



2025 AHRD INTERNATIONAL RESEARCH CONFERENCE IN THE AMERICAS

FEBRUARY 19-22, 2025 | ARLINGTON, VA

**ENVISIONING HRD'S LEGACY IN 2055:
ADVOCACY, LEADERSHIP, AND
SUSTAINED CHANGE**



academy of human resource development

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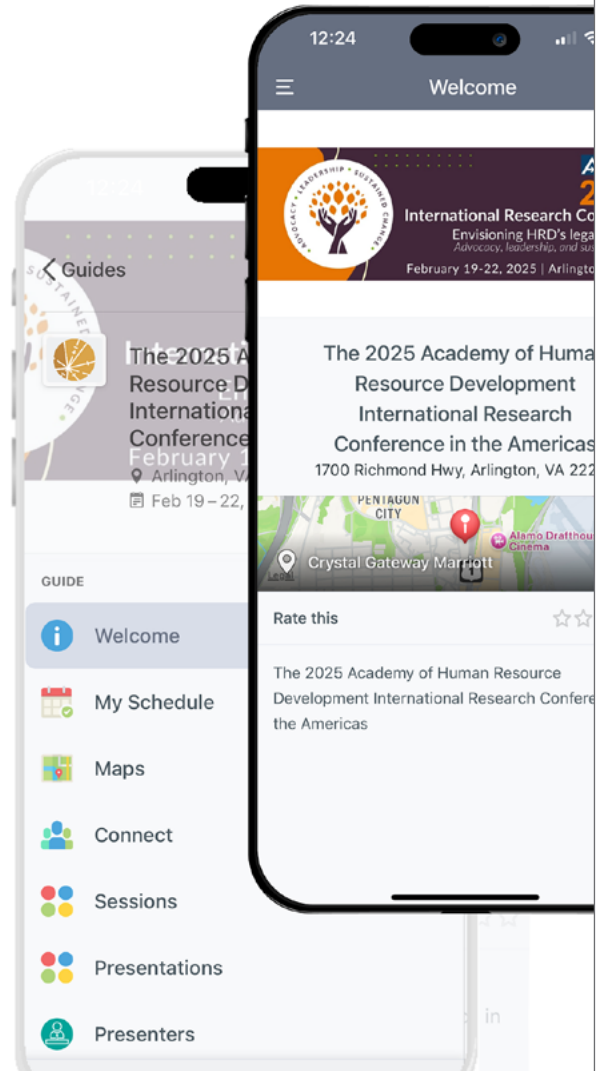
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Welcome from the Conference Chair Joshua Collins



Welcome to the 2025 Academy of Human Resource Development (AHRD) International

Research Conference in the Americas! My name is Joshua Collins (he/him/his), and I am honored to serve as President-Elect of AHRD and Conference Chair for the 2025 and 2026 conferences. On behalf of the 2025 conference team — including Program Chair Bhagyashree Barhate, Proceedings Editor Yuanlu Niu, Associate Proceedings Editor Amin Alizadeh, Platform Administrator Kris Frady, and the numerous track chairs and associate track chairs, reviewers, and volunteers who made this event possible — I extend my heartfelt gratitude.

This year, we gather in Arlington, Virginia, to reflect on and contribute to the future of our field. The theme, *Envisioning HRD's Legacy in 2055: Advocacy, Leadership, and Sustained Change*, challenges us to consider the enduring impact of our work over the next three decades and beyond. As we continue to find ways to acknowledge and celebrate AHRD's 30th anniversary, which occurred in 2023, we also look forward with a shared vision for shaping organizations and communities through sustainable, human-centered development.

This forward-looking theme underscores the importance of addressing critical questions: How will emerging technologies and evolving organizational structures influence HRD? How do global political and cultural dynamics intersect with our work? How do we ensure that diverse voices and perspectives remain at the

center of our efforts? These are the questions we will explore together, and this year's programming is designed to foster meaningful conversations, actionable insights, and opportunities for new collaborations.

This year's Town Hall Forum, titled *Artificial Intelligence and Human Resources: New Frontiers and Recent Developments*, invites the HRD community to explore the transformative intersection of artificial intelligence (AI) and HRD. Featuring a diverse panel of HR professionals and technology innovators, the forum will demystify AI's current applications in HRD while offering a forward-looking perspective on how it will reshape practice and research. Panelists bring global insights, practical applications, and the innovative mindsets needed to navigate the evolving landscape of AI.

Our keynote speaker, Dr. Rasheedah Watts, The Inclusive Community Architect™, will inspire us with her insights on creating systems that foster healthy group synergy and meaningful progress in diversity, equity, and inclusion. With extensive experience across both private and public sectors, Dr. Watts brings a transformational approach to leadership that emphasizes the importance of valuing, seeing, and hearing every individual. Her work offers a practical perspective on the power of connection and inclusion to drive thriving organizations and communities. Known as an "activator," Dr. Watts empowers individuals and groups to engage with the transformations they deserve in their personal and professional lives. Her keynote promises to challenge

Welcome from the Conference Chair Joshua Collins *(contd)*

us to think deeply about how HRD can cultivate more inclusive, connected, and equitable workplaces.

We are also thrilled to continue several beloved conference traditions, such as the Future Scholars and Leaders Colloquium, led by Quincy Brown and Stephanie Sisco, and the AHRD Ambassador Program, co-chaired by Nicole Dillard and Kevin Rose.

This year, I am proud to introduce a new conference role: Tomika Greer will serve as the inaugural Senior Ambassador for Conference Engagement. This role is dedicated to supporting a positive conference experience by providing a confidential resource for attendees seeking guidance on interpersonal or professional matters related to the event. Greer's work reflects our commitment to fostering an inclusive and welcoming environment.

In addition to our formal programming, I encourage you to take advantage of opportunities to network, learn, and explore. This past year, AHRD re-imagined Special Interest Group (SIG) membership, no longer limiting AHRD members to a certain number of SIGs they can join. Therefore, at this year's conference we are experimenting with moving away from holding formal SIG meetings throughout the conference and instead have introduced the AHRD Special Interest Group Mixer as a space to explore the breadth of AHRD's SIGs in one setting. This event, scheduled for Friday afternoon, offers a unique opportunity to connect with

new groups, broaden your involvement, and engage in fresh conversations across multiple areas of interest.

Finally, I invite you to join the AHRD Welcome and Committee Networking Event, where you can meet members of the Antiracism Committee, Nominations and Election Committee, Executive Committee, and Board of Directors. This reception (formerly the Welcome Reception) offers a chance to build connections, learn about initiatives, and discover ways to engage with AHRD leadership, all in a welcoming and relaxed environment.

AHRD has been an integral part of my professional journey since I attended my first conference as a master's student in 2011. Over the years, this community has provided mentorship, collaboration, and inspiration, shaping my career and reinforcing my belief in the power of HRD to drive meaningful change. As we gather this year, I hope this conference serves as a space for innovation, connection, and growth. Let us envision together how our collective work can continue to advance advocacy, leadership, and sustained change for decades to come. Thank you for being part of this journey — I look forward to connecting with you throughout the conference.

Conference Program Committee



Bhagyashree Barhate
The University of Southern
Mississippi
Program Chair



Kristin Frady
Clemson University
Platform Administrator



Yuanlu Niu
University of Arkansas
Proceedings Editor



Joshua Collins
University of Minnesota
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Amin Alizadeh
The University of Southern
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Associate Proceedings Editor

Track Chair Editors

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Assessment, Analytics, Evaluation, and HRD
Research Methodology
- **Beixi Li**, Western Michigan University
Assessment, Analytics, Evaluation, and HRD
Research Methodology
- **Stephanie Sisco**, The University of Minnesota
Workforce Diversity, Critical, and Social Justice
Perspectives in HRD
- **Taylor Cavallo**, The University of Minnesota
Workforce Diversity, Critical, and Social Justice
Perspectives in HRD
- **Sami Jabarkhail**, University of Iraq-Baghdad
International, Global, and Cross-Cultural Issues
- **Alma Robles**, The University of Texas at Tyler
International, Global, and Cross-Cultural Issues
- **Sarah M. Ray**, The George Washington University
Leadership, Strategic HRD, and Career Development
- **Jackie (Jinfang) Liu**, Founder of Know-DAO
Consulting, LLC
Leadership, Strategic HRD, and Career Development
- **Oliver S. Crocco**, Louisiana State University
Organization Development, Change, and
Performance
- **Heesun Kim**, Texas A&M University
Organization Development, Change, and Performance
- **Malaika T. Edwards**, University of Houston
Workplace Well-being and Engagement
- **Aynur Charkasova**, Texas A&M University
Workplace Well-being and Engagement
- **Elisabeth E. (Liz) Bennett**, Concordia University
Virtual HRD, Technology, and Artificial Intelligence
- **Sanket Ramchandra Patole**, The University of
Texas at Tyler
Virtual HRD, Technology, and Artificial Intelligence
- **Ahmed Al-Asfour**, Southern Illinois University
Workplace Learning and Training and Development
- **Szufang Chuang**, Oakland University
Workplace Learning and Training and Development
- **Ana Carolina Rodriguez**, The University of
Minnesota
HRD Curriculum, Student Engagement, and Faculty
Development
- **Ajit Bhattarai**, Idaho State University
Non-Refereed
- **Siham Lekchiri**, Western Carolina University
Non-Refereed

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Introducing the Senior Ambassador for Conference Engagement

This year, we are pleased to introduce a new conference role: the Senior Ambassador for Conference Engagement. This role serves as a neutral, confidential, and independent resource to enhance the conference experience for all attendees. In collaboration with the AHRD Ambassador program, this role supports an inclusive, welcoming, and respectful environment by providing guidance on and being the point of contact for interpersonal and professional concerns related to attendance at the annual conference.



Tomika Greer will serve as the inaugural Senior Ambassador for Conference Engagement. Greer is Assistant Professor, Associate

Department Chair, and Program Coordinator of HRD at University of Houston. She earned a B.S. in Chemical Engineering, M.Ed. in Instructional Technology, and Ph.D. in HRD from Texas A&M University. In her research, she critically examines postsecondary education, job transitions, telework, and work-life integration with a focus on helping women and marginalized groups manage and develop thriving and sustainable careers. Greer has served in multiple roles

at previous AHRD Conferences, including Track Chair Editor, Graduate Student Colloquium Coordinator, and Conference Ambassador. Additionally, she served on the AHRD Board of Directors from 2018 to 2024. She is the recipient of the 2023 Laura Bierema Excellence in Critical HRD Award and the 2023 AHRD Book of the Year Award for her co-authored book entitled *Human Resource Development: Critical Perspectives and Practices*.

The table below is intended to provide guidance to conference attendees regarding the scope of issues that are and are not appropriate for the Senior Ambassador for Conference Engagement. To initiate a conversation about an appropriate concern, you can either locate Greer throughout the AHRD conference or you may email ahrdengage@gmail.com.

Issues appropriate for the Senior Ambassador for Conference Engagement

Concerns about behavior that might conflict with AHRD's Standards on Ethics and Integrity.

Perceived exclusionary or unwelcoming behavior that impacts the conference experience.

Requests for neutral facilitation to support resolution in cases of interpersonal misunderstandings or disagreements.

Interpersonal conflicts that arise from differing expectations, communication styles, or perceptions.

Navigational advice on managing complex or sensitive professional relationships within the conference setting.

Continued on page 9

Example case of issues appropriate for the Senior Ambassador

During a panel discussion, two attendees, Arlene and Dan, have a disagreement over a comment made by one of the speakers. Arlene feels that Dan's response to her question was dismissive and exclusionary, leaving her feeling unwelcome and uncomfortable. She approaches the Senior Ambassador for Conference Engagement to discuss her feelings about the interaction and to seek guidance on how to address it constructively. In their conversation, Arlene also shares concerns that Dan's response may conflict with AHRD's Standards on Ethics and Integrity, as it appeared to undermine the inclusive tone the conference promotes. The Senior Ambassador listens to Arlene's perspective, validates her feelings, and helps her explore options for resolution, including potential approaches for engaging in a respectful dialogue with Dan. By offering a neutral and confidential space, the Senior Ambassador supports Arlene in managing a complex interpersonal conflict while emphasizing AHRD's commitment to respectful and inclusive interactions.

Issues not appropriate for the Senior Ambassador for Conference Engagement

Administrative or logistical complaints (e.g., scheduling, room assignments, or accommodations).

Organizational policy or structural issues that go beyond interpersonal concerns (e.g., feedback on AHRD's overall conference policies or structure).

Requests for specific disciplinary action or other punitive measures.

Vendor or exhibitor disputes unrelated to interpersonal dynamics.

Public communication issues, such as social media posts or PR concerns, not directly related to in-conference interpersonal interactions.

Example case of issues not appropriate for the Senior Ambassador

During a workshop, an attendee named Jake becomes frustrated with his assigned presentation slot, feeling that it has negatively impacted his visibility among peers and potential collaborators. Jake approaches the Senior Ambassador for Conference Engagement, hoping they can advocate on his behalf to secure a more favorable time. The Senior Ambassador explains that their role does not extend to operational complaints such as scheduling or room assignments, nor do they have the authority to advocate for individual presentation adjustments. Instead, they suggest that Jake provide feedback to the appropriate conference organizers. This preserves the Senior Ambassador's focus on interpersonal and ethical matters rather than structural or administrative issues.

ACCESSING THE CONFERENCE PROCEEDINGS

AHRD has compiled a book of all abstracts and papers presented at this year's conference. To access it, visit the page below.

This book is available to all attendees for a limited time and will be available after the conference to AHRD members on the AHRD archive.



www.ahrd.org/mpage/2025-proceedings-download

Scan the QR Code or visit the link to find the Conference Proceedings Book.

Note: Individual abstracts/papers are available on the mobile app. See page 3 for instructions to download and access the App.

PROCEEDINGS
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Schedule-at-a-Glance Overview

Icon Key



REFEREED SESSIONS

Two types of sessions presented at AHRD, which are described below.

-  **Full Manuscript Sessions.** 4–5 individually submitted full papers will be grouped together to share a 60- or 90-minute session.
-  **Poster Sessions.** Up to 26 individually submitted posters will be grouped together to share a 90-minute session.

NON-REFEREED SESSIONS

Two types of sessions presented at AHRD, which are described below.

-  **FOCUS Sessions** offer an in-depth focus on a specific topic area. These might be colloquia, expert panel discussions, or other kinds of session designs that foster scholarly exploration.
-  **Professional Development Workshops (PD)** provide the opportunity for colleagues to share knowledge and expertise that fosters professional development around capabilities to support research, theory-building, and/or scholarly practice.

Schedule-at-a-Glance

TUESDAY, FEBRUARY 18

4:00 - 7:00 pm AHRD Board Meeting
Pentagon A

WEDNESDAY, FEBRUARY 19

10am - 5:00pm Registration Desk Open
Grand Reg

Noon - 5:00pm Exhibit Set-Up
Grand Ballroom Foyer

12:00 - 5:00pm PEN (Program Excellence Network) Meeting
Pentagon

2:00 - 6:00pm 2025 Future Scholars and Leaders Colloquium (FSLC) - Doctoral
Salons DE (First Floor)

6:30 - 8:00pm Graduate Student Networking Dinner
Offsite - Good Stuff Eatery

THURSDAY, FEBRUARY 20

7am - 5:00pm Registration Desk Open
Grand Reg

8:00 - 11:30am 2025 Future Scholars and Leaders Colloquium (FSLC) - Doctoral
Salons DE (First Floor)

8:00 - 11:30am 2025 Future Scholars and Leaders Colloquium (FSLC) - MS
Salons FG (First Floor)

11:00am - Noon SIG Chair Meeting
National Landing III

12:30 - 1:00pm Conference Ambassador Training Meeting
Alexandria

12:30 - 1:45pm Meeting with HRD Journal Editors
National Landing II

1:00 - 1:30pm Conference First-Time/Orientation Meeting
Alexandria

1:30 - 1:45pm Networking/Exhibits Break
Grand Ballroom Foyer

1:45 - 3:30pm Welcome, Networking and Town Hall Forum 2025
Salons ABCHJK






3:30 - 3:45pm Networking/Exhibits Break
Grand Ballroom Foyer


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Schedule-at-a-Glance

THURSDAY, FEBRUARY 20

3:45 - 5:15pm
(cont'd) Breakout & Poster Sessions A

-  Poster Sessions A
Skyview (First Floor)
-  Innovative Research Methods
National Landing IV (Lobby Level)
-  Training and Adult Education
National Landing I (Lobby Level)
-  Strategic HRD | *Salon E (First Floor)*
-  Satisfaction and Performance
Salon F (First Floor)
-  Higher Education | *National Landing II (Lobby Level)*
-  Non-Refereed Professional Development Workshop
Alexandria (Second Floor)
-  Non-Refereed Professional Development Workshop
Salon D (First Floor)
-  Non-Refereed FOCUS Session
Pentagon (First Floor)
-  Non-refereed FOCUS Session
Rosslyn 1 (Lobby Level)
-  Non-Refereed FOCUS Session
Salon G (First Floor)
-  Non-Refereed FOCUS Session
National Landing III (Lobby Level)

5:30 - 6:30pm Awards Presentation
Salons ABCHJK

7:00 - 9:00pm AHRD Welcome and Committee Networking Event
Grand Ballroom Foyer

The AHRD Welcome and Committee Networking Event (formerly the Welcome Reception) provides an opportunity to meet members of the Antiracism Committee, Nominations and Elections Committee, and Board of Directors. This reception, scheduled on the first night of the conference, is intended to help facilitate new connections, deepen existing relationships, learn about initiatives, and discover ways to engage with AHRD leadership. Light refreshments will be provided, and there will be a cash bar.

FRIDAY, FEBRUARY 21

7:00 - 5:00pm Registration Open
Grand Reg

7:00 - 5:00pm Exhibits
Grand Ballroom Foyer

7:00 - 8:00am HRDQ Editorial Board Breakfast Meeting
Salons FG (First Floor)

7:00 - 8:00am ADHR Editorial Board Breakfast Meeting
Salon E (First Floor)

7:00 - 8:00am AHRD Mentoring Program
Salon D (First Floor)

Schedule-at-a-Glance

FRIDAY, FEBRUARY 21

8:00 - 9:00am Breakout & Poster Sessions B

- P** Poster Sessions B
Skyview (First Floor)
- M** Learning and Knowledge Transfer
National Landing IV (Lobby Level)
- M** International HRD
National Landing I (Lobby Level)
- M** Learning and Knowledge in Today's Workplace | *Salon E (First Floor)*
- M** Leadership Development
Salon F (First Floor)

9:00 - 9:15am Networking/Exhibits Break
Grand Ballroom Foyer

9:15 - 10:45am Breakout & Poster Sessions C

- P** Poster Sessions C
Skyview (First Floor)
- M** Critical HRD
National Landing II (Lobby Level)
- M** Organizational Development
National Landing IV (Lobby Level)
- M** AI in HRD
Salon E (First Floor)

9:15 - 10:45am Breakout & Poster Sessions C (continued)
(cont'd)

- M** Career Development
Salon F (First Floor)
- M** Health Professions Insights
National Landing I (Lobby Level)
- PD** Non-Refereed Professional Development Workshop
Pentagon (First Floor)
- PD** Non-Refereed Professional Development Workshop
Salon D (First Floor)
- F** Non-Refereed FOCUS Session
Alexandria (Second Floor)
- F** Non-Refereed FOCUS Session
Rosslyn 1 (Lobby Level)
- F** Non-Refereed FOCUS Session
Salon G (First Floor)
- F** Non-Refereed FOCUS Session
National Landing III (Lobby Level)

10:45 - 11:00am Networking/Exhibits Break
Grand Ballroom Foyer

11:00 - 12:30pm Keynote Presentation
Salons ABCHJK

12:30 - 1:30pm Lunch on your own

Schedule-at-a-Glance

FRIDAY, FEBRUARY 21

1:30 - 2:30pm AHRD Special Interest Group Mixer
Salons ABCHJK

This past year, AHRD re-imagined Special Interest Group (SIG) membership, no longer limiting AHRD members to a certain number of SIGs they can join. Therefore, at this year's conference we are experimenting with moving away from holding formal SIG meetings throughout the conference and instead have introduced the AHRD Special Interest Group Mixer as a space to explore the breadth of AHRD's SIGs in one setting. This session offers a unique opportunity to connect with new groups, broaden your involvement, and engage in fresh conversations across multiple areas of interest. This session will be organized in a "roundtable" format with structured opportunities to engage with multiple SIGs and build new connections.

