

Structured Abstracts of 'Leadership and Human Resource Management' session

HRM and Sustainable Leadership in Managing the Global Workforce – Survey-Based Insights from a Cross-Cultural Study

Szonja Jenei¹, Zsófia Neuperger², Szilvia Módosné Szalai³

¹Széchenyi István University, Hungary, Győr, jenei.szonja@sze.hu

²Széchenyi István University, Hungary, Győr, neuperger.zsofia@sze.hu

³Széchenyi István University, Hungary, Győr, modosne.szalai.szilvia.valeria@sze.hu

Background and introduction: Managing the global workforce presents new challenges for organizations as digitalization, hybrid work models, and cultural diversity significantly transform leadership roles. Sustainable leadership, intercultural competence, and digital communication are no longer supplementary elements—they have become key components of effective leadership in an international context. The study aims to investigate the mechanisms by which these complex factors affect employee perceptions.

Objective: The primary goal of this research was to examine how employees perceive sustainable leadership behavior, the quality of digital communication, and the role of intercultural competencies in change management. The study also examined how these factors impact perceptions of leadership support and job satisfaction within the context of hybrid work environments and cultural diversity.

Methodology: The study was based on quantitative research using a structured questionnaire. A total of 115 employees working in international settings, either in hybrid or remote work arrangements, completed the survey. Sampling was conducted through a network-based, non-representative method. The instrument employed validated scales to measure dimensions such as sustainable leadership, digital communication, leadership support, intercultural competence, and change management.

Results: A parabolic relationship emerged between sustainable leadership and perceived digital communication quality: moderate levels enhanced communication, while excessive presence reduced effectiveness. Intercultural competence had a statistically significant, positive effect on perceptions of change management. Gender, age, and work arrangement also shaped perceptions of leadership support and satisfaction, with female and younger employees being more responsive to empathetic leadership styles.

Conclusions: The results highlight that trust, empathy, and the quality of interactive communication are the most influential factors shaping perceptions of leadership behavior. In digital environments, overly formal and highly regulated leadership may negatively affect team dynamics, whereas adaptive, culturally sensitive leadership supports more effective change management and fosters stronger employee engagement. Developing such leadership competencies is therefore essential in global work context.

Limitations and future research directions: The main limitations of the study are the non-representative sampling method and the use of self-reported questionnaire data, which may limit the generalizability of the findings. Future research could benefit from incorporating qualitative approaches (e.g., interviews, focus groups) and including leadership self-reflection in the analysis. Longitudinal studies could provide deeper insights into the long-term impact of leadership behavior on organizational culture and employee commitment.

Keywords: Sustainable HRM, Leadership Development, Digital Work Environment, Intercultural Competencies, Global Workforce Management



Impact of sustainable leadership practices on green innovation: The mediating role of green organizational culture

Mohanad Ali Kareem², Harshavardhan Reddy Kummitha¹

¹International University of Rabat, Morocco, Rabat, mohannadali25@gmail.com

²Budapest University of Economics and Business, Hungary, Győr, kummitha.harshavardhan@uni-bge.hu

Background and introduction: This study explores how sustainable leadership practices influence green innovation, with a focus on the mediating effect of green organizational culture. Sustainable leadership is crucial in cultivating an environmentally responsible culture within organizations, as they emphasize sustainability goals and inspire commitment across all levels of the organization.

Objective: How sustainable leadership practices influence green innovation, with a focus on the mediating effect of green organizational culture

Methodology: The study employed simple random sampling to choose SMEs for data collection, resulting in the completion of 477 questionnaires. Confirmatory Factor Analysis (CFA) using AMOS 24 was conducted to assess both reliability and validity, with scale reliability measured by Cronbach's alpha coefficient. The proposed model was then tested using Structural Equation Modeling (SEM).

Results: The findings indicate robust support for the hypotheses examined. Foundational practices significantly contribute to the development of a green organizational culture, with higher-level practices demonstrating even stronger impact. Additionally, key performance drivers play a crucial role in shaping this culture. A green organizational culture positively influences both green product innovation and process capability, highlighting the importance of sustainable leadership practices and a supporti

Conclusions: The study's examination of the indirect effects of foundational practices, higher-level practices, and key performance drivers on both product and process green innovation, mediated by green organizational culture, reveals nuanced insights. While the indirect impact of foundational practices on product green innovation was not statistically significant, higher-level practices and key performance drivers demonstrated significant positive impacts.

