: Exploring the Interplay of Motivation, Leadership, and Work Outcomes**  
Abstract 16; presenter: Radoslaw Ryńca & Yasmin Ziaieian; Wroclaw University of Science and Technology, Poland.
4. **Personal Branding and the Employability of Young Graduates**  
Abstract 09; presenters: Daniel de Almeida, Polytechnic University of Coimbra, Portugal & António Manuel Amaro Calheiros da Silva, Instituto Superior de Contabilidade e Administração, Instituto Politécnico de Coimbra.
5. **Mental Wellbeing, Efficiency and Work-life interface in Remote work: A Bibliometric Analysis**  
Abstract 03; presenters: Isha Gupta & Neelam Dhall, Jagan Institute of Management Studies, India.

## P. Final poster session

1. **The 30-60-90 Onboarding Framework: Design of Integration Program for Non-Clinical Staff in Outpatient Healthcare**  
Abstract 20; presenter: Małgorzata Fiałkowska, Wroclaw University of Science and Technology, Poland.
2. **How Leaders and Followers Build Green Reputation: The Role of Green Human Resource Management**  
Abstract 08; presenters: Eduardo Ortega, FEUC Faculty of Economics, CeBER, University of Coimbra, Portugal; Arnaldo Coelho, FEUC Faculty of Economics, CeBER, University of Coimbra, Portugal; Daniel Roque Gomes, School of Education, Polytechnic Institute of Coimbra, CERNAS Research Center for Natural Resources, Environment and



Society, Portugal; Gabriela Pedro Gomes, FEUC Faculty of Economics, CeBER, University of Coimbra, Portugal; Neuza Ribeiro, CARME Centre of Applied Research in Management and Economics, School of Technology and Management, Polytechnic of Leiria, Portugal.

**3. Increased visibility and engagement in the investment community**

Abstract 27; presenters: Julia Zdunek, Dominika Majcher, Martyna Kamińska, Piotr Mikosa, Wrocław University of Science and Technology, Poland.

**4. Synthesize the Scattered: the Challenge of Mapping Global Collective Intelligence**

Abstract 28; presenters: Julia Pawelczyk, Magdalena Słowik, Mariia Sokolowska, Agnieszka Krawczyk, Wrocław University of Science and Technology, Poland.

**5. Leading Through Difference: The Crucial Role of Intercultural Conflict Competence in Globalized Teams**

Abstract 31; Oliwia Jantarska, Wrocław University of Science and Technology, Poland.

**6. The application of neuromarketing in optimizing user experience: the case of online drugstores**

Abstract 32; Aleksandra Skulimowska