2:30 - 2:45pm Networking/Exhibits Break
Grand Ballroom Foyer

2:45 - 3:45pm Breakout & Poster Sessions D

P Poster Sessions D
Skyview (First Floor)

M Organizational Development
National Landing IV (Lobby Level)

M Women's Career Development
Salon E (First Floor)

M AI in HRD
Salon F (First Floor)

M International HRD
National Landing II (Lobby Level)

3:45 - 4:00pm Networking/Exhibits Break
Grand Ballroom Foyer

4:00 - 5:30pm Breakout & Poster Sessions E

P Poster Sessions E
Skyview (First Floor)

M Engagement in the Workplace
National Landing IV (Lobby Level)

M Professional Identity
National Landing I (Lobby Level)

M Leadership Development
Salon E (First Floor)

M Women in the International Workspace
Salon F (First Floor)

F Non-Refereed FOCUS Session
Alexandria (Second Floor)

F Non-refereed FOCUS Session
Salon D (First Floor)

F Non-Refereed FOCUS Session
National Landing III (Lobby Level)

F Non-Refereed FOCUS Session
Pentagon (First Floor)

F Non-Refereed FOCUS Session
Rosslyn 1 (Lobby Level)

F Refereed Symposium
National Landing II (Lobby Level)

Schedule-at-a-Glance

FRIDAY, FEBRUARY 21

5:30 - 6:30pm

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President's Reception
Grand Ballroom Foyer

6:30 - 8:00pm



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President's Banquet
Salons ABCHJK

8:00 - 10:00pm

KAHRDA Annual Meeting
Salons FG (First Floor)

SATURDAY, FEBRUARY 22

7:00am - Noon

Registration Desk Open
Grand Reg

7:00 - 8:00am

HRDI Editorial Board
Breakfast Meeting
Salons DE (First Floor)

7:00 - 8:00am

HRDR Editorial Board
Breakfast Meeting
Salons FG (First Floor)

8:00 - 9:30am

Breakout & Poster
Sessions F



Poster Sessions F
Skyview (First Floor)



Team-based Strategies
National Landing IV (Lobby Level)



Women's Career Development
National Landing I (Lobby Level)



Manufacturing Insights
Salon E (First Floor)



Learning and Knowledge Transfer
Salon F (First Floor)



Psychological well-being
National Landing II (Lobby Level)



Non-Refereed Professional
Development Workshop
Pentagon (First Floor)



Non-Refereed FOCUS Session
Alexandria (Second Floor)



Non-Refereed FOCUS Session
Rosslyn 1 (Lobby Level)



Non-Refereed FOCUS Session
Salon D (First Floor)



Non-Refereed FOCUS Session
Salon G (First Floor)



Non-Refereed Professional
Development Workshop
National Landing III (Lobby Level)

Schedule-at-a-Glance

SATURDAY, FEBRUARY 22

9:30 - 9:45am Networking/Exhibits Break
Grand Ballroom Foyer

9:45 - 11:15am Breakout & Poster
Sessions G

P Poster Sessions G
Skyview (First Floor)

M Engagement in the Workplace
National Landing IV (Lobby Level)

M Leadership Development
Salon E (First Floor)

M Learning and Knowledge in Today's
Workplace
National Landing I (Lobby Level)

M HRD in the Global Context
Salon F (First Floor)

9:45 - 11:15am
(cont'd)

Breakout & Poster
Sessions G (continued)

PD Non-Refereed Professional
Development Workshop
Rosslyn 1 (Lobby Level)

F Non-Refereed FOCUS Session
Salon D (First Floor)

F Non-Refereed FOCUS Session
Alexandria (Second Floor)

F Non-Refereed FOCUS Session
Salon G (First Floor)

11:15 - 11:30am

Networking/Exhibits Break
Grand Ballroom Foyer

Noon

Conference Concludes

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Town Hall Forum

Artificial Intelligence and Human Resources: New Frontiers and Recent Developments

Thursday, February 20 | 1:45 – 3:30pm | Salons ABCHJK

The 2025 AHRD Town Hall Forum invites the HRD community to explore the dynamic intersection of artificial intelligence and HRD. With the emerging trends in AI, this Town Hall aims to demystify the current applications of AI in HRD while offering a forward-looking perspective on its potential to reshape the practice and research in this field.

Bringing together HR professionals and technology innovators, the forum explore the transformative power of AI in redefining HRD practices, fostering strategic decision-making, and driving workforce development. We hope that the insights and experiences shared by the panelists will inspire you to engage in relevant and cutting-edge research related to AI in terms of workforce development, organizational readiness, and ethical considerations. The Town Hall aims to equip you to navigate the evolving research landscape at the intersection of HRD and AI with confidence.

Moderators



Malar Hirudayaraj

Director, AdvanceRIT;
Associate Professor,
Department of Management;
Saunders College of
Business, Rochester Institute
of Technology

Malar Hirudayaraj, is an Associate Professor in the Department of Management, Saunders College of Business, Rochester Institute of Technology, Rochester, NY. She is also the Director of ADVANCE, RIT, a program that works to increase the representation and retention of women faculty and empower and support them to advance in their careers. Hirudayaraj has a Ph.D. in Workforce Education and Development.

Her research interests cover issues of gender, colorism, inequality, and employability of disadvantaged populations. More recently she has been studying the implications of Artificial Intelligence integration in organizations and the metawork that needs to happen in organizations to manage the changes caused by AI integration.

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Town Hall Forum

Moderators



Bhagyashree Barhate

Assistant Professor of Human Capital Development; School of Leadership; College of Business and Economic Development; The University of Southern Mississippi

Bhagyashree Barhate is an Assistant Professor of Human Capital Development in the School of Leadership, College of Business and Economic Development at The University of Southern Mississippi. She is serving as the Program Chair of the 2025 AHRD International Conference in Americas.

She has a Ph.D. in Educational Human Resource Development from Texas A&M University, College Station, and a Masters in Human Resource Development from Rochester Institute of Technology, NY. She received her Bachelor of Engineering in Computer Science from Nagpur, India.

Her research explores career development and leadership development, especially pertaining to women and Generation Z. She has published her research in Human Resource Development journals. She also has numerous conference presentations in Asia, Europe, and the United States.

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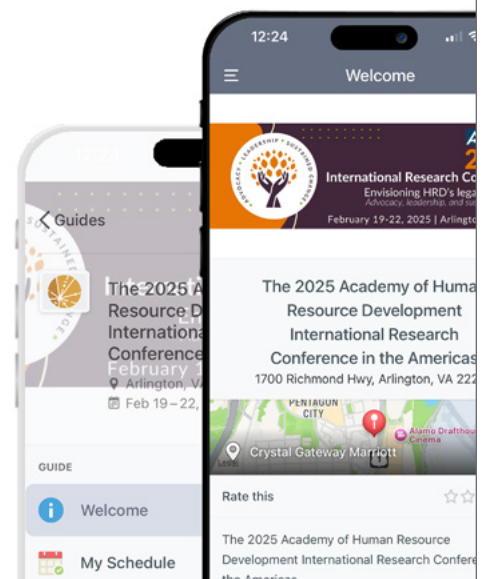
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Town Hall Forum

Panelists



Rebecka Hellbergh, SHRM-CP, is a human resources professional with international experience in driving continuous improvement and organizational change across sectors, including global companies like Volvo Group. Currently serving as an HR Generalist & Business Partner at a leading DMV residential developer, she is passionate about employee engagement and leveraging AI to transform HR practices and shape the future of work. As a co-facilitator of an AI task force, Rebecka works with leaders to reimagine positive, innovative work environments where AI acts as a collaborative team member. She holds a Master's in Education and Human Development from The George Washington University, specializing in Organizational Leadership and Learning, and a Bachelor's of Social Sciences with a major in Psychology from Uppsala University.



Joe Rios, CEO of DaKOdit, specializes in preparing professionals to thrive in an AI-driven work-place. He focuses on developing essential human communication skills—assertiveness, negotiation, emotional intelligence, and collaborative problem-solving—that AI cannot replicate. With expertise in global, cross-functional workplaces, Rios helps leaders navigate the complexities of rapid change, fostering influence and adaptability in diverse teams. A multilingual communication expert, he empowers individuals to excel in roles requiring nuanced, high-stakes interpersonal skills, ensuring they remain indispensable as AI reshapes productivity and leadership. Rios believes mastering these uniquely human abilities is essential for career success in the AI era.

Town Hall Forum

Panelists



Jeanne Priya John is a HR professional with over 14+ years of experience in HR business partnering across varied industries & Global Capability Centers the last being Verizon Data Services India, Chennai, India. Currently she a Manager at KONE Elevators, Talent Management APM, India.

John has a masters degree in Sociology from the Pondicherry Central University & is a rank holder in HRM from XLRI, Jamshedpur, (India's oldest B school & Labour Research Center).

She has led multiple change management initiatives, improved productivity & leveraged business strategic commitments across multiple brands and industries. Ms Jeanne is adept in building and improving alignment and inclusiveness with employee engagement and feedback tools measuring employee attitude and cultural consecutiveness.



Chirag Suchak is a HR-Head at a Property Technology startup, SETTLIN. He is also an HR Consultant for three other startups based out of Bangalore, India. He is also a visiting instructor at Welingkar Institute, Bangalor; ISB&M in Pune; and GIBS College, Bangalore. He has delivered more than 100 guest lectures to 5,000+ students across top Indian Management and Technical institutes like IIMs, IITs, IMT, XIMB, SCMHRD, and Narsee Monjee.

Chirag is spearheading SETTLIN's AI awareness initiative, through tailored workshops, hands-on training sessions, and thought leadership. He is committed to the belief that people are at the heart of digital transformation, and emphasizes ethical AI use, upskilling opportunities, and inclusivity in adopting advanced tools. Chirag aims for his tech startup to become a model of how HR can bridge the gap between cutting-edge technology and human-centered innovation.

Town Hall Forum

Panelists



Patricia Miles, MBA, is a global workforce strategy leader with expertise in location intelligence, talent acquisition, and labor market analytics. As a Senior Strategist at Amazon, she drives data-driven decisions to optimize global site strategies for successful long-term talent recruitment. With prior leadership roles at AWS and Morgan Stanley, Patricia has advised on navigating work model changes, mitigating risks, and scaling workforce solutions across diverse regions. She holds an MBA and brings multilingual skills in English, Spanish, and Portuguese.



Jerry Rhoads is a doctoral candidate in the Human Organizational Learning (HOL) program at George Washington University. His research focuses on the critical intersection of technology and society, explicitly emphasizing AI ethics and bias mitigation. His dissertation topic, *Balancing Code and Culture: A Socio-Technical Systems Approach to AI Bias Mitigation in AI Design Practices*, explores the complex interplay between technical and social factors that influence AI development through the lens of Socio-Technical Systems (STS) theory.

STS theory, which examines the interconnectedness of social and technical systems, provides a valuable framework for understanding the challenges of AI bias. By recognizing the influence of organizational culture, team dynamics, and other social factors on AI development, STS theory highlights the need for a holistic approach to bias mitigation that goes beyond technical solutions.

In his day, Jerry is a Solutions Architect at Microsoft, and he leverages his technical expertise to build and deploy AI solutions for many of Microsoft's partners and customers. His industry experience complements his academic research, allowing him to bridge the gap between theory and practice.

Conference Keynote

Friday, February 21, 11:00a.m. – 12:30p.m. | *Salons ABCHJK*

Courageous Leadership: Championing Allyship, Antiracism, and Inclusion

In this empowering keynote, Dr. Rassheedah Watts will guide you through the essential components of effective leadership in today's diverse and evolving landscape. You will learn how to cultivate the courage necessary to lead with conviction, focusing on allyship, antiracism, and inclusion in your organization and professional life. This session will challenge you to act as a justice-focused change agent, offering critical insights and practical strategies for navigating complex issues of equity and inclusion. Prepare to be inspired, challenged, and equipped with the tools to step up as a courageous leader who can drive meaningful, lasting change.



Dr. Rassheedah Watts, The Inclusive Community Architect®, is an award-winning Diversity Strategist and dynamic keynote speaker renowned for her ability to transform conversations on equity and justice into actionable change. Rassheedah is the author of two books, *How To Be An Ally And Create Inclusion Using The A.C.A. Pillars: A 3-Step Approach To Effective Allyship* and *Black Womb Dialogues: A Poetic Intersection of Womanhood and Blackness*. She also produced and hosted the *Diversity Minute* televised series with CCX Media, currently viewable on YouTube.

Over the last decade, Rassheedah's successfully helped organizations build stronger connected communities. Through her leadership in implementing an effective portfolio of inclusion-based initiatives, she successfully led an organization in achieving its first national diversity award in its 50-year history. In 2020 she led the effort to establish the first community college nationally designated Truth, Racial healing, Transformation Center in the state of Minnesota. In 2022, Rassheedah earned the distinction of recruitment into the United States Speaker Program, where she traveled to Pakistan and Scotland in partnership with U.S. embassies and consulates to promote community inclusion and collective healing.

With a passion for activating others on topics of workplace inclusion, gender equity, allyship, racial justice and healing, Rassheedah works with organizations and individuals to build their capacity for upholding sustainable change. Known for her ability to connect deeply with honest and timely messages, her mission is clear: to activate courageous change agents who will leave a positive impact in our world.

Learn more at www.actgiant.com, connect with her at [linkedin.com/in/actgiant/](https://www.linkedin.com/in/actgiant/)

Introduction of Special Interest Groups

Be sure to attend the AHRD Special Interest Group Mixer Friday, February 21, 1:30 - 2:30p.m. On the following pages, you will find information about each SIG, provided by current SIG leadership.

China HRD SIG

The China HRD SIG is a platform dedicated to advancing research and development in Human Resource Development (HRD) within China's unique socio-economic and cultural context. Recognizing China's rapid transformation into a global economic powerhouse, the SIG bridges theoretical HRD frameworks with practical applications tailored to the Chinese landscape. Its mission is to foster collaboration among scholars, practitioners, and policymakers to explore and disseminate research that transforms Chinese organizations and their workforce. Our diverse membership spans across the United States, Mainland China, Hong Kong SAR, Macau SAR, Taiwan, and beyond.

SIG Purpose

The AHRD China HRD Special Interest Group is to:

- Lead HRD research in the above defined scope;
- Form a network of researchers and practitioners who have interests in China HRD research and practice;
- Advance and contribute to international HRD from the case of China and Chinese cultural impact.

The group encompasses a wide range of activities, including conducting empirical research, organizing workshops and conferences, and publishing findings in specialized journals, to support the mission and objectives of the AHRD board.

SIG Vision

The China HRD SIG's vision is to maximize the influence of China HRD research in the overall HRD theoretical development, policies, and practices. By emphasizing China-specific HRD strategies and practices, China SIG seeks to contribute to the global body of HRD knowledge while ensuring that the insights gained are deeply rooted in the realities of the Chinese context.

Critical HRD and Social Justice Perspectives SIG

The Critical HRD and Social Justice Perspectives Special Interest Group provides a space in the Academy for the interrogation of dominant theory and practice, with the aim to advance diversity, incite meaningful change, and promote a more equitable and just society. The Critical SIG, as it is commonly called, has also become a place where AHRD members can raise critical consciousness and build solidarity among interrelated struggles against injustice.

Currently, the SIG is co-chaired by Drs. Chang-kyu Kwon (University of Illinois at Urbana-Champaign) and Stephanie Sisco (University of Minnesota). As elected members of the SIG, they support the creation of critical knowledge and scholarship within the Academy of HRD. With the assistance of the steering committee, SIG leaders are also responsible for facilitating professional development initiatives and providing opportunities

Introduction of Special Interest Groups

for member engagement. As we move forward, we aim to be intentional about how critical approaches to HRD are reflected in practice and contribute to meaningful social change. We cordially invite those who share this commitment to join our SIG! We offer a community dedicated to addressing dysfunction and defying oppressive systems.

Graduate Student SIG

The Graduate Student SIG aims to support graduate students in HRD programs and provide a professional home and community for AHRD graduate student members.

The Graduate Student SIG's vision is to create a vibrant, inclusive, and intellectually stimulating community where graduate students in HRD can collaborate, innovate, and grow. We strive to foster an environment that encourages academic excellence, professional development, and personal well-being. Through our initiatives, we aim to empower AHRD graduate student members to become leaders in HRD, make meaningful contributions to society, and form lifelong connections that transcend the boundaries of academia.

The Graduate Student SIG works to:

- Offer support for research, publishing, postdoctoral job searches, and career development of graduate students.
- Facilitate interaction between its members by organizing activities and events that contribute to the growth of graduate students.
- Collaborate on research projects focused on the learning and development of graduate students.
- Promote publications and conference contributions of graduate students.

- Expand AHRD membership by actively recruiting graduate students.

The Graduate Student SIG's key tasks are to:

- Provide peer mentoring programs to facilitate the exchange of resources, information, and expertise among graduate students
- Host a webinar to help graduate students' career development and enhance their visibility.
- Hold regular virtual writing meetings to foster writing habits and productivity.
- Establish and maintain a SIG listserv to foster networking, discussion, and learning for the SIG members.
- Establish and maintain a SIG website within the AHRD website to promote SIG visibility and awareness.

Health Professions Education SIG

HPE SIG is a group bridging and applying human resource development (HRD) with health professions education (HPE) including, but not limited to, medical education, nursing education, emergency medical technician training, veterinary medical education, hospital management, and other health-related workforce development research areas.

HPE SIG at AHRD Aims to:

- Promote HPE research and practice agendas among AHRD members and members in related fields.
- Collaborate on HPE research projects with HRD and non-HRD practitioners.
- Exchange resources.
- Expand AHRD membership with HPE professionals.
- Become a professional home within AHRD for those in healthcare.