Limitations and future research directions: While fostering a green organizational culture may not necessarily be the primary driver of product innovation, it is crucial for enhancing the relationship between organizational practices and green innovation outcomes. The study underscores the necessity of cultivating a green organizational culture to maximize the efficacy of organizational practices for green innovation in both product and process domains.

Keywords: sustainable leadership practices, green organizational culture, green product innovation, green process innovation



Towards A Knowledge-centric Recruitment Model Aimed at Organizational Learning

Jozsef Blasko¹, Zoltan Baracscai², Tibor Dóry³

¹Széchenyi István University, Hungary, Győr, blaskoj@me.com

²Széchenyi István University, Hungary, Győr, baracscai.zoltan@sze.hu

³Széchenyi István University, Hungary, Győr, doryti@sze.hu

Background and introduction: The paper discusses interfirm learning-by-hiring as a means of organizational learning. An organizational knowledge-centric recruitment model is proposed. Proposition 1: firms use learning-by-hiring to onboard managerial experts who fit specific job requirements, and who provide access to new organizational knowledge in addition. Proposition 2: Such a candidate has complementary fit to the firm's existing knowledge, and an imperfect fit with the specific vacant position; termed dynamic fit.

Objective: The aim of the research is to describe individual employee mobility instances, where organizational knowledge acquisition was the objective of the recruiting firm and its hiring manager. Based on observation and managerial experience, we seek a deeper understanding of the learning-by-hiring and the knowledge transfer processes. We aim to find out how the assimilation and contextualization of the tacit knowledge carried by individuals may be optimized at the focal firm.

Methodology: 10 senior recruiter-candidate pairs (20) were interviewed separately using qualitative questionnaires to evaluate the organizational learning that resulted from these recruitments. The firms in question are multinationals with advanced human resources systems operating in foreign countries in search of accelerated knowledge transfer into their local subsidiary. The questionnaires are designed to reveal the existence of both job-specific and organizational learning-focused selection criteria.

Results: Practitioner experience (interviews) validates and supports the key terms of learning-by-hiring and knowledge transfer in extant literatures. We expand the definition of learning-by-hiring to include post-hire socialization as part of our model as it serves to strengthen person-organization fit, and to deepen the assimilation of the acquired knowledge. We compare standard recruitment with learning-by-hiring and suggest firms to adopt the latter.

Conclusions: We conclude that it is important to deepen further our understanding of the learning-by-hiring and associated knowledge transfer processes and to research into the mechanisms of transferring complex, non-patented, non-technical knowledge. Such knowledge transfer requires the investigation of knowledge as a social construct that is co-created between the new hire and the incumbents at the focal firm.

Limitations and future research directions: Limitations stem from the qualitative interview method and restricted interviewee availability. Interviewing incumbents at the hiring firm would shed light the interactions, collaborations which provide the context of emergent knowledge transfer. A larger interview sample would enable more robust conclusions. Future research is invited with longitudinal studies of individual recruitment cases to reveal the relationship between knowledge transfer and dynamic fit.

Keywords: Knowledge transfer, Tacit knowledge, Learning-by-hiring, person-organization fit



The importance of tacit knowledge transport during the onboarding process – Systematic Literature Review

Marianna Süveges¹, Attila Kurucz²

¹Széchenyi István University, Hungary, Győr, suveges.marianna.judit@sze.hu

²Széchenyi István University, Hungary, Győr, kurucz.attila@sze.hu

Background and introduction: The global economy is currently facing several challenges that affect the field of human resource management. These include low productivity growth, skill shortages, labour market inequalities, as well as structural transformations caused by technological advancements. Another challenge lies within globalized organizations, where knowledge transfer requires intercultural competence, a common language, so all of these make the onboarding process increasingly important following recruitment.

Objective: The aim of this study is to review recent publications related to the informal, experience-based transfer of tacit knowledge within increasingly emphasized onboarding processes, using the method of systematic literature review. The focus is placed in particular on the mechanisms, conditions, and barriers that influence this process during the onboarding of new employees. The study also seeks to identify existing research gaps that require further investigation.

