

INTERNATIONAL CONFERENCE ON MANAGEMENT OF INNOVATION AND ENTREPRENEURSHIP

Conference Theme

PARALLEL TRANSFORMATIONS:

Responding to the AI Revolution and Global Crises through innovation and Entrepreneurship

Special Track Proposal

Track Title <i>Please provide a concise and engaging title for the proposed track</i>	Innovating Human Resource Management in Disruption Times: Digital HR, AI, and People Analytics for adaptive and resilient Organizations
Track Description <i>Please provide a detailed description of the proposed track (approximately 800–1,000 words), outlining:</i> • Motivation and relevance of the track; • Key research challenges and emerging issues addressed • Track's contribution to the conference theme • Examples of topics and research questions that would fit within the track	The accelerating convergence of technological disruption, global crises, and evolving societal expectations is profoundly reshaping how organizations manage, develop, and engage their human capital. The emergence of artificial intelligence (AI), the diffusion of digital technologies, and the increasing availability of workforce data are transforming Human Resource Management (HRM) from a traditionally administrative function into a strategic driver of innovation, organizational adaptability, and long-term competitiveness. At the same time, organizations are facing persistent challenges arising from economic uncertainty, geopolitical instability, climate-related disruptions, and rapidly changing labor markets. In this context, the ability to develop resilient leaders, workforces, and organizations has become a critical priority. Yet technological transformation and organizational resilience should not be considered as separate challenges. Organizations are increasingly relying on AI and digital technologies to improve their capacity to anticipate, respond to, and learn from disruption, while the adoption of these same technologies creates new forms of organizational change that must themselves be managed. This interplay raises a central question for contemporary HRM research: under what conditions can AI-enabled and data-driven HRM strengthen organizational adaptability and resilience while preserving employee agency, trust, fairness, and meaningful human judgment? This Special Track explores how innovation in HRM, through Digital HR transformation, People Analytics, and AI-enabled solutions, can support organizational objectives while also influencing employee outcomes, including the factors that may positively or negatively shape these effects. The track aims to provide a platform for scholars and practitioners to discuss how emerging technologies and innovative HR practices can contribute to more adaptive, inclusive, and sustainable approaches to managing people in uncertain environments. The relevance of this Track is grounded in the recognition that technological innovation alone is insufficient to address complex organizational challenges. The successful adoption of AI and digital HR practices also requires new leadership capabilities and innovative approaches to talent management, employee development, and organizational learning. HR professionals and leaders increasingly need to balance the opportunities offered by data-driven decision-making with critical considerations related to ethics, bias employee well-being, work overload and the human dimension of digital transformation. Also some positive outcomes are cited in literature including enhanced organizational performance, efficiency, and service quality. Literature highlights the strategic role that HRM can play in the adaptation of new technologies within an organization and the development of new business models and organizational structures. More recent paper puts forward tech, SHRM for innovation and efficiency.



A central motivation of this Track is therefore to investigate how HRM can strengthen **organizational resilience and adaptive capacity**, understood not merely as the ability to recover from crises, but also as the capacity to anticipate disruption, reconfigure resources and competencies, learn from uncertainty, and adapt organizational practices over time. Within this perspective, Digital HR technologies, including artificial intelligence, machine learning, workforce analytics platforms, and digital collaboration tools, offer new possibilities for anticipating workforce needs, identifying emerging skills, supporting leadership development. However, these transformations also introduce significant challenges related to algorithmic bias, privacy, employee acceptance, digital skills gaps, and the changing nature of managerial roles.

The Track addresses several **emerging research challenges**. First, it examines how **AI and digital technologies are redefining HRM** processes, including recruitment and selection, talent management, performance management, learning and development, and employee engagement. While AI-driven HR solutions promise greater efficiency and personalization, further research is needed to understand how organizations can integrate these technologies while preserving fairness, trust, and human judgment.

Second, the Track focuses on **the role of People Analytics** as an innovation mechanism for evidence-based HRM and strategic decision-making. Organizations increasingly rely on workforce data to predict trends, identify risks, and design interventions. However, important questions remain regarding how analytics capabilities can be developed, how data-driven insights can be translated into managerial action, and how organizations can ensure responsible and ethical use of employee data.