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Monthly Zoom Meetings:

- Every Second Tuesday at 8 am Central Time, USA in even months (June, August, etc.) and 5 pm Central Time, USA in odd months (July, September, etc.)
Meeting ID: 895 0855 2410
Passcode: 040548

Highlights of SIG Activities:

- Show & Tell: A space for students and scholars to share and present research projects, ideas, literature reviews, and other topics for collegial feedback.
- AHRD HPE Focus Session: Maintaining a continued presence at AHRD by submitting focus sessions that bridge HPE and HRD.
- HPE Theory, Practice, and Knowledge Mapping: Constructing a living 'knowledge bridge' of resources from previous Show & Tell themes, HPE conferences, and other opportunities to write on health professions theory and practice.
- Intentional Collaboration: Working with other AHRD SIGs, such as providing a webinar spotlighting a scholar-practitioner in health professions.

Students, practitioners, and scholars are welcome to join AHRD HPE SIG! For questions or suggestions, please contact:

- Dea Robinson (trobin33@msudenver.edu),
Chair
- Andrew Lee (slee26@siumed.edu),
Chair-Elect

HRD Theory SIG

The HRD Theory Special Interest Group (SIG) is a dynamic community of scholars and practitioners focused on the theoretical foundations of Human Resource Development

(HRD). This group explores a wide range of theories, including their development, critical examination, and philosophical underpinnings within the social sciences.

The purpose of the HRD Theory SIG is to provide a platform for scholars and practitioners to meet, discuss, debate, collaborate, and share information related to HRD theory. The vision is to foster innovative leaders in HRD and advance rigorous theoretical developments in the field.

Key activities include contributing to HRD scholarship, increasing interest and understanding of HRD theory, and developing leaders from diverse theoretical and philosophical backgrounds. The group also aims to create a supportive atmosphere for discussing, debating, and disseminating knowledge about HRD theory and scholarship.

The SIG coordinates activities at the AHRD International Research Conference in the Americas, maintains a listserv for networking and discussion, and promotes visibility through a dedicated website. Members are responsible for creating opportunities for information sharing, participating in meetings and working groups, recruiting new members, and enhancing the debate on HRD scholarship and theory.

Looking ahead, the HRD Theory SIG plans to host events to foster dialogue and cultivate scholarly proposals, using platforms like AHRD.org Groups, Microsoft Teams, and LinkedIn to enhance engagement and collaboration. For more information or to get involved, members are encouraged to contact the chairperson, Rose Baker, and to attend the HRD Theory SIG meeting.

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International HRD SIG

The International HRD SIG is a network of scholars and practitioners who are interested in international and cross-cultural HRD research and practice. The purpose of the International HRD SIG is to provide opportunities for scholars and practitioners to network each other for the advancement of international and cross-cultural HRD research. The International HRD SIG's vision is to be the center (i.e., a research-focused community of practice) for HRD researchers who have a genuine interest in international and cross-cultural HRD practices. The International HRD SIG welcomes the participation of individuals from all over the world who are interested in enhancing opportunities to foster international and cross-cultural HRD research. More importantly, we are currently recruiting the SIG Steering Committee. If you are interested in joining the team, please contact the current Chairperson (Dae Seok Chai: daeseokchai@tamu.edu).

Korea HRD SIG

The Korea HRD Special Interest Group (Korea SIG) acts as a vibrant network for scholars and practitioners dedicated to HRD research and practice both within Korea and in the global context of Korean HRD. Established in 2016, our SIG comprises a diverse membership engaged in a wide range of scholarly and practical activities.

Primary Objectives of Our SIG:

- Advance scholarly work in organizational and national HRD in Korea through research publications.
- Enrich the international HRD discourse with perspectives from East Asian, particularly Korean, culture.

- Build a strong network for individuals interested in HRD research and practice in Korea, thereby fostering collaborative research.
- Establish partnerships with HRD researchers, practitioners, and academic institutions in Korea to facilitate scholarly interactions, meetings, and educational initiatives in HRD.

Join Us: If you are an AHRD member with an interest in HRD research or activities related to Korea, we invite you to join the Korea SIG. Korean heritage is not a prerequisite for membership.

Korea-Sig Sponsored AHRD Team-up Grant: In support of our objectives, we offer a Team-up Grant annually to all AHRD members, designed to:

- Promote the formation of multi-institutional research teams for enhanced collaboration.
- Direct research efforts towards global, cross-cultural, and innovative technological issues.
- Assist junior faculty, practitioners, and doctoral students in finding suitable research mentors.
- Motivate senior and experienced faculty to mentor emerging scholars.

Contact Us: For any inquiries or additional information, please contact Shinhee Jeong, Chair of the Korea SIG, at sjeong@uttyler.edu.

Leadership SIG

The Leadership Special Interest Group (SIG) is a network of Human Resource Development (HRD) scholars and practitioners focused on advancing their knowledge, research and expertise, around leadership development. The SIG's primary goal is to foster collaboration and organize

Introduction of Special Interest Groups

activities that support the development of leadership in individuals, groups/teams, and organizations in the field of HRD.

Our vision is to become the source of cutting-edge leadership development research, resources, and practices. The SIG does this by engaging its AHRD members in dialogue and collaborative efforts to leverage leadership in the 21st century and beyond.

The Leadership SIG's activities include:

- Organizing activities and events centered on leadership development.
- Facilitating the expansion knowledge and expertise in leadership theory, research, and practice.
- Supporting learning among Leadership SIG members and others in the Academy.
- Providing a forum for networking, exchange of ideas, and mentoring of emerging researchers and practitioners.

Our membership, which includes AHRD students, academics, and professionals with an interest in leadership development, are responsible for:

- Creating opportunities for information sharing and open discussion of SIG issues.
- Participating in meetings and other SIG activities.
- Recruiting new SIG members.
- Communicating with each other about key events.

Whether you're a scholar, practitioner, or student, we invite you to join the Leadership SIG and become a part of this dynamic network dedicated to advancing leadership development.

Leadership SIG Chairs

Omaima Hajjami and Alicia Piechowiak

Qualitative Inquiry SIG

The Qualitative Inquiry Special Interest Group (QISIG) was founded to foster increased interest in the qualitative methods employed in HRD scholarship and practice. The purpose of the QISIG is to provide a forum for members of AHRD to engage in information and idea exchange and discuss issues important to qualitative researchers, consumers of qualitative research, practitioners, and AHRD members. The QISIG's vision is to be a community of scholars and practitioners dedicated to fostering and conducting substantive, relevant, rigorous, and high-quality qualitative research. We aim to provide opportunities for knowledge sharing, learning, discussion, and collaboration. QISIG members come together for webinars, academic discussions, and learning opportunities to further their understanding of qualitative research.

Quantitative Research Methods SIG

The Quantitative Research Methods SIG (Quant SIG) serves as a vital hub within the AHRD community, fostering scholarly dialogue and professional development around the application of quantitative methods in HRD. The Quant SIG unites individuals dedicated to advancing quantitative research methods through the exchange of knowledge, skills, and innovative approaches. We warmly welcome HRD scholars and practitioners who are passionate about learning and applying rigorous and innovative quantitative research methods.

The Quant SIG continues to introduce new initiatives for HRD scholars and practitioners. For example, we organize a bi-weekly Book Club each semester, with this academic year's theme focusing on Advanced Quantitative Methods for the Modern Workplace.

Introduction of Special Interest Groups

Additionally, we plan to launch bi-monthly empirical article discussions, offering members opportunities to explore and learn from newly published research articles with a particular emphasis on the quantitative methods employed. These initiatives are designed to enhance the rigor of HRD research while aligning with AHRD's broader strategic goals.

We also warmly invite Quant SIG members who are interested in actively contributing to the SIG to take a more active role in shaping the future of the Quant SIG. In 2024, Sangok Yoo joined as a co-chair of the SIG, while John R. Turner plans to step down after AHRD 2025. This year, the Quant SIG plans to focus on strengthening its governance for long-term sustainability, including implementing a systematic succession plan.

Scholar-Practitioner SIG

The Scholar-Practitioner Special Interest Group (SIG) within the Academy of Human Resource Development (AHRD) aims to advance the integration of research and practice in the HRD field. Its mission is to strengthen the vital connection between scholarly inquiry and practical application by fostering collaboration among scholar-practitioners, academics, researchers, and practitioners. The SIG strives to ensure that evidence-based research informs organizational practices while practical insights contribute to academic research and theory development.

To achieve these objectives, the SIG provides a collaborative platform for members to exchange ideas, build partnerships, and address critical and evolving challenges in HRD from the perspective of scholarly practice. The SIG actively promotes meaningful

dialogue, supports actionable research, and facilitates the testing and application of theories in real-world settings.

The SIG is currently revitalizing its efforts through a series of initiatives, including organizing webinars, launching collaborative research projects, and leveraging digital platforms to enhance member engagement and communication. By offering practical resources, fostering networking opportunities, and creating spaces for collaboration, the SIG empowers members to explore and strengthen the intersection of research and practice. These efforts contribute directly to AHRD's mission of "leading the profession through research." By advancing HRD scholarship and addressing the evolving needs of the workplace, the SIG serves as a catalyst for progress in the HRD field.

South Asia SIG

The mission of the South Asia Special Interest Group (SIG) is to foster academic and professional collaboration among students, scholars, and practitioners from South Asian countries. Our goal is to understand, explore, and develop evidence-based solutions to the challenges facing human resource development (HRD) in the region. We aim to achieve this through the following objectives:

- Share, discuss, and identify research priorities.
- Build an inclusive community where students, scholars, and practitioners from South Asia feel welcomed and included at AHRD.
- Advance research and professional collaborations among scholars and practitioners.

Introduction of Special Interest Groups

- Facilitate professional development by organizing guest speakers on emergent HRD topics.

Virtual HRD, Technology & Distance Learning SIG

The origins of the Virtual HRD, Technology & Distance Learning (VHRD) SIG began over fifteen years ago and has attracted a network of numerous Human Resource Development scholars, practitioners, and graduate students who seek to enhance their research, knowledge and expertise in the area of technology-related development.

The purpose of the Virtual HRD, Technology & Distance Learning (VHRD) SIG is to facilitate interaction and collaboration and to organize activities that support the development of technology-related skills at the individual, group, team, and organization levels in the field of Human Resource Development. In addition, it focuses on upskilling and cultivating expertise in knowledge management, and learning in its many forms (i.e., formal and informal learning, adult learning, social movement learning, and organizational learning).

The Virtual HRD, Technology & Distance Learning (VHRD) SIG's vision is to be known as the leading provider of the most current Virtual HRD, technology, and distance learning research, including resources and processes that provide opportunities to engage AHRD members in dialogue and collaborative efforts to leverage technology for increasing learning in the 21st century around artificial intelligence, data analytics, social presence, virtual tools, virtual team building, data collection, data security, and technology privacy.

Workforce Diversity and Inclusion SIG

The Workforce Diversity and Inclusion Special Interest Group (WDI SIG) is a network of scholars, educators, practitioners, and graduate students who are interested in advancing the practice of workforce diversity and engaging in research that promotes equitable and inclusive workplace environments. Workforce diversity is commonly viewed as an organizational goal for seeing and appreciating the multiple forms of difference that exist in work settings and ensuring an inclusive environment. While the WDI SIG strategically adopted action plan objectives in its organizing charter that supports the practice of workforce diversity and inclusion in work settings, the new challenge is ensuring that goal is not abandoned.

The WDI SIG contributes to the research and practice of human resource development (HRD) on several levels. First, practitioners who work in positions affiliated with diversity and inclusion are well positioned to partner with organizational groups (e.g. employee resource groups) or other employee-led advocacy groups to serve the interests of under-represented workforce populations. Second, WDI SIG members who are instructors of human resource development education programs are well positioned to create programs and curricula that prepare the future workforce for a variety of diversity and inclusion roles. Finally, the WDI SIG contributes to the professional development of its members through collaboration, information sharing, and informal social interaction.

The WDI SIG is currently co-chaired by Marilyn Y. Byrd and Chaunda L. Scott.



Undergraduate Programs

- Accounting, BSBA* ■
- Applied Technology, BAS*
- Industrial Engineering Technology, BS*
- Industrial Engineering Technology (Logistics), BS*
- Organizational Leadership, BSBA ■

Graduate Programs

- Human Capital Development, MS* and PhD[†]
- Human Capital Development (Instructional Technology and Design), MS and PhD[†]
- Instructional Technology and Design Graduate Certificate*
- Logistics, Trade and Transportation, MS*

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THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

P Poster Sessions A | Skyview (First Floor)

Enhancing Group Analysis in the Social Sciences: A Comprehensive Shiny Application

Submission ID: 133

Julia Fulmore, University of Dallas; Bryn Hammack-Brown, Tarleton State University; Gregory Keiffer, Houston Christian University; Kim Nimon, The University of Texas at Tyler; Tom Reio, Florida International University

Introducing Necessary Condition Analysis to Human Resource Development: Implications for Research and Practice

Submission ID: 144

Sunyoung Park, Louisiana State University

Win-win-win Effects: Community Advancement through Reciprocal Education (WECARE)

Submission ID: 57

Yebin Cha, Texas A&M University; Simon Shin, Texas A&M University; Dae Seok Chai, Texas A&M University

An Integrative Framework that Empowers Communities for Environmental Sustainability from an HRD Perspective

Submission ID: 55

Yoshie Nakamura, The George Washington University; Daphne Pee, The George Washington University

The Interplay of Immunity to Change, Organizational Learning, and Dimensions of National Culture

Submission ID: 50

Chalisa Kaewla, Teachers College, Columbia University

Exploring Trustworthy Behaviors for Mid-Level Leaders Using 360-Degree Feedback Data

Submission ID: 60

Eniola Aderibigbe, University of Minnesota

Mission Civilian Employment: Decoding Effective Veteran Transition Programs

Submission ID: 67

Courtney Nicotra, Old Dominion University; James Bartlett, Old Dominion University

Breakout Sessions A



THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

P Poster Sessions A | *Skyview (First Floor)*

Developing Appalachian Women's Leader Identity in West Virginia from a Human Resource Development Perspective

Submission ID: 210

Rebecca Burns, The George Washington University;
Yoshie Nakamura, The George Washington University

From Regional Gaps to Global Safety: The Role of Strategic HRD in Manufacturing

Submission ID: 78

Ramiro Pesina, The University of Texas at Tyler;
Rob Carpenter, The University of Texas at Tyler

Exploring Assistant Principals' Perceptions: Impact of an Administrator Development Program

Submission ID: 82

Shayla McGrew, Texas A&M University-Commerce

The Study of Exploring the Construction and Conceptualization of Career Crafting for Korean Employees

Submission ID: 103

Suwon Yim, Ewha Womans University

The Four-Day Workweek: A Conceptual Framework for Flexible Organizational Strategies

Submission ID: 123

Radia Lakhssassi, Southern Illinois University Carbondale; Al-Asfour Ahmed, Professor

The Ethical Implications of AI-Driven Performance Management

Submission ID: 20

Agathe Elema, Western Carolina University; Briseida Castro Rodriguez, Western Carolina University; Harker Jollay, Western Carolina University; Jean Casseus, Western Carolina University; Jessica Smaw, Western Carolina University; Marie-Line Germain, Western Carolina University (UNC)

Motivational Frameworks for AI-Driven HRD Personalization

Submission ID: 95

Supritha Kannan, Louisiana State University

THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

P

Poster Sessions A | *Skyview (First Floor)*

Enhancing Technology Adoption among K-12 Teachers: The Role of Perceived Organizational Support and Job Crafting

Submission ID: 115

Yuanlu Niu, University of Arkansas; Xinya Liang, University of Arkansas; Beixi Li, Western Michigan University; Yi-Jung Lee, University of Arkansas; Lei Xie, Texas State University

Exploring the Leadership Terrain: Unveiling Institutional and Cultural Barriers to Women's Leadership Advancement in Gulf Cooperation Council

Submission ID: 35

Hoda Shirazi, PhD Student; Omaima Hajjami, PhD Student; Al-Asfour Ahmed, Professor

Inclusion in Predominantly White Institutions of Higher Education in the United States: The Voices of Black Women Faculty

Submission ID: 75

*Anna Marie Siegel, The George Washington University;
Maria Cseh, The George Washington University*

Amorality in Selection: The Neglect of Morality in Hiring Processes

Submission ID: 85

Jihyeon Kim, Purdue University

Enhancing Distributed Team Leadership Practice for Teacher Team Learning: A Case of South Korean Teacher Teams

Submission ID: 61

Hyunjin Choi, Teachers College, Columbia University

Prospective Students' Self-Directed Learning in Selecting American Post-Secondary University Education: Implications for HRD

Submission ID: 83

*Josef Javier Ayala, The George Washington University;
Yoshie Nakamura, The George Washington University*

Post-Employment Support and Job Satisfaction: Addressing the Needs of Vocational High School Graduates

Submission ID: 27

*Junseo Kim, Korea University; Jihui Ahn, Korea Institute of Finance;
Mihee Park, Auburn University*

Breakout Sessions A



THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

P Poster Sessions A | *Skyview (First Floor)*

Mediating Role of Psychological Well-Being on the Relationships Between Mentoring, Affective Organizational Commitment, and Job Performance

Submission ID: 42

Tania Hasan, Texas A&M University; Dae Seok Chai, Texas A&M University

Organizational Citizenship Behaviors in Remote Work Arrangements: Reconceptualizing Traditional Measures of the Construct

Submission ID: 380

Kevin Rose, Purdue University; Michael Kirchner, Purdue University Fort Wayne

Sense of Belonging in Remote Work Settings

Submission ID: 387

Yilmaz Sunduz, Purdue University

Examining the Influences of Undergraduate Student's Career Intentions at a Public University in the Southeastern United States

Submission ID: 164

Susan Dobson, The University of Southern Mississippi; Bhagyashree Barhate, The University of Southern Mississippi

Quiet Quitting: A Theoretical Model

Submission ID: 132

Yuting Hou, The University of Southern Mississippi; Casey Maugh Funderburk, The University of Southern Mississippi; Jonathan Ruffin, The University of Southern Mississippi

M Innovative Research Methods | *National Landing IV (Lobby Level)*

Causal Directionality between HIS Governance, HRD, and Culture

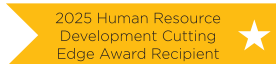
Submission ID: 88

Greg Wang, The University of Texas at Tyler; Harold Doty, The University of Texas at Tyler; Chun-Yu Lin, National Taipei University; Chung-Kai Huang, National Taipei University of Business; Hui-Ling Tung, Da-Yeh University

Exploring Arts-Based Research in HRD: Innovations, Challenges, and Future Directions

Submission ID: 223

Beixi Li, Western Michigan University



(section continued on page 36)

Breakout Sessions A



THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

M Innovative Research Methods (continued) | *National Landing IV (Lobby Level)*

The Nature of the Human Resource Development Research–Practice Gap: An Analysis of Professional and Academic Literature from 1990 to 2022

Submission ID: 276

Ying Feng, Clemson University; Kenneth Bartlett, University of Minnesota

2025 Human Resource Development Cutting Edge Award Recipient



What Makes Workers Happier? Investigating the Sequential Impact of Perceived Organizational Support, Felt Obligation, and Commitment