Methodology: The study builds on the systematic literature review (SLR) based on PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). The 865 publications filtered from Scopus and Web of Science using given keywords were limited to English language journal articles published between 2016 and 2025 to cover the most recent results, and after reviewing titles and abstracts, 53 articles were selected and analysed in detail, of which 46 articles were finally found to be relevant.

Results: The reviewed articles emphasise the transfer of tacit knowledge as a factor of individual and company performance, as well as the transfer of tacit knowledge to new employees to reduce knowledge loss and turnover. Most of the articles deal with the transfer, measurement and transformation of tacit knowledge in different countries, fields and industries, but only a few articles examine the importance of transfer in the context of onboarding process between knowledge workers.

Conclusions: This study highlights the importance of tacit knowledge and how its transfer is a key factor in individual and corporate performance, corporate commitment and avoiding knowledge loss. Furthermore, the limited number of research results highlights the importance of future research on this topic. Research on tacit knowledge transfer during the onboarding process is a gap area that is important to address in the future.

Limitations and future research directions: This study has certain limitations. It does not distinguish between organizational size, industry or job function, even though the nature and methods of tacit knowledge transfer may differ significantly across contexts—for example between engineering and commercial roles. While the literature search was based on international databases such as Scopus and Web of Science, the limited number of directly relevant results suggests the value of expanding the scope to additional, more targeted sources.

Keywords: onboarding, systematic literature review, transfer of tacit knowledge, integration, new employee



Motivations of new generations in family businesses

Malatyinszki Szilárd¹

¹Kodolanyi Janos University, Hungary, Budapest, malatyinszki.szilard@gmail.com

Background and introduction: In many cases, family businesses established after the fall of communism are now facing a generational change. This change is due to the founder's health, loss of motivation, or simply the desire to rest after decades of work. In our research, we explore what is necessary for young family members to continue running family businesses.

Objective: We conducted our research with several objectives in mind. First, we wanted to examine which businesses are suitable for takeover and what the founder needs to do to make the organization transferable. Second, we looked for reasons why the new generation would be enthusiastic about taking over the business and making it the focus of their lives. Third, we wanted to find out what makes a takeover successful. What factors are necessary for young people to successfully take over a business?

Methodology: In addition to secondary source analysis, our research methodology involved an online questionnaire survey of nearly 300 people to explore the issue of generational change from the perspective of both transferors and transferees. We supplemented our survey with a semi-structured field questionnaire for entrepreneurs who have experienced or are currently experiencing generational change. The questions covered the following topics: the current situation of the business, the challenges and obstacle

Results: Our findings show that businesses are not aware of generational change, and most of them do not prepare for the transition in time. In addition, most companies employ single-person management, which makes handover and generational change difficult. The challenge in the transition is that functions are not clearly defined within the organization and decision-making is arbitrary, with the decision-maker not clearly identified. The larger the organization, the more frequently and consciously manage

Conclusions: Companies facing generational change should prepare their organization and successors for the transition much earlier and much more consciously. Failure can be avoided with greater awareness. Generational change in family businesses must begin years in advance, involving potential successors and taking systematic steps to prepare both the company and the successor for a successful transition. A much greater transfer of knowledge is needed within the organization and to entrepreneurs.

Limitations and future research directions: Although our research is not representative in terms of sample size and selection method, it nevertheless identifies trends that are useful for both entrepreneurs and support organizations to consider. This focus would be useful in ensuring that the value of our family businesses does not fall into foreign hands or disappear due to an unsuccessful takeover or a tragedy within the family.

Keywords: Generation Z, success factors, family businesses, cooperation, attitude



The Interplay between Leadership, Strategy, Income, and Work-Life Balance: A Mixed Method Approach Study of Teaching Hospitals

Princess Tetteh Cudjoe¹, Christian Harrison², Michelle Grace Tetteh³, Edit Süle⁴

¹Bournemouth University, UK, Poole, princessnanayaa.tetteh@gmail.com

²University of Bolton, UK, Bolton, c.harrison2@bolton.ac.uk

³Cranfield University, UK, Cranfield, michelle.tetteh@cranfield.ac.uk

⁴Széchenyi István Egyetem, Hungary, Győr, sule.edit@ga.sze.hu

Background and introduction: This study investigates the interplay between leadership styles, strategic planning, income satisfaction, and work-life balance among healthcare professionals in teaching hospitals in Ghana. The research seeks to understand how these factors influence healthcare workers' experiences and overall job satisfaction within the organizational setting.