Third, the Track investigates the **evolution of leadership in contexts characterized by continuous disruption**. Crisis-resilient leaders require new competencies, including adaptability, digital literacy, emotional intelligence, strategic foresight, and the ability to manage uncertainty. Understanding how HRM systems can contribute to the development of these capabilities represents a key challenge for both researchers and practitioners.

The Track directly **contributes to the conference theme**, “*Parallel Transformations: Responding to the AI Revolution and Global Crises through Innovation and Entrepreneurship*,” by highlighting the human and organizational dimensions of transformation. While technological innovation and entrepreneurial responses are essential for addressing contemporary challenges, sustainable transformation depends on the ability of organizations to develop people, leadership capabilities, and cultures that support innovation and adaptation. This track emphasizes that **HRM innovation represents a critical enabler of organizational entrepreneurship, resilience, and competitive advantage in times of uncertainty**.

By connecting research on HRM innovation, digital transformation, AI, analytics, and leadership, the track encourages interdisciplinary contributions that bridge management, entrepreneurship, organizational behavior, and information systems perspectives. It welcomes both conceptual and empirical studies and encourages research conducted at multiple levels of analysis—from employees and managers to teams, HR functions, and organizations. Particular interest is placed on studies that examine not only the benefits of emerging technologies but also the tensions, boundary conditions, and unintended consequences associated with their adoption. Potential **topics and research questions** suitable for this track include, but are not limited to:

- How is artificial intelligence transforming HRM practices and the future of work?
- How can organizations leverage People Analytics to develop more resilient and adaptive workforce strategies?
- What leadership capabilities are required to navigate AI-driven and crisis-induced transformations?
- How can Digital HR transformation contribute to organizational agility and innovation performance?
- What are the challenges and opportunities associated with AI-enabled recruitment, talent management, and employee development?



	• How can organizations ensure ethical, transparent, and responsible use of AI in HR decision-making? • How do HRM innovation practices influence employee resilience, engagement, and well-being during periods of disruption? • What role does HRM play in fostering entrepreneurial behaviors and innovation-oriented organizational cultures? • How can organizations balance technological efficiency with human-centered approaches to leadership and management? • What new competencies and roles are emerging for HR professionals in the era of AI and digital transformation? • How can AI-enabled HRM enhance organizational adaptability during disruption while at the same time, safeguarding employee agency, fairness, trust and human judgment? • What factors determine whether Digital HR, AI, and People Analytics function as resilience-enhancing capabilities instead of being used primarily for efficiency gains? Through this Special Track, researchers and practitioners are invited to explore how innovative HRM approaches can help organizations transform uncertainty into opportunities, while critically examining the organizational conditions under which technological transformation can strengthen rather than weaken human and organizational resilience.
Keywords Please provide 4–6 keywords that best characterize the proposed track. Separate keywords using a semicolon (;)	<i>Algorithmic Management;</i> <i>Artificial Intelligence-enabled HRM;</i> <i>Crisis Management;</i> <i>Digital HRM;</i> <i>Entrepreneurial Organization;</i> <i>Strategic HRM</i>
References Please include the key references supporting the relevance and positioning of the proposed track	Budhwar, P., Malik, A., De Silva, M. T. T., & Thevisuthan, P. (2022) “Artificial intelligence – challenges and opportunities for international HRM: A review and research agenda”, <i>The International Journal of Human Resource Management</i>, 33(6), 1065–1097. Cascio, W. F., & Montealegre, R. (2016) “How technology is changing work and organizations”, <i>Annual Review of Organizational Psychology and Organizational Behavior</i>, 3, 349–375. Chowdhury, S., Budhwar, P., & Wood, G. (2024) “Generative artificial intelligence in business: towards a strategic human resource management framework”, <i>British Journal of Management</i>, 35(4), 1680–1691. Heffernan, M., Cafferkey, K., Harney, B., Townsend, K., & Dundon, T. (2022) “HRM system strength and employee well-being: the role of internal process and open systems”, <i>Asia Pacific Journal of Human Resources</i>, 60(1), 171–193. Jarrahi, M. H. (2018) “Artificial intelligence and the future of work: Human-AI symbiosis in organizational decision making”, <i>Business Horizons</i>, 61(4), 577–586. Kavanagh, N., & Heffernan, M. (2023) “Mental health disclosure in the workplace—An interpretative phenomenological analysis of the employee experience”, <i>The Irish Journal of Management</i>, 42(2), 140–159 Lami, R., Xhindi, N., Zela, I., Rama, N., & Kuci, K. (2023) “Selection of university study programs in Albania and its implications in academic performance and the labor market”, <i>Euro-Balkan Law and Economics Review</i>, (1), 36–67. Margherita, A., & Comes, T. (2026). “Artificial Intelligence as a Coordination Mechanism in Crisis Management: An Integrative Framework and Applicative Examples”, <i>Journal of Contingencies and Crisis Management</i>, 34(2), e70170. Margherita, A., Elia, G., Solazzo, G., Gatti, L., & Poorterman, A. (2025) “Collaborative Crisis Management: A Coordination Science Framework to Enhance Stakeholder Responses to Emergencies”, <i>IEEE Transactions on Engineering Management</i>, 72, 191–201. Marler, J. H., & Boudreau, J. W. (2017) “An evidence-based review of HR Analytics”, <i>The International Journal of Human Resource Management</i>, 28(1), 3–26.