Submission ID: 314

Chung-Kai Huang, National Taipei University of Business; Chun-Yu Lin, National Taipei University; Hsin-An Chen, National Taipei University; Greg Wang, The University of Texas at Tyler

Systematic Literature Reviews (SLR) for HRD: Identifying a Standard for the Field of HRD

Submission ID: 346

John Turner, Texas A&M University; Sanket Patole, The University of Texas at Tyler; Xiaoyan Xu, Texas A&M University; Lisa Dinh-Trinh, Texas A&M University; Jiajia Du, Texas A&M University; Seong Eun (Sarah) Kim, Texas A&M University

M Training and Adult Education | *National Landing I (Lobby Level)*

Topic Analysis of Adult Learning and Education Research in Post-COVID-19 South Korea: Using Unsupervised Learning

Submission ID: 97

Kyubeen Lee, Yonsei University; Seongil Kim, Yonsei University; Seok-Young Oh, Yonsei University

Adult Learners' Understanding of the Other through Theater-Based Learning Implications for Organizational Learning

Submission ID: 112

Zhuqing Ding, The George Washington University; Yoshie Nakamura, The George Washington University

(section continued on page 36)

Breakout Sessions A



THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

M Training and Adult Education (continued) | *National Landing I (Lobby Level)*

Enhancing Critical Reflectivity, Creativity, and Proactivity in Informal and Incidental Learning via Songwriting and Performance in an Organization Context

Submission ID: 420

Sung-Eun Yang, University of Georgia

Excellence in Onboarding: A Case Study of Campus Leader Support for Early Career Teachers

Submission ID: 268

Kelsey Bowles, East Texas A&M University; Alicia Piechowiak, Groupe Engram; Peter Williams, East Texas A&M University

Communities of Practice: How Relationships Underscore School Culture and Organizational Commitment

Submission ID: 173

Kristen Sutherin, Hood College

M Strategic HRD | *Salon E (First Floor)*

Analyzing the Perception of Intentionality Within Organizational Unlearning Strategies: A Case Study

Submission ID: 269

Clayton Duffy, Rock Valley College; Ryan Lauerman, University of Louisville; Sara Ebrahimi Lialekol, University of Louisville; Brad Shuck, University of Louisville

Understanding Organizational Culture and Oversight in the Case of the U.S. Army: Implications for Learning, Development and Change

Submission ID: 429

Jamie Hickman, Teachers College, Columbia University

The Impact of the COVID-19 Pandemic on Early to Mid-Career Practitioners in Student Affairs: Evidence from a Scoping Literature Review

Submission ID: 275

Paige Hellman Millar, Texas A&M University; Jia Wang, Texas A&M University

(section continued on page 38)

Breakout Sessions A

THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

M

Strategic HRD (continued) | *Salon E (First Floor)*

Outplacement Through the HRD Lens: A Systematic Literature Review

Submission ID: 238

Jinwoo Hwang, Korea University; Shinhee Jeong, The University of Texas at Tyler; Daeyeon Cho, Korea University

How Learning Executives of For-Profit U.S. Organizations Align the Learning Strategy with the Overall Business Strategy

Submission ID: 220

Alex Bingham, University of Idaho; Krista Soria, University of Idaho

M

Satisfaction and Performance | *Salon F (First Floor)*

Examining Post-Turnover Job Satisfaction: A Comparison of Voluntary and Involuntary Job Transitions

Submission ID: 139

Sumin Han, Seoul National University

What Drives Public Service Motivation and Job Satisfaction? Comparison of Office Settings and Hybrid Work Arrangements

Submission ID: 450

Myungjung Shim, University of Minnesota; Hyerim Cho, University of Minnesota; Sehoon Kim, University of Minnesota

Longitudinal Dynamics of Job Satisfaction: Revisiting Herzberg's Two-Factor Theory and Its Impact on Turnover Intention

Submission ID: 19

Sangok Yoo, The University of Texas at Tyler; Kyoungae Lim, Hanyang University; Yunsoo Lee, Hanyang University

(section continued on page 39)

Breakout Sessions A

THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

M Satisfaction and Performance (continued) | *Salon F (First Floor)*

Organizational Communication During Pre-Boarding: An Examination of New Hire Communication Frequency, Organizational Commitment, and Job Satisfaction

Submission ID: 41

Johnna Capitano, West Chester University of PA;

Maxine Gesualdi, West Chester University of PA

The Intersectionality of Multiple-Layered Social Identities and Job Satisfaction: Insights from Latent Class Analysis

Submission ID: 221

Shinhee Jeong, The University of Texas at Tyler; Eunbi Sim, University of Georgia;

Yunsoo Lee, Hanyang University

M Higher Education | *National Landing II (Lobby Level)*

Exploring Sustainable Careers: Voluntary Turnover Among Academic Professionals

Submission ID: 14

Viktoria Loidl, University of Illinois Urbana-Champaign

Leadership Development for Sustainable Careers: A Partnership Between a Chamber of Commerce and a Higher Education Institution

Submission ID: 422

Nisha Manikoth, Hood College; Rick Weldon, Frederick Chamber of Commerce

Defining Leadership in Higher Education: Aligning Practices with Yukl's Taxonomy through an Intersectional Lens

Submission ID: 293

Ague Mae Manongsong, Louisiana State University; Tracey Rizzuto, Louisiana State University;

Joshua Ash, University of Houston; Shinhee Jeong, The University of Texas at Tyler

(section continued on page 40)

Breakout Sessions A

THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

M Higher Education (continued) | *National Landing II (Lobby Level)*

Assessing Student Success — Academic Performance and Predictive Indicators: Developing an Academic Affairs Talent Development Capabilities Framework, Implications for HRD

Submission ID: 368

Marie Valentin, Jacksonville State University; Celestino Valentin, Jacksonville State University; Khalil Dirani, Texas A&M University

Inclusion & Exclusion Experiences of LGBTQ Faculty in U.S. Higher Education: Implications for HRD

Submission ID: 454

Ryan Lloyd, The George Washington University; Maria Cseh, The George Washington University

PD Non-Refereed Professional Development Workshop | *Alexandria (Second Floor)*

How Work Really Happens: The Power of Social Mapping

Submission ID: 43

Elizabeth Scott, CEO, Brighter Strategies

PD Non-Refereed Professional Development Workshop | *Salon D (First Floor)*

The HR Intelligent Prompt Engine Workshop: Embracing Artificial Intelligence to Align HRD Education with Industry Competencies

Submission ID: 124

Kim Nimon, The University of Texas at Tyler; Sangok Yoo, The University of Texas at Tyler; Kelechi Mmuobuikwe, The University of Texas at Tyler; Kevin Rose, Indiana University-Purdue University Indianapolis

Breakout Sessions A



THURSDAY, FEBRUARY 20 | 3:45 – 5:15PM

▶ Non-Refereed FOCUS Session | *Pentagon (First Floor)*

Celebrating The 10th Anniversary of the Laura Bierema Excellence in Critical HRD Award: Giving Voice to Critical HRD Scholars and their Contributions

Submission ID: 16

Chaunda Scott, Oakland University; Marilyn Y. Byrd, University of Oklahoma

▶ Non-Refereed FOCUS Session | *Roslyn 1 (Lobby Level)*

Maternal Insights: Leveraging Maternal Theory in HRD

Submission ID: 111

Nicole Dillard, University of Minnesota; Taylor Cavallo, University of Minnesota

▶ Non-Refereed FOCUS Session | *Salon G (First Floor)*

Future Trends in AI in South Asia

Submission ID: 202

Sami Jabarkhail, American University of Iraq, Baghdad; Bhagyashree Barhate, The University of Southern Mississippi; Gertrude Hewapathirana, University of Minnesota

▶ Non-Refereed FOCUS Session | *National Landing III (Lobby Level)*

Advancing Agentic HRD in the AI Era: Theory Development, Applications, and Evidence for Sustainable Change

Submission ID: 469

Hyung Joon Yoon, The Pennsylvania State University; R. Brian Ketchem, Canopy Inclusive Inc.; Yu-Ling Chang, National Taiwan Normal University; Jennifer Park, University of North Carolina Wilmington; Denise Poole, The Pennsylvania State University; Hosung You, The Pennsylvania State University; Tehniyet Azam, The Pennsylvania State University

Breakout Sessions B



FRIDAY, FEBRUARY 21 | 8:00 – 9:00AM

P Poster Sessions B | *Skyview (First Floor)*

**Empowering Career Development for
Black Women in College: An Integrative Literature Review**

Submission ID: 474

*Kimia Carter, Texas A&M University-PhD Student;
Sami Jabarkhail, American University of Iraq – Baghdad (AUIB)*

**Understanding Workplace Expectations of China's Generation Z: Actionable Strategies
for Engaging the Emerging Workforce from a Non-Western World**

Submission ID: 306

Wei Wang, Nanjing Tech University

Empowering Women in Japan with Mentoring Frameworks

Submission ID: 308

Lisa Watanabe, Teachers College, Columbia University

**Black Women Leaders Climbing the Corporate Ladder:
Displaying Resiliency through Lived Experience**

Submission ID: 355

Victoria Cooper, Louisiana State University

**Immigrant Leaders' Self-Awareness of Cultural Identity in Leadership Development:
A Facilitated Autoethnography in a Theater-Based Learning Experience**

Submission ID: 113

*Zhuqing Ding, The George Washington University;
Yoshie Nakamura, The George Washington University*

**From Ideas to Impact: Validating a Conceptual Framework
for Applying Design Thinking in WTD courses**

Submission ID: 315

*Chung-Kai Huang, National Taipei University of Business;
Chun-Yu Lin, National Taipei University; Hsiang-Ting Chou, National Taipei University*

Breakout Sessions B



FRIDAY, FEBRUARY 21 | 8:00 – 9:00AM

P Poster Sessions B | *Skyview (First Floor)*

Examining the Relationship Between Passion, Discipline, and Career Success for Arts Professionals

Submission ID: 384

Ana Ruth Cortés, The University of Southern Mississippi; Quincy Brown, The University of Southern Mississippi

Improving Efficiency: Accreditation Practices Using the Change Anything Model

Submission ID: 165

Susan Dobson, The University of Southern Mississippi; Traci Hayes, The University of Southern Mississippi; Brain Sajdak, The University of Southern Mississippi; John Kmiec, The University of Southern Mississippi

AI-Enabled Scenario Planning for Executive Business Decisions: A Sensemaking View for HRD

Submission ID: 117

Rochell McWhorter, The University of Texas at Tyler; Sanket Patole, The University of Texas at Tyler; Rob Carpenter, The University of Texas at Tyler

The Essential Roles of Organizational Identity and Leadership — A Case of an Organization's Decline

Submission ID: 389

Jason Moats, Texas A&M University; Siham Lekchiri, Western Carolina University (UNC); Marie-Line Germain, Western Carolina University (UNC); Michael Kirchner, Purdue University Fort Wayne; Kevin Rose, Indiana University-Purdue University Indianapolis; Sarah Minnis, Western Carolina University (UNC)

Career Aspirations of Gen Z Employees in Sales Roles

Submission ID: 392

Malaika Edwards, University of Houston; Bhagyashree Barhate, The University of Southern Mississippi; Andrew Loring, Texas A&M University

Exploring Social Capital in Navigating Career Challenges: A Systematic Literature Review

Submission ID: 394

Heesun Kim, Texas A&M University

FRIDAY, FEBRUARY 21 | 8:00 – 9:00AM

P

Poster Sessions B | *Skyview (First Floor)*

Longitudinal Impacts of High-Performance Work System Organizational Outcomes with Firm Size as a Moderator

Submission ID: 304

Sangok Yoo, The University of Texas at Tyler; Hyerim Riley Kang, University of Illinois Urbana-Champaign; Sehoon Kim, University of Minnesota

Factors Influencing Continuing Medical Education for Artificial Intelligence Integration

Submission ID: 399

Tim Murphy, The University of Texas at Tyler

Increasing Disability Employment through AI-Enhanced Websites

Submission ID: 407

Peter Kalejaiye, The University of Southern Mississippi; Adetutu Fabusoro, University of Illinois Urbana-Champaign; Quincy Brown, The University of Southern Mississippi; Casey Maugh Funderburk, The University of Southern Mississippi; Didi Oyewunmi, The University of Southern Mississippi; Jonathan Beedle, The University of Southern Mississippi; Chioma Akubueziokwu, The Southeastern Louisiana University

Enhancing Needs Assessment with AI for Gen Z: A Case Study in Morocco

Submission ID: 417

Hiba Afakkir, Al Akhawayn University; Jeong-Ha Yim, Al Akhawayn University

A Conceptual Framework for Examining Double Empathy in Neurodiverse Workplaces with a Focus on Autism

Submission ID: 303

Katherine Kinnaird, The George Washington University; Yoshie Nakamura, The George Washington University

Overwhelmed, Lonely, Isolated: Reverse Mentoring, A Magical Wand for Neurodiverse Inclusion

Submission ID: 325

Sanghamitra Chaudhuri, Temple University; Armondo Estrada, Temple University; Matthew Tincani, Temple University; Jawaria Ashraf, Temple University

Breakout Sessions B



FRIDAY, FEBRUARY 21 | 8:00 – 9:00AM

P Poster Sessions B | *Skyview (First Floor)*

Building Social Capital: The Role of Networks and Resources in Supporting Latinx Migrant Farm Worker Students' Higher Education Journeys

Submission ID: 336

Liliana Bravo, Texas A&M University; Rosa Banda, Texas A&M-Corpus Christi; Elsa Gonzalez, Texas A&M University; Emma Perez, Texas A&M University

Learning through Reflecting on Experience of Paradoxes in Developmental Relationships: Surfacing Mentor Narratives through Rich Pictures

Submission ID: 326

Rajashi Ghosh, Teachers College, Columbia University; Yilu Guo, Teachers College, Columbia University

Remote Worker Perceptions of Virtual Onboarding Programs

Submission ID: 341

Michael Kirchner, Purdue University Fort Wayne; Alexandra Dunn, University of Mary Washington; Kevin Rose, Purdue University Indianapolis

Exploring the Integration of Neuroscience Research to Inform Inclusive and Equitable Workplace Learning Design

Submission ID: 369

Lisa Giacumo, George Mason University; Seth-Aaron Martinez, Boise State University

Inter-Generational Mentoring: A Tool for Retention of Nurses

Submission ID: 356

Judy Waight, Texas A&M University

Transforming Employee Experience: Implementing a Four-Day Workweek Strategy in the Changing Work Landscape

Submission ID: 148

Radia Lakhssassi, Southern Illinois University Carbondale; Carlos Uresti, Southern Illinois University Carbondale; Al-Asfour Ahmed, Professor

Breakout Sessions B



FRIDAY, FEBRUARY 21 | 8:00 – 9:00AM

P Poster Sessions B | *Skyview (First Floor)*

Exploring HRD Strategies for Enhancing Employee Engagement in Remote Work Environments

Submission ID: 361

Sami El Ahmadi, Texas A&M University; Jieun Yi, Texas A&M University; Lisa Dinh-Trinh, Texas A&M University

Exploring Psychological Safety in Remote Work Environments: Implications for Sustaining a Learning Culture

Submission ID: 364

Laman Guliyeva, Texas A&M University; Aynur Charkasova, Texas A&M University; Jieun Yi, Texas A&M University

Review of Literature: How Can We Deal with Career Setbacks

Submission ID: 373

Yunong Li, Teachers College, Columbia University; Beixi Li, Western Michigan University

M Learning and Knowledge Transfer | *National Landing IV (Lobby Level)*

Effect of Learning Transfer Climate and General Self-efficacy on Newcomers' Organizational Socialization in Korean Large Company

Submission ID: 198

Mun Kyu Chung, Texas State University

Role of Learning in Human Resource Development: Bibliometrics and Topic Modeling of Articles in AHRD Journals

Submission ID: 298

Junghwan Kim, Texas A&M University; Jieun You, Valdosta State University; Myunghyun Yoo, Korea Council for University Education; Jaehyun Kim, Korea Productivity Center; Chang Sung Jang, Hanyang University

Developing Workers' Emotion Regulation Skills: Integrating Emotional Intelligence, Stress Management, and Emotional Labor Perspectives

Submission ID: 367

Erin Richard, Louisiana State University

Breakout Sessions B

FRIDAY, FEBRUARY 21 | 8:00 – 9:00AM

M

International HRD | *National Landing I (Lobby Level)*

Unveiling the Unseen: Institutional and Contextual Influences on Iranian Academics' Career Trajectories

Submission ID: 259

Maral Khanjani, University of Minnesota; Tahereh Jalali Khan Abadi, Allameh Tabatabaei University; Elahe Latifi, University of Tehran

Living As an “Out-of-School” Teacher in Korea

Submission ID: 234

Yoonha Park, Yonsei University; Wonsup Chang, Yonsei University

Training in Internal Labor Markets: Cases of Korean Government Agencies

Submission ID: 272

Hyerim Cho, University of Minnesota; Myungjung Shim, University of Minnesota; Sehoon Kim, University of Minnesota

M

Learning and Knowledge in Today's Workplace | *Salon E (First Floor)*

Gamifying Climate Content to Enhance Climate Literacy

Submission ID: 22

Doo Lim, University of Oklahoma; Emma Kuster, University of Oklahoma

The Implementation of Virtual Reality in Organizational Learning: Attitudes, Challenges, Side Effects, and Affordances

Submission ID: 149

Mohan Yang, Texas A&M University; Tian Luo, Old Dominion University

Understanding High Performance Work Systems and Organizational Performance in Established Medium-Sized Service Firms in Emerging Markets

Submission ID: 352

Thomas Garavan, University College Cork; Mohammed Aboramadan, Doha Institute of Graduate Studies; Khalid Dahleez, Asharqiyah University; Yasir Kundi, IBA PAKISTAN; Maura Sheehan, Edinburgh Napier Business School; Ronan Carbery, University College Cork; Colette Darcy, National College of Ireland

Breakout Sessions B



FRIDAY, FEBRUARY 21 | 8:00 – 9:00AM

M

Leadership Development | *Salon F (First Floor)*

Leading as Learning: Examining the Intersection of Shared Leadership and Workplace Learning

Submission ID: 286

Christina Young, Teachers College, Columbia University

Strategic Leadership in Navigating Labor Shortages: Operational Approaches to Talent Acquisition and Retention

Submission ID: 282

Sara Ebrahimi Lialekol, University of Louisville; Mandolen Mull, Rockford University; Brad Shuck, University of Louisville

Leadership Dilemma: Balancing Profit and Impact in Social Entrepreneurship

Submission ID: 427

Debaro Huyler, Florida International University; Tonette Rocco, Florida International University; Geo Hernandez, Florida International University; Bolivar Nieto, Florida International University; Maria Plakhotnik, HSE University

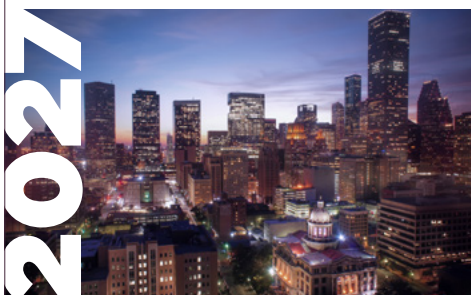
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2026 AHRD International Research Conference in the Americas