Objective: The objectives of this research are to examine the relationship between leadership styles and work-life balance among healthcare professionals in Ghanaian teaching hospitals, and investigate how strategic planning, such as flexible work schedules and career development opportunities, influences employee satisfaction and work-life balance. Additionally, the study aims to assess the impact of income satisfaction, driven by compensation policies and promotion pathways.

Methodology: Approach: A mixed-methods approach was utilized, combining quantitative data analysis using SPSS and qualitative insights derived from NVivo thematic analysis. This integration allowed for a comprehensive understanding of the topic from both numerical and experiential perspectives. Data were collected from 350 healthcare professionals, with 300 valid survey responses (86% response rate).

Results: Proposed Findings: The study is expected to highlight that transformational leadership positively influences income satisfaction and work-life balance by creating a supportive work environment

Conclusions: This research underscores the interconnectedness of leadership styles, strategic planning, income satisfaction, and work-life balance. Transformational leadership and inclusive strategic planning play pivotal roles in improving job satisfaction and work-life balance. The findings emphasize the importance of leadership development programs and equitable compensation systems in fostering a productive and satisfied workforce in healthcare settings.

Limitations and future research directions: The study has limitations, including self-reported samples to improve generalisation. Future research should involve a larger, more diverse sample to improve generalizability.

Keywords: The Interplay between Leadership, Strategy, Income, and Work-Life Balance: A Mixed Method Approach Study of Teaching Hospital



A Cross-Cultural Comparison Between Ghana and Nigeria: Work-Life Balance among Public Sector Employees

Princess Tetteh Cudjoe¹, Michelle Grace Tetteh², Edit Süle³, Christian Harrison⁴

¹Bournemouth University, UK, Poole, princessnanayaa.tetteh@gmail.com

²Cranfield University, UK, Cranfield, michelle.tetteh@cranfield.ac.uk

³Széchenyi István University, Hungary, Győr, sule.edit@ga.sze.hu

⁴University of Bolton, UK, Bolton, c.harrison2@bolton.ac.uk

Background and introduction: Work-life balance (WLB) has emerged as a critical determinant of employee well-being, job satisfaction, and organizational performance, particularly within high-demand sectors such as healthcare. Yet, its conceptualization and operationalization in emerging economies remain underexplored. This study presents a cross-cultural comparative analysis of WLB practices among healthcare professionals, with a focus on female nurses and physicians in public health institutions across Ghana and Nigeria.

Objective: The study aims to identify common challenges and differences in WLB practices between Ghana and Nigeria, examining how cultural norms, gender roles, and institutional frameworks influence employees' experiences. By analyzing both countries' public sector environments, the research seeks to uncover key factors that contribute to WLB difficulties and propose recommendations for policy improvements that could enhance work-life integration for employees in developing nations.

Methodology: Given constraints on primary qualitative data collection, the study employs a rigorous secondary data analysis methodology. Data sources include government policy documents, national healthcare workforce surveys, peer-reviewed literature, and organizational reports published between 2010 and 2024. The analysis centres on key WLB initiatives: flexible work arrangements, parental leave entitlements, and dependent care support mechanisms.

Results: Findings reveal that while both countries have adopted WLB-related policies, the effectiveness of these measures is shaped by socio-cultural norms, gendered expectations, and institutional capacities. Ghana demonstrates more formalized policy structures, whereas Nigeria exhibits greater regional variability in implementation. The study underscores the imperative for context-sensitive, gender-responsive strategies to enhance WLB outcomes, mitigate burnout, and strengthen workforce retention.

Conclusions: This research contributes to the nascent but expanding scholarship on WLB in African public healthcare systems and provides actionable insights for policymakers and health sector leaders committed to fostering equitable and supportive work environments

Limitations and future research directions: The limitations of this study include reliance on self-reported data, which may introduce bias, and a focus on public sector employees in Ghana and Nigeria, which limits generalizability to other sectors within the Sub-sahara African regions. Additionally, the cross-sectional design restricts the ability to assess long-term trends.

Keywords: Leadership and Human Resource Management