	Minbaeva, D. (2018) "Building credible human capital analytics for organizational competitive advantage", <i>Human Resource Management</i>, 57(3), 701–713. Raisch, S., & Krakowski, S. (2021) "Artificial intelligence and management: The automation–augmentation paradox", <i>Academy of Management Review</i>, 46(1), 192–210. Roy, S. K., Dey, B. L., Brown, D. M., Abid, A., Apostolidis, C., Christofi, M., & Tarba, S. (2025) "Business model innovation through AI adaptation: the role of strategic human resources management", <i>British Journal of Management</i>, 36(2), 546–559. Sambamurthy, V., Bharadwaj, A., & Grover, V. (2003) "Shaping agility through digital options: Reconceptualizing the role of information technology in contemporary firms", <i>MIS Quarterly</i>, 27(2), 237–263. Tambe, P., Cappelli, P., & Yakubovich, V. (2019) "Artificial intelligence in human resources management: Challenges and a path forward", <i>California Management Review</i>, 61(4), 15–42.
Track Chairs Please identify between 2 and 5 Track Chairs. For each Track Chair, provide: • Full Name • Affiliation • Country • Email address • Research interests (optional)	1. Alessandro MARGHERITA: Department of Engineering for Innovation - University of Salento; Italy; alessandro.margherita@unisalento.it; Digital HR and People Analytics, Technology Venturing and Startups, Crisis and Emergency Management 2. Gianluca ELIA: Department of Engineering for Innovation - University of Salento; Italy; gianluca.elia@unisalento.it; Digital Transformation, Technology Venturing and Startups, Crisis and Emergency Management 3. Gianluca SOLAZZO: Department of Engineering for Innovation - University of Salento; Italy; gianluca.solazzo@unisalento.it; Digital HR and People Analytics, Big Data & Analytics, Artificial Intelligence, LLM & Agentic AI, Emergency Management 4. Nevila XHINDI: Albania Armed Forces Academy; Albania; nevilasokoli@gmail.com; Public Policy, Regional Development, European Integration, Sustainable Development, Digital HRM 5. Margaret HEFFERNAN: Business School - Dublin City University; Ireland; margaret.heffernan@dcu.ie; High Performance Work Systems and Employee Wellbeing, Organizational Justice and HRM, Psycho-social Risk at Work, Decent Work
Short biography of each organizer Please provide a short biography for each Track Chair (maximum 200 words per biography)	Alessandro MARGHERITA is Associate Professor of Management Science & Engineering at the Department of Engineering for Innovation (DEI) of the University of Salento (Italy). Research Partner at ENGIN/UFSC Federal University of Santa Catarina (Brazil). Innovation Manager at the Italian Ministry of Economic Development (MISE). Scientific Committee and Board Member of the Italian Association for Total Cost Management (AICE). Editorial Board of Business Horizons. Review Board of more than twenty international journals. Twenty-five years of teaching, research and consulting experience at national and international level in academic and industrial contexts. Expertise on human resources management and analytics, digital transformation, emergency management, technology entrepreneurship. More than 130 research works in international conferences and leading journals. Author of 5 manuals on business engineering, process and project management. Scientific coordinator of a MUR-funded (Italian Ministry) research project HUMANWISE on human resource analytics, and CITYBLE on two-sided citizen analytics. Vice-Chair of HUMAN-IT, a EU COST Action on digital innovation and HRM. Coordinator of European consortia for Horizon Europe project development in the areas of crisis and emergency management. Visiting scholar at MIT Sloan (USA) and PKU - Peking University (China). Present in the list of Stanford's 2% World Top Scientists in the field of Management. Gianluca ELIA is Associate Professor at the Department of Engineering for Innovation at the University of Salento, Italy. His research adopts a cross-disciplinary perspective at the intersection of management, digital innovation and technology entrepreneurship, with particular focus on knowledge management, intellectual capital, management information systems, digital transformation, collective intelligence. He has authored and co-authored numerous scientific publications in international journals, books and conference proceedings, contributing to research on digital innovation and the transformation of organizations and business processes. His recent work explores digital transformation, digital twins, technology-enabled entrepreneurship and the development of new