February 11 – 13, 2026

Dallas/Fort Worth Airport Marriott | Irving, TX

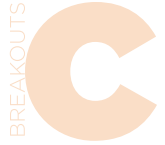


2027 AHRD International Research Conference in the Americas

February 10 – 12, 2027

Houston Marriott Westchase | Houston, TX

Breakout Sessions C



FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

P Poster Sessions C | *Skyview (First Floor)*

Creating a Standard Operating Procedure as a Guide for Video Data Analysis (VDA) of Team Dynamics

Submission ID: 179

Angie Dunn, Texas A&M University;

Michael Beyerlein, Texas A&M University; Meera Alagaraja, Texas A&M University

Academic Psychological Capital, GPA, Demographics and Socio-Economic Status: Implications for Faculty in Development Initiatives

Submission ID: 199

Johanna Sweet, Roanoke College

The Relationships among Transformational Leadership, Employee Engagement, and Turnover Intention: Focusing on the Moderated Mediating Role of Authentic Leadership

Submission ID: 69

Woocheol Kim, KOREATECH; Woong-Hwan Sul, KOREATECH; Hyunjeong Jo, KOREATECH; Geumbong Yoo, KOREATECH; Yoonhee Park, KOREATECH; Kwang Woo Kim, KOREATECH; Dongkyeom Shin, KOREATECH

The Impact of Authentic Leadership on Work Engagement: A Systematic Literature Review

Submission ID: 129

Alexis Barbarin Bradley, The University of Southern Mississippi; Troy Simpson, The University of Southern Mississippi; Bree Hartfield, The University of Southern Mississippi; Casey Maugh Funderburk, The University of Southern Mississippi

Development and Validation of Public Leadership Competency Measurement Scale

Submission ID: 131

Suhyung Lee, Stephen F Austin State University; Jaeho Eun, Korea Institute of Public Administration; Heebong Kim, Hyundai Motor Group University; Sangwook Park, Samsung C&T Corporation; Minjeong Seo, University of Minnesota

Empowering Human Resource Development Leadership to “Think Green, Act Green”: Case Study of a Museum’s Triple Bottom Line Approach to Sustainability

Submission ID: 171

Meagan Prophet, Hood College; Kristen Sutherin, Hood College; Tracy Pettis-Jones, Hood College; Brian Greenfield, Goodwin Living; Nisha Manikoth, Hood College

Breakout Sessions C



FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

P Poster Sessions C | *Skyview (First Floor)*

An Examination of the Impact of Leader-member Exchange on Work-Family Conflict

Submission ID: 175

Antara Mahbub, The University of Southern Mississippi; Bhagyashree Barhate, The University of Southern Mississippi

Motivations and Strategies for Graduate Education of Returning Traditional Musicians

Submission ID: 189

Heewon Park, Ewha Womans University, College of Education, Department of Education, Seoul, South Korea; Namhee Kim, Ewha Womans University, College of Education, Department of Education, Seoul, South Korea

Home is Where my Laptop Is: A Literature Review on The Rise of Digital Nomadism and the Field of HRD

Submission ID: 150

Rey Lopez, University of the Incarnate Word; Humberto Santos, Texas State University

The Relationship Between ADHD and Resistance to Change: Applications and Perspectives for Organization Development Practitioners

Submission ID: 154

Jim Maddox, University of Arkansas

The Integration of Artificial Intelligence with Training and Development: Impacts, Opportunities, and Challenges for Human Resource Development

Submission ID: 178

Jiajia Du, Texas A&M University; Jia Wang, Texas A&M University; Michael Beyerlein, Texas A&M University

Research Design Science Quantitative Study on The Impact of Digital Systems, HR Management Support, Workforce Readiness, and Organizational Culture on AI Effectiveness in Virtual HRD

Submission ID: 184

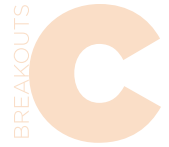
Manasseh Abijah, Hood College, Doctoral Program

AI-chatbots in Training and Development: What We Know and What We Don't Know

Submission ID: 213

Ethan Li, University of Minnesota; Bo Fang, Xi'an Jiaotong Liverpool University

Breakout Sessions C



FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

P Poster Sessions C | *Skyview (First Floor)*

Reviewing Neurodiversity Research in Human Resource

Submission ID: 93

Sunyoung Park, Louisiana State University; Jennifer Park, University of North Carolina Wilmington; ChoHyun Park, Purdue University

Exploring the Role of Mentorship in Change Management: Qualitative Inquiry into Organizational Change Practices Boosting Development and Performance

Submission ID: 135

Ramiro Pesina, The University of Texas at Tyler; Danny Darden, The University of Texas at Tyler; Dave Silberman, Boston University

Integration of AI in Mentoring: Advances and Ethical Considerations

Submission ID: 87

Ague Mae Manongsong, Louisiana State University; Supritha Kannan, Louisiana State University

Remote Work and Human Resource Development (HRD) in the New Era: A Systematic Literature Review

Submission ID: 237

Hyerim Riley Kang, University of Illinois Urbana-Champaign; Eunjung Grace Oh, University of Illinois Urbana-Champaign

Perceived Organizational Support and Work-Life Balance in Remote Work Settings

Submission ID: 91

Sunyoung Park, Louisiana State University; Eun-Jee Kim, Kyonggi University

From Point A(ssimilation) to B(ecoming): Creating More Equitable Environmental Education Programs for Communities of Color

Submission ID: 99

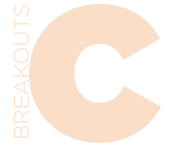
Daphne Pee, The George Washington University; Yoshie Nakamura, The George Washington University

Beyond CSR: Corporate Social Justice, A New Paradigm for Genuine Social Impact

Submission ID: 108

Taylor Cavallo, University of Minnesota; Nicole Dillard, University of Minnesota

Breakout Sessions C



FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

P Poster Sessions C | *Skyview (First Floor)*

Nepotism in South Asia: Impacts on Professional and Organizational Growth

Submission ID: 109

Adiba Mahinur Bhabna, Southern Illinois University Carbondale; Al-Asfour Ahmed, Professor

Self-Perceived Employability and Employer Expectations of Community College Students' Skills Gap in Industry 4.0

Submission ID: 130

Cherri W. Wells, The University of Southern Mississippi

Exploring the Impact of Asynchronous Online Training in Shifting Cultural Context

Submission ID: 156

Mutlaq Alqahtani, PhD Student

Simulating Experience in Maintenance, Repair and Operation Product Identification with Fuzzy Decision Trees

Submission ID: 167

Katherine Kinnel, Indiana State University

The Gamification of E-Learning to Improve Employee Engagement

Submission ID: 172

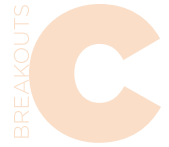
Sarah Ammons, Western Carolina University (UNC); Derek Caudle, Western Carolina University (UNC); Lindsey Gregg, Western Carolina University (UNC); Marie Mynster, Western Carolina University (UNC); Siham Lekchiri, Western Carolina University (UNC)

Basic Psychological Needs and Psychological Ownership Mediate the Relationship Between an Engaging CEO and TMT Employee Engagement

Submission ID: 141

Wafa Damlaj, The University of Texas at Tyler; Wesley Wilson, The University of Texas at Tyler; Brad Shuck, University of Louisville

Breakout Sessions C



FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

P Poster Sessions C | *Skyview (First Floor)*

Beyond the Screen: Exploring the Links Between Technology and Faculty Burnout

Submission ID: 151

Tehniyet Azam, The Pennsylvania State University; Sarah Zipf, The Pennsylvania State University

Inclusive Leadership as a New Approach to Influence Employees' Task Performance by Establishing Relationships Between Leaders and Employees

Submission ID: 153

Yuting Hou, The University of Southern Mississippi; Casey Maugh Funderburk, The University of Southern Mississippi; Alex Scrimshire, The University of Southern Mississippi

M Critical HRD | *National Landing II (Lobby Level)*

Unconferencing as a Developmental Tool: Enhancing Professional Growth of Critical HRD Scholars in AHRD

Submission ID: 160

Naji Alfateh, University of Minnesota; Taylor Cavallo, University of Minnesota; Nicole Dillard, University of Minnesota

Introducing the Multilevel Analysis of Individual Heterogeneity and Discriminatory Accuracy (MAIHDA) to Quantitatively Examine Intersectional Workplace Inequities: A Methodological Study

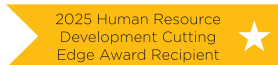
Submission ID: 350

Eunbi Sim, University of Georgia; Youngjin Cho, Virginia Tech; Shinhee Jeong, The University of Texas at Tyler

“If I Don’t, Who Will?”: Narrative Inquiry of Critical Human Resource Development Scholars’ Professional Identity Development

Submission ID: 386

Laura Bierema, University of Georgia; Eunbi Sim, University of Georgia; Joshua Collins, University of Minnesota



(section continued on page 54)

Breakout Sessions C

FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

M Critical HRD (continued) | *National Landing II (Lobby Level)*

A Research-Practice Partnership: Evaluating the Inclusiveness of Employee Training Programs

Submission ID: 29

Ingeborg Kroese, The Open University UK; Will Thalheimer, Work Learning LLC

Reasonable Accommodations in the Workplace: A Scoping Review

Submission ID: 300

Adrienne Taylor, Texas State University

M Organizational Development | *National Landing IV (Lobby Level)*

Integrating Intangible Resources and Capabilities for Sustainability Within HRD:

A Resource-Based View

Submission ID: 264

Sumi Lee, University of Georgia; Seung-hyun (Caleb) Han, University of Georgia

Organizational Effectiveness as Human Resource Development (HRD) Function

Submission ID: 317

Robert Yawson, School of Business, Quinnipiac University; Emmanuel Osafo, Human Capital Office, Internal Revenue Service; Alexander Yawson, Heritage Christian University College; Ivy Johnson-Kanda, School of Public Health & Health Sciences, University of Massachusetts, Amherst

Navigating Organizational Change: Integrating Complex Adaptive Systems

Theory and Community Leadership for Sustainable Transformation

Submission ID: 273

Weixin He, University of Georgia; Henriette Lundgren, University of Georgia

HRD's Role in Corporate Sustainability: Can HRD Really Make a Difference?

Submission ID: 309

Soebin Jang, Augsburg University; Sumi Lee, University of Georgia

Is Human Performance Technology (HPT) Dead? A Conceptual Review of the Current State of the Paradigm

Submission ID: 321

Saul Carliner, Concordia University; Jae Young Lee, Ewha Woman's University

2025 Human Resource
Development Cutting
Edge Award Recipient



Breakout Sessions C

FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

M

AI in HRD | Salon E (First Floor)

Artificial Intelligence: Legal Risks, Regulations, and Implications for HRD

Submission ID: 379

Shyamal Pandya, Texas A & M University; Supritha Kannan, Louisiana State University; Noeline Gunasekara, Texas A&M University

Generative Artificial Intelligence in Instructional System Design

Submission ID: 383

2025 Human Resource
Development Cutting
Edge Award Recipient



Dae Seok Chai, Texas A&M University; Heesun Kim, Texas A&M University; Kyung Nam Kim, Texas A&M University; Yob Ha, Texas A&M University; Simon Shin, Texas A&M University; Seung Won Yoon, Texas A&M University

Exploring the Intersection of AI and DEI in Learning and Development:

A Bibliometrics and Scoping Review

Submission ID: 333

S. Pil Kang, University of New Mexico; Seung-hyun (Caleb) Han, University of Georgia; Eunjung Grace Oh, University of Illinois Urbana-Champaign

What Does Artificial Intelligence Mean for HR Practitioners? Insights from Structural Topic Modeling and Path Analysis with Topic Moderators

Submission ID: 400

Sangok Yoo, The University of Texas at Tyler; Kim Nimon, The University of Texas at Tyler; Soebin Jang, Augsburg University; Amanda Legate, The University of Texas at Tyler

Gamification in Virtual Human Resource Development:

A Quantitative Study on Employee Motivation and Engagement

Submission ID: 296

Manasseh Abijah, Hood College, Doctoral Program

M

Career Development | Salon F (First Floor)

The Factors Affecting Employability of Female and Male Managers:

A Multinomial Logistic Regression Analysis

Submission ID: 320

Jiyoung Kim, Ewha Womans University; Yoonhee Park, Ewha Womans University

(section continued on page 56)

Breakout Sessions C

FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

M

Career Development (continued) | *Salon F (First Floor)*

Development and Validation of a Career Crafting Scale for Young Adults

Submission ID: 483

*Yuyeon Choi, Yonsei University; Jieun You, Valdosta State University;
Jinsook Kim, Pusan National University*

A Quarter-Century Bibliometric Analysis of Mentoring and Coaching: Gender Dynamics, Trends, and Implications for Organizational Development

Submission ID: 254

Hoda Shirazi, Texas A&M University-PhD Student; Jean Madsen, Professor

Challenges and Opportunities in a Cross-Cultural Mentoring; A Qualitative study

Submission ID: 125

*Shuaib Ahmed Soomro, Aix-Marseille Univ, CERGAM, IAE Aix-Marseille, Aix-en-Provence;
Amanullah Phulpoto, Aix-Marseille Univ, CERGAM, IAE Aix-Marseille, Aix-en-Provence; Hiba
Gazi, Aix-Marseille Univ, CERGAM, IAE Aix-Marseille, Aix-en-Provence*

M

Health Professions Insights | *National Landing I (Lobby Level)*

Workplace Violence Prevention and Human Resource Development: A Literature Review

Submission ID: 464

*John Haymore, Troy University; Judy Sun, The University of Texas at Tyler; Dennis Barber,
East Carolina University*

Internationally Educated Nurses' Experiences from the Lens of Psychological Capital

Submission ID: 45

Alma Robles, The University of Texas at Tyler; Yonjoo Cho, The University of Texas at Tyler

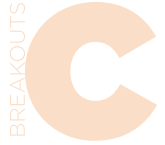
Non-Clinical Healthcare Professionals' Feedback Seeking: Peer or Supervisor?

Submission ID: 211

*Oleksandr Tkachenko, University of New Mexico; Abigail R. Ortiz, University of New Mexico;
Yan Chen, University of Nevada, Las Vegas*

(section continued on page 57)

Breakout Sessions C



FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

M

Health Professions Insights (continued) | *National Landing I (Lobby Level)*

Enhancing Data Reliability: Introducing alphaTAD to Diagnose Low Coefficient Alpha

Submission ID: 426

Wesley Wilson, The University of Texas at Tyler; Kim Nimon, The University of Texas at Tyler; Kelechi Mmuobuike, The University of Texas at Tyler

An Innovative Approach to Multidisciplinary Hospital-Wide Invitation-Based Training: Côte d'Ivoire National Cancer Center Project

Submission ID: 11

Jiyoung Han, Education & Training Team, National Cancer Center, South Korea; Kang Mee Joo, Center for Liver and Pancreatobiliary Cancer, National Cancer Center, South Korea; Sarang Lee, International Cooperation Working Group, Office of Public Relations and Collaboration, National Cancer Center, South Korea; So-Youn Jung, Center for Breast Cancer, National Cancer Center, South Korea; Chong Woo Yoo, Department of Pathology, National Cancer Center, South Korea

PD Non-Refereed Professional Development Workshop | *Pentagon (First Floor)*

Reviewer Training Workshop

Submission ID: 446

Thomas Garavan, University College Cork; Rajashi Ghosh, Teachers College, Columbia University; Stefanos Nachmias, Nottingham Trent University; Oliver Crocco, Louisiana State University

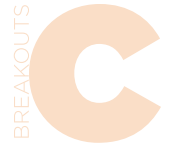
PD Non-Refereed Professional Development Workshop | *Salon D (First Floor)*

What's It Like to Be X: An Innovative Approach to Equip HRD Professionals for Strategic Impact

Submission ID: 227

Anand Jain, Teachers College, Columbia University

Breakout Sessions C



FRIDAY, FEBRUARY 21 | 9:15 – 10:45 AM

F Non-Refereed FOCUS Session | *Alexandria (Second Floor)*

If Culture Is “The Software of the Mind,” Who or What Is the Programmer? Exploring the Causation of HRD and Culture

Submission ID: 90

Greg Wang, The University of Texas at Tyler; Harold Doty, The University of Texas at Tyler; Chun-Yu Lin, National Taipei University; Chung-Kai Huang, National Taipei University of Business; Hui-Ling Tung, Da-Yeh University

F Non-Refereed FOCUS Session | *Rosslyn 1 (Lobby Level)*

The Role of HRD in Women Becoming Leaders: Identity Development Across Sectors and Regions

Submission ID: 52

Yoshie Nakamura, The George Washington University; Maria Cseh, The George Washington University

F Non-Refereed FOCUS Session | *Salon G (First Floor)*

HRD Is Our Superpower: Perspectives from University Administrators

Submission ID: 177

Holly Hutchins, University of North Texas; Julie Gedro, Empire State College; Carole Elliott, Sheffield University Management School; Torrence Sparkman, Rochester Institute of Technology; Diane Chapman, North Carolina State University

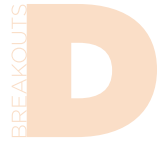
F Non-Refereed FOCUS Session | *National Landing III (Lobby Level)*

Advancing Action Learning Theory: Role of HRD in Business Education

Submission ID: 452

Amee McDonald, University of Minnesota

Breakout Sessions D



FRIDAY, FEBRUARY 21 | 2:45 – 3:45PM

P Poster Sessions D | *Skyview (First Floor)*

Planned Missing Data Collection and Analysis in HRD Studies

Submission ID: 410

Stephen Taylor, The University of Texas at Tyler

Shattering the Bamboo Ceiling: Reverse Mentoring as a Conduit to Workplace Diversity

Submission ID: 324

Sanghamitra Chaudhuri, Temple University; Ridhi Arora, O.P Jindal Global University; Karen Johnson, University of North Texas

Beyond Organizational Culture: Impact on Organization Performance Through ESG Contribution

Submission ID: 337

Jin Lee, Global Prodigy Academy; Hyejee Jang, IMG Academy

Undergraduate Students' Utilization of ChatGPT for Career Development: A Mixed-Methods Study

Submission ID: 63

Viktoria Loidl, University of Illinois Urbana-Champaign; Yaning Cao, University of Illinois Urbana-Champaign

A Less Trodden Path for Growing Together: An Integrative Review on Social Support

Submission ID: 313

Kyung Nam Kim, Texas A&M University; Mihee Park, Auburn University; Jeongsan Hwang, University of Illinois at Urbana-Champaign; Chung Eun Kim, CJ; Seung Won Yoon, Texas A&M University

Psychometric Investigation of the Perceived Organizational Support Scale Using the Rasch Analysis in the Korean Context

Submission ID: 68

Woocheol Kim, KOREATECH; Eric Sungwon Shin, Gyeonggi Academy of Foreign Languages; Jiwon Park, KOREATECH; Hyunjeong Jo, KOREATECH; Wonseok Kang, KOREATECH; Yein Yu, Research Institute for HRD Policy; Hyemi Hwang, KOREATECH

FRIDAY, FEBRUARY 21 | 2:45 – 3:45PM

P Poster Sessions D | *Skyview (First Floor)*

Shaping Leadership: The Identity Development of Japanese Women Entrepreneurs

Submission ID: 17

Yoshie Nakamura, The George Washington University; Mayuko Horimoto, Toyo University

Fostering Future Leadership in Decentralized and Remote Work Settings

Submission ID: 413

SARA NAIM, Al Akhawayn University; Jeong-Ha Yim, Al Akhawayn University

Developing Leadership Talent for Sustainable Organizational Success in the Public Sector

Submission ID: 415

Halimah Hathah, The Pennsylvania State University

Challenges Facing Leadership Practices in Managing the Multigenerational Workforce: Moroccan Organizational Context

Submission ID: 421

Oumaima Tati, Al Akhawayn University; Jeong-Ha Yim, Al Akhawayn University

Informal Leadership from Sustainable Career Perspective: Systematic Review

Submission ID: 424

Ning Zulauf, University of Illinois Urbana-Champaign; Yoon-Jeong Jane Won, University of Illinois Urbana-Champaign

Capacity Building and Artificial Intelligence: What Matters in Organizations?

Submission ID: 348

Consuelo Waight, University of Houston; Tania Nery-Kjerfve, Francis Marion University; Finda Pedelson, University of Houston; Maria de Lurdes Neves, Instituto Superior de Gestão

Navigating Challenges: The Role of HR Practices in Building Organizational Resilience in the UAE's Private Sector

Submission ID: 354

Nasser Alhamli, The Pennsylvania State University; Farhan Sadique, Kansas State University

Breakout Sessions D



FRIDAY, FEBRUARY 21 | 2:45 – 3:45PM

P Poster Sessions D | *Skyview (First Floor)*

**The Impact of Organizational Trauma on School Leaders:
An Exploratory Quantitative Study**

Submission ID: 431

Tracy Pettis-Jones, Hood College; Nisha Manikoth, Hood College

**Conceptualizing How Artificial Intelligence May be a Friend
or a Foe when Onboarding Immigrants**

Submission ID: 432

Alicia Piechowiak, Groupe Engram; Sami El Ahmadie, Texas A&M University

**Digital Transformation and User Satisfaction in Public Services:
A Sociotechnical Perspective**

Submission ID: 441

Abdullah Alsubaie, The Pennsylvania State University

Mitigating Algorithmic Bias in Recruitment: An HRD Perspective

Submission ID: 455

Khaoula El Fellahi, Al Akhawayn University; Jeong-Ha Yim, Al Akhawayn University

**Advancing Diversity and Equity in Apprenticeships: A Comprehensive Study to Identify
Barriers for the Success of Minorities in Apprenticeships**

Submission ID: 340

*Nicholas D'Antonio, Old Dominion University; Michelle Bartlett, Old Dominion University;
James Bartlett, Old Dominion University*

Learning to Build Resilience to Climate Change: Practices for HRD Professionals

Submission ID: 365

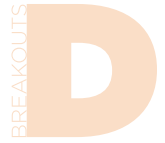
*Jessica Hinshaw, George Washington University; Maria Cseh, The George Washington
University*

**A Literature Review on Gig Work through a Critical HRD Lens: Focusing on Articles from
2015 to 2024**

Submission ID: 374

Boram Yu, Yonsei university; Meanseok Ko, Kia Corp.; Wonsup Chang, Yonsei university

Breakout Sessions D



FRIDAY, FEBRUARY 21 | 2:45 – 3:45PM

P Poster Sessions D | *Skyview (First Floor)*

How Do Guides in Privately Held Homes in the British Isles Learn Their Jobs?

Submission ID: 372

Meg Fitzgerald-Sisk, University of Minnesota

Breaking the Time Barrier: Overcoming Constraints to Professional Development in Three Industries

Submission ID: 378

Salim Elfahim, The University of Texas at Tyler; Tim Murphy, The University of Texas at Tyler; Ginger Vaughn, The University of Texas at Tyler

Transformative Learning—A Guided Conceptual Framework for Trauma-Informed Coaching

Submission ID: 388

Jessica Bickley, Teachers College, Columbia University; Nur Aziz, Teachers College, Columbia University; Letty Garcia, Teachers College, Columbia University

Addressing Workplace Mental Health Through Holistic Interventions: A Focus on Animal Therapy and Cow Cuddling

Submission ID: 385

Ramiro Pesina, The University of Texas at Tyler; Kathrine Huff, The University of Texas at Tyler

Examining Female Engineering Manager's Experiences with Transitioning to Leadership Roles

Submission ID: 292

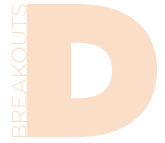
Shoptorshi Rahman, University of Illinois Urbana-Champaign; Bhagyashree Barhate, The University of Southern Mississippi

Examining the Temporal Dynamics of Job Satisfaction and Workplace Burnout: A Random Intercepts Cross-Lagged Panel Model Approach

Submission ID: 401

Joey Oliveira, The University of Texas at Tyler

Breakout Sessions D



FRIDAY, FEBRUARY 21 | 2:45 – 3:45PM

M Organizational Development | *National Landing IV (Lobby Level)*

Agents of Change: Unleashing Collective Power in the Entrepreneurial Ecosystem

Submission ID: 197

Sarah Ray, George Washington University

Nested Hierarchies and Multi-Level Interventions in Organizations: A Comprehensive Approach to Organizational Change

Submission ID: 319

Robert Yawson, Quinnipiac University; Lily Yarney, Department of Public Administration and Health Services Management, University of Ghana Business School, Legon; Amy Paros, School of Business, Quinnipiac University

Unlocking Organizational Potential: An Integrative Literature Review of High-Potential Employee Identification and Development

Submission ID: 32

Simon Shin, Texas A&M University

M Women's Career Development | *Salon E (First Floor)*

Theorizing Black American Women As Leaders: Entering to Lead in the White Space

Submission ID: 8

Marilyn Y. Byrd, University of Oklahoma

Women's Career Interruptions before and during COVID-19: A Research Update

Submission ID: 294

Hoda Shirazi, Texas A&M University-PhD Student; Jia Wang, Texas A&M University

Female Self-Initiated Academic Expatriates' Organizational Commitment to the U.S. Public Research University in STEM Fields

Submission ID: 96

Yaning Cao, University of Illinois Urbana-Champaign

Breakout Sessions D



FRIDAY, FEBRUARY 21 | 2:45 – 3:45PM

M

AI in HRD | *Salon F (First Floor)*

AI-Powered HRD Analytics: A Machine Learning Approach to Understanding Organizational Dynamics

Submission ID: 203

MinJeong Seo, University of Minnesota; Hunmin Lee, University of Minnesota; Sehoon Kim, University of Minnesota

A Bibliometric Analysis of Human Resource Development and Artificial Intelligence: A Quarter-Century Review

Submission ID: 255

Mohammad Reza Sadeghi, PhD Student; Neda Jalaliyoon, University Technology-Malaysia (UTM); Hoda Shirazi, Texas A&M University-PhD Student

How a Generative AI Chatbot Supports Learner-Controlled Training

Submission ID: 353

Ethan Li, University of Minnesota

2025 Human Resource
Development Cutting
Edge Award Recipient



M

International HRD | *National Landing II (Lobby Level)*

A Longitudinal Investigation of Antecedents Formal Training Implementation by Firms in Russia: Socio-Technical Systems and Financial Slack Theories Perspective

Submission ID: 359

Thomas Garavan, University College Cork; Pavel Travlin, Laboratory for Labour Market Studies; Lopatina Marina, Laboratory for Labour Studies; Fergal O'Brien, University of Limerick

Organizational Structure: A Case Study of Iraqi SMEs

Submission ID: 316

Sami Jabarkhail, American University of Iraq, Baghdad; Abbas Hashim Abdulsalam Al-Ani, American University of Iraq – Baghdad (AUIB); Aasir Abdulsahib Hasan Al-Makhzoomi, American University of Iraq – Baghdad (AUIB); Faisal Ehsan Rasheed Al-Badri, American University of Iraq – Baghdad (AUIB); Omar Awad Mohammed Al-Tameemi, American University of Iraq – Baghdad (AUIB); Sally Jameel Saifallah Al-Talabane, American University of Iraq – Baghdad (AUIB)

Structural Relationships Among Work Grit, Career Identity, Job Satisfaction, and Innovative Work Behavior: Focusing on Korean Employees

Submission ID: 229

Jiyoung Kim, KOREATECH; Hyunjeong Jo, KOREATECH; Minyoung Lee, TND Communication Institute; Woocheol Kim, KOREATECH

Breakout Sessions E



FRIDAY, FEBRUARY 21 | 4:00 – 5:30PM

P Poster Sessions E | *Skyview (First Floor)*

Exploring Social Capital in Organizations through Social Network Analysis: An Integrative Literature Review

Submission ID: 462

Yob Ha, Texas A&M University; Kyung Nam Kim, Texas A&M University; Sumi Lee, University of Georgia; Mihee Park, Auburn University

From Personal Values to Professional Achievements: An Exploration of Subjective Pathways to Objective Career Success

Submission ID: 434

Maral Khanjani, University of Minnesota; Sehoon Kim, University of Minnesota

Unveiling the Entrepreneurial Spirit: Moroccan Women's Journey to Business Readiness

Submission ID: 444

Siham Lekchiri, Western Carolina University (UNC); David Hayes, Africa Business School; Nada Rih, Africa Business School

Exploring Inclusive Leadership: Evolving Concepts, Leadership Competencies, and Implications for Human Resource Development

Submission ID: 439

Jaehee Noh, Seoul National University; Mihee Park, Auburn University

Leadership Development and Human Capital Development Contribution in Community Banks

Submission ID: 447

Jason Dean, Texas A&M University

An Integrative Literature Review of Middle Eastern and African Women's Leadership Challenges

Submission ID: 465

Hoda Shirazi, Texas A&M University-PhD Student; Beryl Lamptey-Jahara, Texas A&M University-PhD Student; Seung Won Yoon, Texas A&M University

The Structural Relationship among Self-Perceived Employability, Emotional Intelligence, Career Decision-Making Self-Efficacy, and Career Adaptability of Undergraduate Students

Submission ID: 476

Shin Hee Park, University of Georgia

Breakout Sessions E



FRIDAY, FEBRUARY 21 | 4:00 – 5:30PM

P Poster Sessions E | *Skyview (First Floor)*

10 years (2014-2023) Research Trends on Strategic Leadership in South Korea

Submission ID: 484

Yujin Kim, Sangji University

Faculty Job Satisfaction Definitions, Theories, and Research Methods: A Foundation for Future Research to Enhance Performance

Submission ID: 433

Kimberly Grainger, North Carolina State University; James Bartlett, Old Dominion University

Stop the Brain Drain: A Higher Education Autoethnographic Change Study Using a Soft Systems Approach

Submission ID: 435

Danny Darden, The University of Texas at Tyler; Angela Nunez, The University of Texas at Tyler; Fan Shen, The University of Texas at Tyler; Rob Carpenter, The University of Texas at Tyler; Ginger Vaughn, The University of Texas at Tyler; Tim Murphy, The University of Texas at Tyler

Examining the Role of NHRD at the Interface of Artificial Intelligence and Universal Basic Income

Submission ID: 278

Brandy Dial, The University of Texas at Tyler; Rob Carpenter, The University of Texas at Tyler

Exploring Performance in Human-AI Teams: A Systematic Literature Review of Team-Related Research

Submission ID: 471

Sanket Patole, The University of Texas at Tyler; Rose Baker, University of North Texas

Augmented Peak Experiences: Exploring the Role of GenAI Usage in Knowledge Workers' Work-Related Flow and Productivity Using Job Demands-Resources Theory

Submission ID: 487

Katya Matusevich, Barry University; Heidi Whitford, Barry University

Breakout Sessions E



FRIDAY, FEBRUARY 21 | 4:00 – 5:30PM

P Poster Sessions E | *Skyview (First Floor)*

**Exploring Skill and Competency for HR/People Analytics:
Text Mining Approach with Application of Multi-Agent LLM**

Submission ID: 488

*Chungil Chae, Wenzhou-Kean University; Sookyong Lee, Wenzhou-Kean University;
Dixin Guo, Wenzhou-Kean University; Jing Dai, Wenzhou-Kean University; Zhipeng Chen,
Wenzhou-Kean University*

**Inclusive Leadership's Impact on Empowerment Through a Power Lens:
A Scoping Literature Review**

Submission ID: 405

*Ryan Lloyd, The George Washington University; Daphne Pee, The George Washington
University; Yoshie Nakamura, The George Washington University*

**Resilience and the Pursuit of Higher Education:
A Case Study of Undocumented DACA Students in South Texas**

Submission ID: 451

Estevan Vasquez, Alvin Community College

**Linguistics Profiling of Non-Native English-Speaking Employees in U.S. Organizations:
Acceptance, Performance Perception, and Career Development in Relation to
Communication Competence and Accent (A Mixed -Method Study)**

Submission ID: 467

*Adetutu Fabusoro, University of Illinois Urbana-Champaign;
Jessica Li, University of Illinois Urbana-Champaign*

**Deep Canvassing: Exploring a Methodology to Counter Prejudice and Diversity
Resistance in HRD Settings**

Submission ID: 481

Savanna Lyons, Teachers College, Columbia University

**Informal Learning for Current and Longer-Term Employability: Insights from Actual
Learning Logs**

Submission ID: 398

Samira Karim, Concordia University; Saul Carliner, Concordia University

Breakout Sessions E



FRIDAY, FEBRUARY 21 | 4:00 – 5:30PM

P Poster Sessions E | *Skyview (First Floor)*

Work Cognition, Work Intention, and Passion in Supply Chain Management

Submission ID: 402

Stephen Taylor, The University of Texas at Tyler

Enhancing Teacher Training and Development in Saudi Arabia: Addressing Quality Challenges and Aligning with Vision 2030

Submission ID: 403

Shoaa Aljohani, Shoaa Aljohani

The Effect of Diversity, Equity, & Inclusion Training on Productivity and Turnover Rates Within Workplace

Submission ID: 482

Kimia Carter, Texas A&M University-PhD Student; Aynur Charkasova, Texas A&M University

Comparing Employee Engagement Across Generations In Oman's Private Sector

Submission ID: 425

James Rajasekar, Associate Professor, Morningside University; Al-Asfour Ahmed, Professor; Nabhan Al Kharusi, CEO of Extra Miles and HR Factory

Artificial Intelligence and Employee Engagement

Submission ID: 458

Amin Alizadeh, The University of Southern Mississippi; Deepu Kurian, UT School of Public Health San Antonio

An Integrative Literature Review on Men's Health and Well-Being Engagement in the Workplace and Implications for HRD

Submission ID: 459

Peter James Ehimika, PhD Student

Unpacking the Essence of Meaningful Work: A Grounded Theory Approach to Employee Perception and Experience

Submission ID: 463

Jeong-Ha Yim, Al Akhawayn University

Breakout Sessions E

FRIDAY, FEBRUARY 21 | 4:00 – 5:30PM

M Engagement in the Workplace | *National Landing IV (Lobby Level)*

The Effects of Job Characteristics and Psychological Capital on Innovative Work Behavior in Organizations: Focusing on the Mediating Roles of Challenge Stressor, Employee Engagement, and Knowledge Sharing

Submission ID: 288

Hyunjeong Jo, KOREATECH; Hyeun Lee, KOREATECH; Youngeun Wee, Korea Polytechnics; Woocheol Kim, KOREATECH

An Exploration of Trauma and Employee Engagement

Submission ID: 246

Geo Hernandez, Florida International University

The Effects of Fun and Organizational Culture on Employee Engagement

Submission ID: 170

Lacey Logan, Valparaiso University; Harold Doty, The University of Texas at Tyler

Sustaining Life Domains Synchrony – Lessons from Those Who Care

Submission ID: 344

Ana Carolina Rodriguez, University of Minnesota

The Effect of Adhocracy Culture and Burnout on Job Satisfaction: Moderated Mediation Effect of MZ Generation

Submission ID: 136

MinJeong Seo, University of Minnesota; Suhyung Lee, Stephen F Austin State University

M Professional Identity | *National Landing I (Lobby Level)*

Racial Equity and Antiracism Activism in Higher Education: Implications for the Field of Human Resource Development

Submission ID: 473

Stephanie Sisco, University of Minnesota; Nicole Dillard, University of Minnesota; Joshua Collins, University of Minnesota

Critical Race Theory and International Students in Higher Education: Research Trends Based on Bibliometrics and Scoping Review

Submission ID: 382

Dae Seok Chai, Texas A&M University; Seung-hyun (Caleb) Han, University of Georgia; Christina Yao, University of South Carolina

2025 Human Resource
Development Cutting
Edge Award Recipient



(section continued on page 70)

Breakout Sessions E



FRIDAY, FEBRUARY 21 | 4:00 – 5:30PM

M

Professional Identity | *National Landing I (Lobby Level)*

A Framework for Black Employers and Community Anchor Institutions Development: An Emergent Conceptual Development from a Grounded Theory HRD Case Study

Submission ID: 84

Dane Verret, University of Minnesota

2025 AHRD Graduate Student Outstanding Paper Award Recipient



Exploring Post-Traumatic Oppression Syndrome and Its Impact on Workplace Behavior Among People of Color

Submission ID: 478

Roosevelt Morgan, The University of Southern Mississippi; Bhagyashree Barhate, The University of Southern Mississippi

LGBT Professionals in East Asia: HRD's Role in Navigating Contextual Challenges

Submission ID: 225

Yan Xue, University of Minnesota; Hyerim Cho, University of Minnesota; Joshua Collins, University of Minnesota

M

Leadership Development | *Salon E (First Floor)*

Leading in a VUCA World: Strategies for Success

Submission ID: 331

Holly Jackson, Virginia Commonwealth University; Robin Hurst, Virginia Commonwealth University; Lauren Mortensen, Virginia Commonwealth University; Melissa Yancey, Virginia Commonwealth University

The Relationship between Empowering Leadership and Organizational Citizenship Behavior: The Role of Psychological Ownership and Impression Management

Submission ID: 73

Sunyoung Park, Louisiana State University; JiHyun Shim, Sookmyung Women's University

The Impact of Differentiated Empowering Leadership on Knowledge Hiding Among the Millennials and Generation Z: The Mediating Effect of Knowledge-Based Psychological Ownership and the Moderated Mediation Effect of Task Interdependence

Submission ID: 104

Li Zhaoqi, Gachon University; Sung Jun Jo, Gachon University

(section continued on page 71)

Breakout Sessions E



FRIDAY, FEBRUARY 21 | 4:00 – 5:30PM

M Leadership Development (continued) | Salon E (First Floor)

How Does a CEO Influence TMT Employee Engagement?