organizational and managerial capabilities. Gianluca has extensive experience in teaching, research and international academic collaboration. At the University of Salento, he teaches courses related to digital business, digital transformation processes and management technologies. He is also involved in initiatives supporting internationalization and interdisciplinary education. In 2025, he served as Scientific Coordinator for the University of Salento within a new Double Degree programme in Management Engineering developed in partnership with the Polytechnic University of Tirana. His research and academic activities reflect a strong interest in the impact of emerging technologies on organizations, management and society.

Gianluca SOLAZZO is Assistant Professor at the Department of Engineering for Innovation (DEI) of the University of Salento. With a robust background in both academia and practical research, his research interests focuses on: Artificial Intelligence and Big Data applied to the analysis and understanding of innovation processes in complex contexts; the development and application of AI/ML techniques to heterogeneous and large-scale datasets; the integration of Large Language Models (LLMs) to enhance operational and strategic activities; and the design of AI-enabled solutions for organizational processes. He has authored about 50 research works in international conferences and leading scientific journals. With more than twenty years of teaching, research and consulting experiences at national and international level in academic and industrial contexts, he has participated in several Italian and European research projects. He teaches "Big Data" at the Department of Economic Sciences and "Innovation Management" at the Department of Engineering for Innovation of University of Salento.

Nevila XHINDI is an academic and public policy expert with over 30 years of experience in higher education, research and international project development. She is affiliated with the Academy of Armed Forces of Albania and the Center for Comparative and International Studies. She holds two PhDs, in Human Geography from the University of Tirana and in Regional Development and Planning from the University of Potsdam, Germany. She was also a Fulbright/Humphrey Scholar in Education Policy and Comparative Studies in the United States and was awarded a Jean Monnet Chair by the European Commission. Her research interests include regional development, public policy, governance, European integration, sustainable development and social disparities. She has extensive experience in academic leadership and public administration, including senior roles in Albanian higher education and government. She currently serves as Chair of COST Action CA24167 HUMAN-IT, focusing on AI, digital transformation, HRM and the future of work.

Margaret HEFFERNAN (BBS, MBS, MCIPD, PhD) is Associate Professor of Human Resource Management at Dublin City University Business School and Chair of the Irish Academy of Management. Her research focuses on decent and sustainable work, including employee experiences of SHRM, sustainable careers, compassion at work, return to work after illness, and psychosocial risks. She is Principal Investigator and Co-PI on several EU-funded projects worth over €1.5 million. Her current projects include TRUE Europe, examining trust and its outcomes in industrial relations across sectors and countries, and IncreMe(n)tal, which focuses on strengthening metalworkers' representatives' awareness and skills in promoting and protecting mental health at work through social dialogue and collective bargaining. She previously contributed to REWIR, a six-country EU project exploring how social partners support employees returning to work with chronic illness. Margaret has published in leading HR journals, including Human Resource Management Journal, Human Resource Management Review and the International Journal of Human Resource Management. She serves on several editorial boards and was awarded an Advance HE Senior Teaching Fellowship in 2021. She is also a Chartered Member of the CIPD.

Corresponding Track Chair

Please indicate the Track Chair who will serve as the primary contact person for

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