Submission ID: 142

Wafa Damlaj, The University of Texas at Tyler; Matthew Hurtienne, Concordia University; Laura Hurtienne, Concordia University

The Role of Compassionate Leadership in Predicting Employee Engagement: The Influencing Role of Job Clarity and Implications for Human Resource Development

Submission ID: 183

Ryan Lauerma, University of Louisville; Brad Shuck, University of Louisville; Jason Immekus, University of Louisville

M Women's Career Development | Salon F (First Floor)

Understanding Career Decision-Making: A Study of Korean Female Students Through the Lens of the Career Self-Management Model

Submission ID: 101

Yoon-Je Women in the International Workspaces Illinois Urbana-Champaign; Eunjung Grace Oh, University of Illinois Urbana-Champaign; Jeeyon Paek, Ewha Womans University

“Cross-Cultural Issues and Pedagogical Innovation: The Impact of Cultural Exchange Program (TEA) on Female Educators in Pakistan”

Submission ID: 335

Saba Latif, Government College University, Faisalabad

A Multi-Level Intersectional Analysis of Muslim Women Career Development in Western Countries: A Systematic Literature Review

Submission ID: 127

Omaima Hajjami, PhD Student; Petra Robinson, Louisiana State University

Work-life Balance of Vietnamese Female Faculty in Higher Education Institutions: A Phenomenological Study

Submission ID: 479

Huyen Nguyen, Texas A&M University

Conforming or Resisting: Thai Women's Leadership Labyrinth Amidst the Double Bind of Personality and Appearance

Submission ID: 106

Nana Wijitprapai, Imperial College London; Jamie Callahan, Durham University

Breakout Sessions E

FRIDAY, FEBRUARY 21 | 4:00 – 5:30PM

F Non-Refereed FOCUS Session | *Alexandria (Second Floor)*

Demystifying Mediation: A Guide to Robust HRD Research

Submission ID: 261

Sehoon Kim, University of Minnesota; Sangok Yoo, The University of Texas at Tyler; Shinhee Jeong, The University of Texas at Tyler; Myungjung Shim, University of Minnesota

F Non-Refereed FOCUS Session | *Salon D (First Floor)*

HRD in Partnership with STEM Disciplines: Opportunity for Research and Funding

Submission ID: 51

Jill Zarestky, Colorado State University; Dae Seok Chai, Texas A&M University

F Non-Refereed FOCUS Session | *National Landing III (Lobby Level)*

Breaking New Ground: Raising the Bar in HRD Evaluation

Submission ID: 224

Darlene Russ-Eft, Purdue University

F Non-Refereed FOCUS Session | *Pentagon (First Floor)*

What Makes Team Performance Effective: Directions for HRD Research and Teaching

Submission ID: 236

Meera Alagaraja, Texas A&M University; Michael Beyerlein, Texas A&M University

F Non-Refereed FOCUS Session | *Roslyn 1 (Lobby Level)*

A Retrospective from 2055, What Did it Take to Get Our Organizations Ready for the Promise of Artificial Intelligence?

Submission ID: 245

Benjamin Jooste, Teachers College, Columbia University; Simi Lawoyin, Teachers College, Columbia University

Breakout Sessions F



SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

P Poster Sessions F | *Skyview (First Floor)*

Strategic Talent Incubation in Taiwan’s Semiconductor Industry: A Hybrid Approach of Bibliometric and Social Network Analysis

Submission ID: 327

Yu-Ling Chang, National Taiwan Normal University

Exploring the Synergy Between Human Resource Development and Community Development: Case Studies from Indonesia

Submission ID: 114

Meytty Pattikawa, Texas A&M University; Lamberthus Lokollo, Universitas Pattimura

Indigenous Research in Southeast Asia: Conceptualizing Ethical Principles for Collaborative Empirical HRD Research

Submission ID: 116

Henriette Lundgren, University of Georgia; Oliver Crocco, Louisiana State University; Jennifer Park, University of North Carolina Wilmington; Roziah Mohd Rasdi, Universiti Putra Malaysia; Dawisa Sritanyarat, NIDA Bangkok; Jenni Jones, University of Wolverhampton

Exploring the Emergence of Shared Leadership: Key Dynamics and Practical Insights from the Aggies Invent Project

Submission ID: 194

Yob Ha, Texas A&M University; Angie Dunn, Texas A&M University; Sincerity Holmes, Texas A&M University; Meera Alagaraja, Texas A&M University; Michael Beyerlein, Texas A&M University

Navigating the Battlefield to the Office: Studying Military Leaders Transitioning to Civilian Leadership Roles

Submission ID: 207

Carlos Uresti, Southern Illinois University Carbondale; Radia Lakhssassi, Southern Illinois University Carbondale; Al-Asfour Ahmed, Professor

Secondary School Principals’ Leadership Practices to Improve Students’ Learning in Economically Disadvantaged Communities in East Africa: Implications for HRD

Submission ID: 219

Fouad Elzaatari, George Washington University

Breakout Sessions F



SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

P Poster Sessions F | *Skyview (First Floor)*

**From Personal Values to Professional Achievements:
An Exploration of Subjective Pathways to Objective Career Success**

Submission ID: 257

Maral Khanjani, University of Minnesota

Next Generation Workforce: Strengths-Based Development for Emerging Adults

Submission ID: 262

Renata Scott, The Pennsylvania State University

**From Ethical Leadership to Followers' Self-Leadership
Focused on Ethics: The Mediator and Moderators**

Submission ID: 283

Ruizhu Dai, The University of Southern Mississippi

Emergence of Team Learning Climate in Student-Led Projects Using Video Interaction Analysis

Submission ID: 174

*Xiaoyan Xu, Texas A&M University; Rasha Higgazy, Texas A&M University;
Mia Conrad, Texas A&M University; Meera Alagaraja, Texas A&M University;
Michael Beyerlein, Texas A&M University*

**Employer Branding from the Perspective of Human Resource Development:
A Narrative Review and Future Directions**

Submission ID: 209

*Hyerim Cho, University of Minnesota; Dadang Sunandar, University of Minnesota;
Alexandre Ardichvili, University of Minnesota; Kenneth Bartlett, University of Minnesota;
Ana Carolina Rodriguez, University of Minnesota*

Modeling Intentions to Accept and Learn Artificial Intelligence

Submission ID: 266

*Sehoon Kim, University of Minnesota; Hyejoon Yoon, Korea Research Institute for
Professional Education and Training; Minjung Kim, University of Minnesota; Soyoun Park,
Anyang University; Jungwoo Kim, HRD Korea*

Breakout Sessions F



SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

P Poster Sessions F | *Skyview (First Floor)*

Humanizing the Instructional Design Process: Strategies for Cultivating Care and Collaboration

Submission ID: 347

Haejung Chung, Teachers College, Columbia University

Artificial Intelligence in Coaching: A Scoping Review

Submission ID: 366

Shyamal Pandya, Texas A&M University; Gislene Ferreira dos Reis, Texas A&M University; Armin Pajand, Texas A&M University

Use of Generative Artificial Intelligence (AI) in Instructional Design

Submission ID: 376

Eunjung Grace Oh, University of Illinois Urbana-Champaign; Yunjo An, University of North Texas; Yoon-Jeong Jane Won, University of Illinois Urbana-Champaign

A Comparative Study on How Diversity & Inclusion are Contextualized between the Middle East and North Africa and East Asian Countries and Regions

Submission ID: 159

Naji Alfateh, University of Minnesota; Yan Xue, University of Minnesota; Joshua Collins, University of Minnesota

Historical Barriers and Modern Solutions: A Social Learning Perspective on Mentorship and Black Professionals

Submission ID: 163

Mishael Spears, The George Washington University

Investment in Inclusion: Female Career Trajectories & Recruitment in the Finance Industry

Submission ID: 181

Omniya Mohamed, Texas A&M University; Meytty Pattikawa, Texas A&M University; Taylor Henderson, Texas A&M University

Rethinking Effective Intervention for Women of Color (WOC) through the Lens of Critical HRD: A Literature Review

Submission ID: 195

Gislene Ferreira dos Reis, Texas A&M University; Gertrude Hewapathirana, Knox College, IL.; Rajashi Ghosh, Teachers College, Columbia University

SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

P Poster Sessions F | *Skyview (First Floor)*

Empowering Caregivers: HRD Solutions to Family Responsibility Discrimination in an Evolving Legal Landscape

Submission ID: 285

Brandy Dial, The University of Texas at Tyler; Rob Carpenter, The University of Texas at Tyler; Terasita Cowan, The University of Texas at Tyler; Kathrine Huff, The University of Texas at Tyler

Promoting Organizational Diversity and Support for Latina Women

Submission ID: 200

Rose Santos, Texas A&M University; Bolade Ajayi-Abitogun, Texas A&M University; Mattyna Stephens, Texas A&M University

High School Teachers' Informal Learning Experience in Online Communities: A Case of Zhongshan City, China

Submission ID: 185

Haoshen Liang, The George Washington University; Yoshie Nakamura, The George Washington University

Optimizing E-Learning for Employee Development: Best Practices for HRD

Submission ID: 212

Sarah Gray, Western Carolina University (UNC); Ellen Little, Western Carolina University (UNC); Terencia Strayhorn, Western Carolina University (UNC); Hannah Teague, Western Carolina University; Siham Lekchiri, Western Carolina University (UNC)

Learning Emotions in Workplaces: An Integrative Literature Review

Submission ID: 267

Hyeyoon Jeong, University of Illinois Urbana-Champaign; Hyena Cho, University of Illinois Urbana-Champaign

The Role of Inclusive Climate in Organizational Studies

Submission ID: 86

Sunyoung Park, Louisiana State University; Sohee Park, Inje University

Breakout Sessions F

SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

P Poster Sessions F | *Skyview (First Floor)*

Is all Stress Bad Stress? The Influences of Challenge and Hindrance Stressors on Counterproductive Work Behaviors

Submission ID: 222

Jihye Oh, Azusa Pacific University; Seung-hyun (Caleb) Han, University of Georgia; Soojeoung Han, Yonsei University

Human Capital for Veterans with PTSD: An Integrative Review of Investments

Submission ID: 232

Taylor Rodriguez, Old Dominion University; James Bartlett, Old Dominion University

Work-Life Balance of Working Professionals Enrolled in a Doctoral Degree Program During COVID-19: A Phenomenology Study

Submission ID: 256

Beth Hyatt, The University of Texas at Tyler; Judy Sun, The University of Texas at Tyler

M Team-based Strategies | *National Landing IV (Lobby Level)*

The Relationship Between Team Communication and Team Job Performance: The Sequential Mediating Effects of Team Satisfaction and Team Cohesion

Submission ID: 470

Chan Lee, Seoul National University; Bokmi Park, Seoul National University; Jiyoun Hong, Seoul National University; Heo Woorim, Seoul National University

Leading Groups and Teams: A Systematic Literature Review on Collective Leadership Theories for HRD

Submission ID: 358

John Turner, Texas A&M University; Xiaoyan Xu, Texas A&M University; Lisa Dinh-Trinh, Texas A&M University; Hoda Shirazi, Texas A&M University; Angie Dunn, Texas A&M University

Multilevel Perspective on Agility: An Integrative Review of Relationships between Individual, Group, and Organizational Agility

Submission ID: 161

Dadang Sunandar, University of Minnesota

(section continued on page 78)

Breakout Sessions F

SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

M Team-based Strategies (continued) | *National Landing IV (Lobby Level)*

**Unpacking Friendship in Team Dynamics:
A Systematic Review of Friendship from HRD Perspectives**

Submission ID: 155

*Suhjung Lee, Stephen F Austin State University; Hyerim Cho, University of Minnesota;
Jaekyo Seo, Augustana University*

M Women's Career Development | *National Landing I (Lobby Level)*

**Unmasking Motherhood at Work: An Autoethnography of Becoming a Mother While
Maintaining Full-Time Employment & An Exploration of AHRD's Roles in Advocacy,
Leadership, & Sustained Change for Working Mothers**

Submission ID: 345

Marial Coulter, University of Minnesota

Motherhood in Construction: Glass Walls, Glass Ceilings, and the Leaky Pipeline

Submission ID: 468

*Stacy Kolegraff, California Polytechnic State University, San Luis Obispo; Barbara A. W.
Eversole, Indiana State University; Cindy L. Crowder, Indiana State University*

**The Mediating Effect of Corporate Welfare Satisfaction, Moderated by Working Hours, on
the Relationship Between the Family Size and Job Satisfaction of Working Mothers**

Submission ID: 196

Tae Hong Min, Seoul National University; Chan Lee, Seoul National University

**Situating Multi-level Marketing Within HRD: A Step Towards Exploring a New Sphere of
Gendered Work**

Submission ID: 128

Taylor Cavallo, University of Minnesota

**Women Leaders' Resistance to Their Token Status In the Workplace:
A Typology Development**

Submission ID: 31

*Yonjoo Cho, The University of Texas at Tyler; Jiwon Park, Korea University of Technology
and Education; Sumi Lee, University of Georgia; Jieun You, Valdosta State University;
Sokyum Yoon, SK Telecom*

Breakout Sessions F

SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

M

Manufacturing Insights | *Salon E (First Floor)*

From Gray to Green Transformational Leadership as a Catalyst for Eco-friendly Manufacturing: A Systematic Review of a Paradigm Shift towards Sustainable Innovation

Submission ID: 280

Sara Ebrahimi Lialekol, University of Louisville; Marion Hambrick, University of Louisville; Brad Shuck, University of Louisville

Bridging Manufacturing: Insights from Industry Leaders for Enhanced Human Resource Development

Submission ID: 456

Al-Asfour Ahmed, Southern Illinois University Carbondale

Talent Development for Industry 4.0: A Case of Indian Manufacturing Through DEMATEL Analysis

Submission ID: 23

Kiran Marlapudi, Indian Institute of Technology Roorkee, India

2025 AHRD Graduate Student Outstanding Paper Award Recipient



Using Virtual Reality Simulation to Develop Intercultural Competence in Manufacturing Technician Education

Submission ID: 418

Yeling Jiang, Purdue University Fort Wayne; Kris Acheson-Clair, Purdue University; Andrew Bell, Ivy Tech Community College; Sue Smith, Ivy Tech Community College; David Ely, Ivy Tech Community College; Glen Roberson, Ivy Tech Community College

Learning-Path Strategies of Engineers in Industry 4.0: What Learning Do Their Managers Deem Desirable for Them?

Submission ID: 408

Nhu Quynh, Tilburg University; Rob Poell, Tilburg University

2025 Human Resource Development Cutting Edge Award Recipient



Breakout Sessions F

SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

M

Learning and Knowledge Transfer | *Salon F (First Floor)*

**Nurturing Neurodiversity in the Workplace:
A Preliminary Analysis of an Integrative Literature Review**

Submission ID: 76

Stephen Phung, Concordia University

**Factors Influencing the Workplace Learning and Development of Employees with Autism
Spectrum Disorder: An Integrative Literature Review**

Submission ID: 13

Chris Boldon, University of Minnesota; Jolene Thibedeau Boyd, University of Minnesota

Current State of Work Placements from the Perspective of Learners

Submission ID: 79

Ingy Bakir, Concordia University; Saul Carliner, Concordia University

**Education Middle Managers' Thriving is Predicted by Mindfulness Mediated by
Psychological Capital: Implications for HRD**

Submission ID: 162

Susan Kim, Hart Union High School District; Peter Williams, East Texas A&M University; Mei Jiang, East Texas A&M University; Teresa Farler, East Texas A&M University

M

Psychological Well-Being | *National Landing II (Lobby Level)*

**Empirical Research on Employees' Psychological Well-Being During and Post COVID-19:
A Literature Review**

Submission ID: 138

Tania Hasan, Texas A&M University; Dae Seok Chai, Texas A&M University; Jia Wang, Texas A&M University

Psychological Safety Training in Hazardous Workplaces: A Scoping Literature Review

Submission ID: 443

Angela Kissel, Texas State University

(section continued on page 81)

Breakout Sessions F

SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

M Psychological Well-Being (continued) | *National Landing II (Lobby Level)*

**The Interplay of Political Skill, Psychological Safety, and Workplace Curiosity:
A Multi-Industry Analysis**

Submission ID: 244

Nolan Lovett, NATO Special Operations University; James Bartlett, Old Dominion University

**Exploring Work-Related Rumination and Its Impact on Psychological Well-Being
A Latent Profile Approach**

Submission ID: 49

Yongchan Jeon, Hanyang University; Gyujin Kim, Hanyang University; Jung So young, Hanyang University; Jihoon Song, Hanyang University

PD Non-Refereed Professional Development Workshop | *Pentagon (First Floor)*

Skills Gap Analysis: Helping Organizations Up-Skill and Re-Skill their Workforce

Submission ID: 395

Ronald Jacobs, University of Illinois at Urbana-Champaign

F Non-Refereed FOCUS Session | *Alexandria (Second Floor)*

Managing Emotions: Enhancing Workplace Well-Being and Engagement

Submission ID: 193

Fred Gatty, Virginia Commonwealth University

F Non-Refereed FOCUS Session | *Rosslyn 1 (Lobby Level)*

Queer Leadership and Heteroprofessionalism: Creating Authentically Inclusive Organizations

Submission ID: 247

Geo Hernandez, Florida International University; Julie Gedro, Empire State College; Debaro Huyler, Florida International University; Robert Mizzi, University of Manitoba; Bolivar Nieto, Florida International University; Tonette Rocco, Florida International University

Breakout Sessions F

SATURDAY, FEBRUARY 22 | 8:00 – 9:30AM

F Non-Refereed FOCUS Session | *Salon D (First Floor)*

Human-Centered AI and Modern Pedagogy: Enhancing Virtual Learning and Remote Work

Submission ID: 249

Frederick Nafukho, University of Washington; Vishal Arghode, Gannon University

F Non-Refereed FOCUS Session | *Salon G (First Floor)*

From Proposal to Publication: Practical Tips to Writing (or Editing) a Successful Book

Submission ID: 289

Marcus Ballenger, Palgrave Macmillan; Yonjoo Cho, The University of Texas at Tyler; Oliver Crocco, Louisiana State University; Holly Hutchins, University of North Texas; Darlene Russ-Eft, Purdue University; Jon Werner, University of Wisconsin-Whitewater

PD Non-Refereed Professional Development Workshop | *National Landing III (Lobby Level)*

Developing Critical Thinking Skills in a Small Group: A Problem-Based Learning Approach

Submission ID: 169

Boyung Suh, SIU School of Medicine;

Andrew Sanghyun, SIU School of Medicine; Heeyoung Han, SIU School of Medicine

SATURDAY, FEBRUARY 22 | 9:45 – 11:15AM

P Poster Sessions G | *Skyview (First Floor)*

Collaborative Synergies An Ego-Centric Network Analysis of Cost-Sharing Among Organizations

Submission ID: 370

Walid El Mansour, Texas A&M University; Xiaoyan Xu, Texas A&M University; Heesun Kim, Texas A&M University; Perry Barboza, Texas A&M University; Seung Won Yoon, Texas A&M University

Relationship Between School Goal Structures, Teachers Motivation and Outcomes in Saudi Arabia

Submission ID: 414

Qout Alturi, The Pennsylvania State University

Exploring SMEs' Perceptions and Needs on Foreign Workers: Focus on the Machinery Sector

Submission ID: 118

Heajung Woo, Korea Testing Certification Institute; Taejin Hwang, Korea Testing Certification Institute; Lee Bongsoo, Korea Testing Certification Institute; Hyunjung Woo, Cheongam College

Post-Colonial Leadership Affecting Human Resource Development Practices in The Bahamas

Submission ID: 281

Lisa Knowles, Saint Thomas University; Jason Styles, University of The Bahamas; Kutisha Ebron, Southern New Hampshire University; Anna-Clara Styles, University of The Bahamas; Janet Mckenzie, Royal Bahamas Police Force

Characteristics of Evaluative Feedback Events that Influence Change in Teacher Performance

Submission ID: 295

Paige White, East Texas A&M University; Peter Williams, East Texas A&M University; Katherine Yeager, Abilene Christian University

Collective Leadership Demonstrated by Japanese Women After Natural Disasters

Submission ID: 307

Mieko Kobayashi, Tokyo Woman's Christian University

Competency Framework for Public Leadership Development

Submission ID: 330

Corey Adams, The George Washington University; Emma Duke, The George Washington University

SATURDAY, FEBRUARY 22 | 9:45 – 11:15AM

P Poster Sessions G | *Skyview (First Floor)*

Building Future Leaders: Critical Factors for Successful Implementation of Succession Planning in Eastern Healthcare Cluster Administration in Saudi Arabia

Submission ID: 342

Musaad Alqahtani, The Pennsylvania State University

Meta-Analysis of the Impact of Perceived Organizational Support on Psychological Contract Breach in the Modern Workforce

Submission ID: 279

Walid El Mansour, Texas A&M University; Heesun Kim, Texas A&M University; Frederick Nafukho, University of Washington; Helen Muya, University of Washington

How Does AI Adoption Shape Organizations? Exploring Antecedents and Outcomes Through an Automated Meta-Analysis Using the ITOE Framework

Submission ID: 377

Hosung You, The Pennsylvania State University

Cyberloafing Behaviors among Remote Workers in Multi-Generational Workspaces

Submission ID: 390

Peter Kalejaiye, The University of Southern Mississippi; Quincy Brown, The University of Southern Mississippi; Bhagyashree Barhate, The University of Southern Mississippi; Omaima Hajjami, PhD Student; Sami El Ahmadie, Texas A&M University; Tomika Greer, The University of Houston; Malarvizhi Hirudayaraj, The Rochester Institute of Technology

The Role of Technology in Enhancing Employee Competencies through Human Resource Development (HRD) Interventions in the Digital Era

Submission ID: 391

Yilmaz Sunduz, Purdue University

Redefining Professionalism: How Unnatural Hair Colors, Tattoos, and Hairstyles Impact Queer People of Color at Work

Submission ID: 201

Fern Zaky, The George Washington University; Sarah Ray, George Washington University

SATURDAY, FEBRUARY 22 | 9:45 – 11:15AM

P Poster Sessions G | *Skyview (First Floor)*

An Exploration of Early Career Effects of Participation in a High School African American Studies Course: A Phenomenological Study of Black and African Americans

Submission ID: 228

Jonathan Mason, Hood College

Multigenerational Caregiving: HRD Strategies for Supporting Women in Leadership

Submission ID: 284

Brandy Dial, The University of Texas at Tyler; Rob Carpenter, The University of Texas at Tyler; Rochell McWhorter, The University of Texas at Tyler

The Intersection of Servant Leadership Theory and Diversity, Equity, and Inclusion: A Systematic Literature Review

Submission ID: 260

Shelika Hooker, The University of Southern Mississippi; Heather Miller, The University of Southern Mississippi; Maurine Pace, The University of Southern Mississippi; Casey Maugh Funderburk, The University of Southern Mississippi

Artificial Intelligence for Workplace and Organizational Learning and Development: A Systematic Review

Submission ID: 274

Mohan Yang, Texas A&M University; Rajagopal Sankaranarayanan, University of Texas at Austin

A Research Proposal for Digital Transformation and HRD: A Literature-Based Knowledge Discovery Approach

Submission ID: 489

Chungil Chae, Wenzhou-Kean University; Sookyong Lee, Wenzhou-Kean University; Jiawei Gu, Wenzhou-Kean University; Xuanlun Dai, Wenzhou-Kean University; Zhien Yu, Wenzhou-Kean University; Yang Xiaoxuan, Wenzhou-Kean University; Shen Xiao, Wenzhou-Kean University

Needs Analysis of Women Participants in Reemployment Programs of Public Technical and Vocational Education and Training

Submission ID: 311

Youngeun Wee, Korea Polytechnics; Sungil Lee, Anyang University; Hyunjeong Jo, KOREATECH

SATURDAY, FEBRUARY 22 | 9:45 – 11:15AM

P Poster Sessions G | *Skyview (First Floor)*

Ethics Training and Employee Engagement in Healthcare

Submission ID: 271

Jason Dean, Texas A&M University; Jieun Yi, Texas A&M University

Cultivating Employee Engagement: “It’s Your Birthday!”

Submission ID: 277

Jason Styles, University of The Bahamas; Patsy Wilson, University of The Bahamas; Tanya McCartney, University of The Bahamas; Lisa Knowles, Saint Thomas University; Brigitte Major-Donaldson, University of The Bahamas; Anna-Clara Styles, University of The Bahamas; Kelley Duncanson, University of The Bahamas

Conceptualizing Career Well-being in Human Resource Development: A Review

Submission ID: 299

Jieun Yi, Texas A&M University; Meera Alagaraja, Texas A&M University

The Role of Performance Improvement Plans (PIP) in Promoting Psychological Safety for Female Employees in STEM

Submission ID: 208

Omniya Mohamed, Texas A&M University; Elsa Gonzalez, Texas A&M University

HRD Practitioners that Use Podcasts for Training & Development Strategies

Submission ID: 287

Marice Kelly, Stephen F Austin State University

Developing a Skills-Based Culture: Theory, Strategy, and Future Research Directions

Submission ID: 442

Suzette Jung, The University of Southern Mississippi; Yuting Hou, The University of Southern Mississippi; Jonathan Ruffin, The University of Southern Mississippi; Tyiesha Johnson, The University of Southern Mississippi; Cynthia Habeeb, The University of Southern Mississippi

Breakout Sessions G



SATURDAY, FEBRUARY 22 | 9:45 - 11:15AM

M Engagement in the Workplace | *National Landing IV (Lobby Level)*

Exploration of Salesperson Competencies for Customer Engagement in Selected Home Improvement Retail Organizations in the USA

Submission ID: 357

Farhan Sadique, Kansas State University

Beyond Mainstream HRD: Exploring the Development of Employee Innovative Behavior (EIB) in Closed Governance of Host Institutional System (HIS)

Submission ID: 436

Lalithendra Chowdari Mandava, The University of Texas, Tyler;
Greg Wang, The University of Texas at Tyler

Designing Human-centered Organizations: A Systematic Literature Review with Practical Implications

Submission ID: 12

Viktoria Loidl, University of Illinois Urbana-Champaign

Unveiling the Shadows of Bad Leadership in Teams and Groups: A Scoping Review

Submission ID: 312

Nisansala Bandara, University of New Mexico; Oleksandr Tkachenko, University of New Mexico

M Leadership Development | Salon E (First Floor)

How Spiritual Leadership Drives Work Engagement and Organizational Commitment: Unveiling the Mediating Roles of Sense of Calling and Psychological Ownership

2025 Human Resource Development Cutting Edge Award Recipient

Submission ID: 250

Baekkyoo Joo, Slippery Rock University of Pennsylvania; Sang won Byun, Towson University; Insok Lee, Sogang University; Won-seok Jang, Sogang University

Leader Self-Work for Compassionate Coaching Index (LSCCI): Exploring the Factor Structure and Field Testing, & Implications for HRD

Submission ID: 206

Crystal Roberson, The University of Texas at Tyler; Kim Nimon, The University of Texas at Tyler; Brad Shuck, University of Louisville; Rajashi Ghosh, Teachers College, Columbia University

Breakout Sessions G



SATURDAY, FEBRUARY 22 | 9:45 – 11:15AM

M

Learning and Knowledge in Today's Workplace | *National Landing I (Lobby Level)*

An Ecological Systems Approach to Work and Learning for Work-from-Home Employees During the COVID-19 Pandemic

Submission ID: 70

*Jieun You, Valdosta State University; Jiyong Kim, Myongji University;
Hyewon Park, Community Tech Network*

The Impact of Transformational Leadership on Knowledge Creation: A Serial Mediation of Interpersonal Relationships and Learning Organizations

Submission ID: 381

*Kyung Nam Kim, Texas A&M University; Yob Ha, Texas A&M University;
Shinhee Jeong, The University of Texas at Tyler*

Managers' Role in Facilitating Employee Adaptation to Remote Work: Challenges and Practical Strategies for Effective Management

Submission ID: 56

Olivier Braun, ICN Business School

Surviving the COVID-19 Crisis: A Generic Qualitative Study of Senior-Level Leaders in Texas

Submission ID: 466

Merrilee Prochaska, Texas A&M University; Jia Wang, Texas A&M University

Technology-Enhanced Creativity: A Systematic Review of Workplace Digital Creativity

Submission ID: 404

*Hyerim Riley Kang, University of Illinois Urbana-Champaign;
Sangok Yoo, The University of Texas at Tyler*

M

HRD in the Global Context | *Salon F (First Floor)*

National Human Resource Development in Action: Linking UN Sustainable Development Initiatives with (N)HRD Practices

Submission ID: 214

Tania Hasan, Texas A&M University; Meera Alagaraja, Texas A&M University

Intersecting Identities and Hiring Skilled Migrants: A Conceptual Framework

Submission ID: 168

*Priya Sol Pulickal, Indian Institute of Technology Madras, India;
Rupashree Baral, Indian Institute of Technology Madras, India*

(section continued on page 89)

Breakout Sessions G



SATURDAY, FEBRUARY 22 | 9:45 – 11:15AM

M HRD in the Global Context (continued) | *Salon F (First Floor)*

**Linking Cultural Intelligence to Job Embeddedness:
The Mediating Effect of Intercultural Self-Efficacy**

Submission ID: 363

Yvonne Barnieh, University of Ghana Business School; Daniel Frimpong Ofori, University of Ghana Business School; Majoreen Amankwah, University of Ghana Business School; Eric Delle, University of Ghana Business School

**Global Leadership Development through Natural Language Processing:
A Systematic Review and Its Implications for Human Resource Development**

Submission ID: 94

Supritha Kannan, Louisiana State University; Petra Robinson, Louisiana State University; Aque Mae Manongsong, Louisiana State University

**Leadership Development in the Global South: A Post-Post-Development Perspective for
Sustainable Change through HRD**

Submission ID: 291

Gregory C.F. Dolezal, University of Georgia

PD Non-Refereed Professional Development Workshop | *Rosslyn 1 (Lobby Level)*

So You Think You Want to Be a Chair (or Administrator)? An Exploratory Workshop

Submission ID: 438

Saul Carliner, Concordia University

F Non-Refereed FOCUS Session | *Salon D (First Floor)*

Motivation at Work: Unlocking Peak Performance

Submission ID: 338

*Gabriela Nazario Ramos, Boise State University;
Seth-Aaron Martinez, Boise State University*

Breakout Sessions G



SATURDAY, FEBRUARY 22 | 9:45 - 11:15AM

F Non-Refereed FOCUS Session | *Alexandria (Second Floor)*

**Transforming Health Professions Education:
HRD Approaches to Inclusive and Adaptive Learning**

Submission ID: 396

*Andrew Sanghyun Lee, SIU School of Medicine; Chris Boldon, University of Minnesota;
Jennifer Park, University of North Carolina Wilmington*

F Non-Refereed FOCUS Session | *Salon G (First Floor)*

Discussing Hybrid Style of Work as Future of Work Style

Submission ID: 428

*Adetutu Fabusoro, University of Illinois Urbana-Champaign;
Jessica Li, University of Illinois Urbana-Champaign*

2025 Human Resource Development Cutting Edge Award Recipients

Generative Artificial Intelligence in Instructional System Design

Dae Seok Chai, Heesun Kim, Kyung Nam Kim, Yob Ha, Simon Shin, & Seung Won Yoon

Friday, February 21 | 9:15 – 10:45 a.m.

How a Generative AI Chatbot Supports Learner-Controlled Training

Ethan Li

Friday, February 21 | 2:45 – 3:45 p.m.

How Spiritual Leadership Drives Work Engagement and Organizational Commitment: Unveiling the Mediating Roles of Sense of Calling and Psychological Ownership

Baek-Kyoo Joo, Sang Won Byun, Insok Lee, & Won-Seok Jang

Saturday, February 22 | 9:45 – 11:15 a.m.

Learning-Path Strategies of Engineers in Industry 4.0: What Learning Do Their Managers Deem Desirable for Them?

Nhu Quynh & Rob Poell

Saturday, February 22 | 8:00 – 9:30 a.m.

Is Human Performance Technology (HPT) Dead? A Conceptual Review of the Current State of the Paradigm

Saul Carliner & Jae Young Lee

Friday, February 21 | 9:15 – 10:45 a.m.

Critical Race Theory and International Students in Higher Education: Research Trends Based on Bibliometrics and Scoping Review

Dae Seok Chai, Seung-hyun (Caleb) Han, & Christina Yoo

Friday, February 21 | 4 – 5:30 p.m.

“If I Don’t, Who Will?”: Narrative Inquiry of Critical Human Resource Development Scholars’ Professional Identity Development

Laura Bierema, Eunbi Sim, & Joshua Collins

Friday, February 21 | 9:15 – 10:45 a.m.

The Nature of the Human Resource Development Research-Practice Gap: An Analysis of Professional and Academic Literature 1990 to 2022

Ying Feng & Kenneth Bartlett

Thursday, February 20 | 3:45 – 5:15 p.m.

Exploring Arts-Based Research in HRD: Innovations, Challenges, and Future Directions

Beixi Li

Thursday, February 20 | 3:45 – 5:15 p.m.

2025 AHRD Graduate Student Outstanding Paper Award Recipients

A Framework for Black Employers and Community Anchor Institutions Development: An Emergent Conceptual Development from a Grounded Theory HRD Case Study

Dane Verret

Friday, February 21 | 4 – 5:30 p.m.

Talent Development for Industry 4.0: A Case of Indian Manufacturing Through DEMATEL Analysis

Kiran Marlapudi

Saturday, February 22 | 8:00 – 9:30 a.m.

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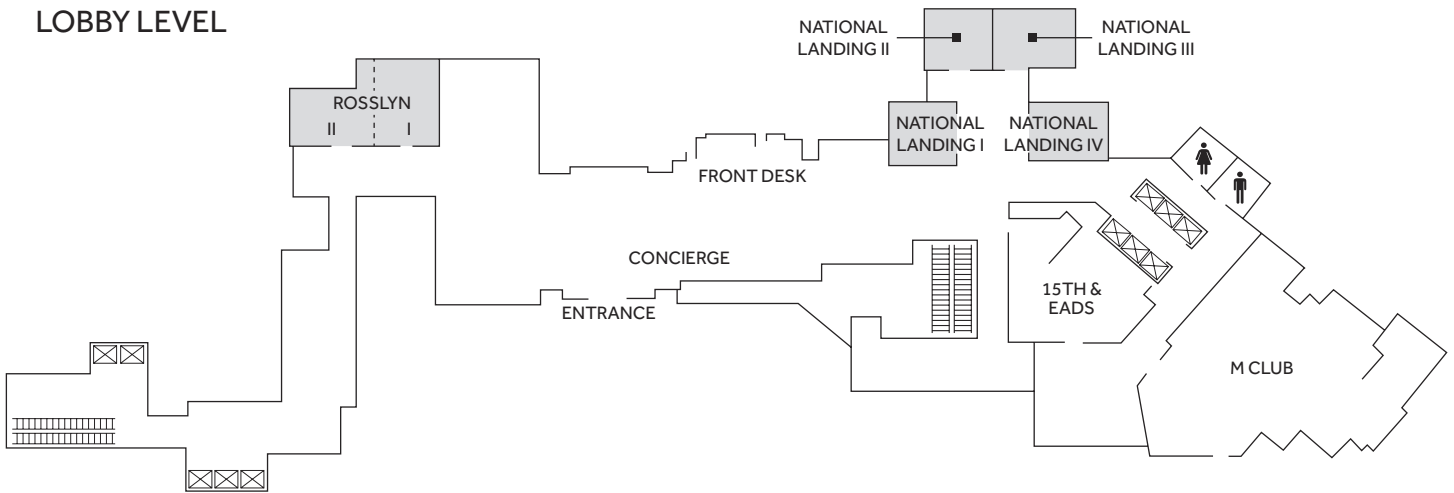
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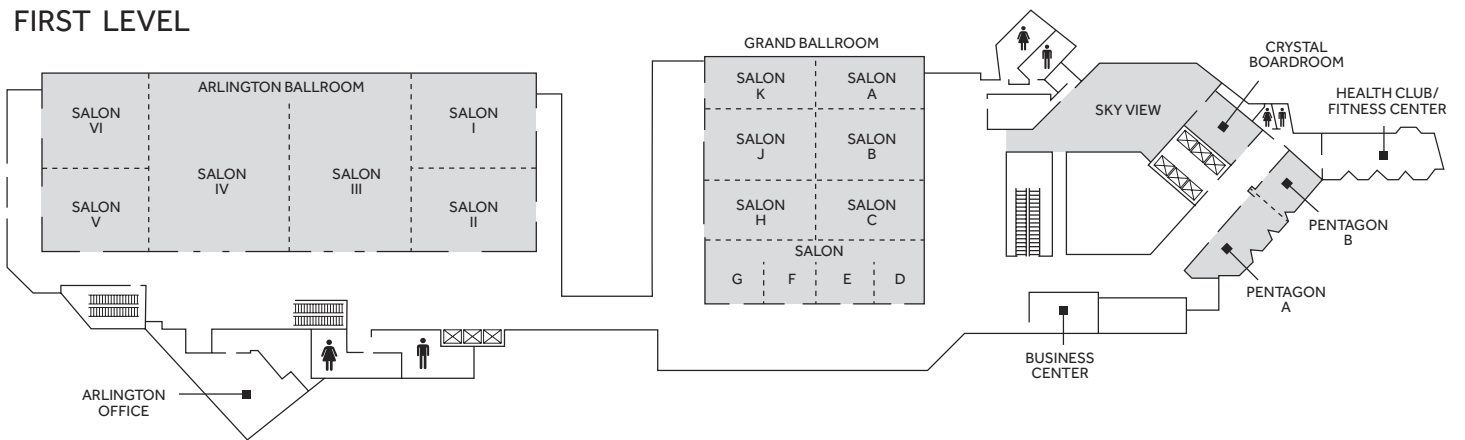


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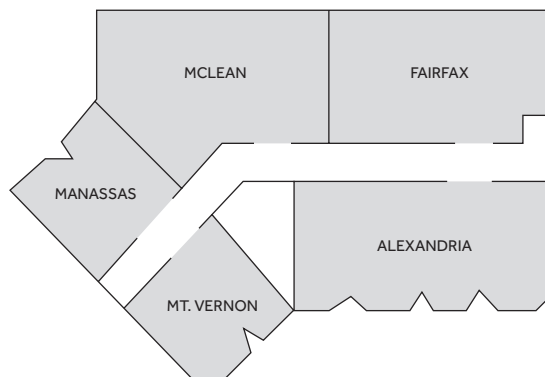
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