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Atieh Mirfakhar

Integrated Researcher

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Contacts

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Curriculum

Atieh Mirfakhar is an Integrated Researcher at the Business Research Unit (BRU-IUL) of ISCTE-IUL. Her research focuses on topics related to human resources management and change management, more specifically on implementation of HR practices, performance management, and feedback. Her work has been published in the International Journal of Human Resource Management. Atieh was a Post-Doctoral Researcher at BRU of ISCTE-IUL working on REAL PAL, a project which was funded by FCT and aimed at advancing knowledge on performance management and feedback. She has received her PhD from ESADE Business School (Spain) and has been a visiting scholar at KU Leuven (Belgium). Atieh has a bachelor degree in Electrical Engineering from Sharif University of Technology (Iran), an MBA from K.N. Toosi University (Iran), and a Master of Research in Management Sciences from ESADE (Spain). Atieh also has working experience as an HR expert in an Iranian holding company where she was responsible for implementation of various HR practices and projects.

Research Interests

HRM implementation

Performance management and feedback

Change management

Academic Qualifications

| University/Institution | Type | Degree | Period |
|---|---------------------|---|--------|
| ISCTE-IUL | Post-Doc | Human Resource Management and Organizational Behavior | 2022 |
| ESADE - Universitat Ramon Llull | PhD | Management Sciences | 2019 |
| ESADE - Universitat Ramon Llull | M.Sc. | Master of Research in Management Sciences | 2016 |
| K.N.Toosi University of Technology (KNTU) | M.Sc. | Master in Business Administration (MBA) | 2012 |
| Sharif University of Technology (SUT) | Bachelor of Science | Electrical Engineering - Electronics | 2009 |

Teaching Activities

| Teaching Year | Sem. | Course Name | Degree(s) | Coord. |
|---------------|------|--|--|--------|
| 2023/2024 | 1º | International Human Resource Management | Master Degree in International Management; | No |
| 2022/2023 | 2º | Leadership Development, Decision Processes and Negotiation | Master Degree in Human Resource Management and Organizational Consultancy; | No |
| 2022/2023 | 1º | International Human Resource Management | Master Degree in International Management; | No |
| 2021/2022 | 2º | Consulting and Diagnosis Techniques | Master Degree in Human Resource Management and Organizational Consultancy; | No |
| 2021/2022 | 2º | Leadership Development, Decision Processes and Negotiation | Master Degree in Human Resource Management and Organizational Consultancy; | No |

Supervisions

• M.Sc. Dissertations

- Concluded

| | Student Name | Title/Topic | Language | Institution | Concluding Year |
|---|----------------------------|---|----------|-------------|-----------------|
| 1 | Afonso Magalhães Rodrigues | Flexible Working Arrangements, Self-Regulation, and Job Crafting: An Organizational Take on Employee Well-Being | English | Iscte | 2025 |
| 2 | Elena Katharina Knichel | The Impact of Source Credibility and Feedback Delivery on Feedback Acceptance and its subsequent Effect on Employee Behavior. | English | Iscte | 2024 |

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| 3 | Joana Maria Sanches Grosso | The effect of HRM system strength features on HRM implementation effectiveness | English | Iscte | 2024 |
| 4 | Abeer Ezzeddine | The Influence of Flexible Work Hours and Job Autonomy on the Mental Health, Job Satisfaction, and Work-life balance on Middle Eastern Adults in Remote Work Settings | English | Iscte | 2024 |
| 5 | Azra Hodo | Green Human Resource Management and Organizational Citizenship Behavior towards the Environment in hotels: A Serial Mediation Model of Environmental Knowledge and Environmental Commitment | English | Iscte | 2023 |
| 6 | Daniel Alexandre Correia Diogo | Playing politics in performance appraisal: Unraveling the intricate role of impression management and the social context | English | Iscte | 2023 |
| 7 | Maria Madalena Calais Grilo Pinto Mascarenhas | The role of managers' bases of power in the relationship between perceived organisational politics in performance appraisal and impression management | English | Iscte | 2022 |
| 8 | Ana Filipa de Oliveira Martins | The future of expatriation and which factors influence the decision between on-site, hybrid and remote assignment | English | Iscte | 2022 |
| 9 | Duarte Maria Rebocho Lopes de Amaral | LMX differentiation and perceived organizational politics in performance appraisal: Do personality and age matter? | English | Iscte | 2021 |

Total Citations

| | |
|-----------------|----|
| Web of Science® | 54 |
| Scopus | 57 |

Publications

• Scientific Journals

- Scientific journal paper

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| 1 | Roodbari, H., Mirfakhar, A. S., Trullen, J., Valverde, M. & Ogbonnaya, C. (2025). What works for whom in which circumstances in successful HRM implementation? A realist synthesis. <i>Journal of Business Research</i> . 188 - Times Cited Web of Science®: 2 - Times Cited Scopus: 4 - Times Cited Google Scholar: 11 |
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| 2 | Mirfakhar, A., Trullen, J. & Valverde, M. (2023). How can CEOs influence HRM implementation? Unfolding top management's role in HRM. <i>International Journal of Human Resource Management</i> . 34 (7), 1300-1329 - Times Cited Web of Science®: 10 - Times Cited Scopus: 6 - Times Cited Google Scholar: 19 |
| 3 | Mirfakhar, A. S., Trullen, J. & Valverde, M. (2018). Easier said than done: a review of antecedents influencing effective HR implementation. <i>International Journal of Human Resource Management</i> . 29 (22), 3001-3025 - Times Cited Web of Science®: 32 - Times Cited Scopus: 33 - Times Cited Google Scholar: 64 |

- Review article

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|---|---|
| 1 | Dello Russo, S., Mirfakhar, A. S. & Miraglia, M. (2023). What's the narrative for practice? A review of recommendations on feedback and a guide to writing impactful practical implications. <i>Applied Psychology: An International Review</i> . 72 (4), 1624-1652 - Times Cited Web of Science®: 10 - Times Cited Scopus: 9 - Times Cited Google Scholar: 13 |
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• Books and Book Chapters

- Book chapter

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| 1 | Mirfakhar, A., Jordi Trullen & Mireia Valverde (2022). Almost at the top, but not quite: Senior management's sources of power and their influence on HRM. In K. Townsend, A. Bos-Nehles & K. Jiang (Ed.), <i>Research Handbook on Line Managers</i> . (pp. 270-285).: Edward Elgar. - Times Cited Scopus: 5 - Times Cited Google Scholar: 1 |
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• Conferences/Workshops and Talks

- Publication in conference proceedings

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| 1 | Dello Russo, S., Mirfakhar, A. S., Zaniboni, S. & Antino, M. (2022). Necessary work design characteristics for younger workers' attitudes and behaviors. In Sonia Taneja (Ed.), <i>Academy of Management Annual Meeting Proceedings</i> , 2022. Seattle: Academy of Management. |
| 2 | Grabarski, M. K., Schneider, N., Yadav, M., Spreitzer, G. M., Dello Russo, S., Wang, K. ...Zhu, X. (2022). Stronger together: Positive relationships at work. In Sonia Taneja (Ed.), <i>Academy of Management Annual Meeting Proceedings</i> , 2022.: Academy of Management. - Times Cited Google Scholar: 1 |
| 3 | Dello Russo, S., Mirfakhar, A. S. & Miraglia, M. (2021). Evidence based recommendations on feedback practice: A systematic literature review. In Sonia Taneja (Ed.), <i>Academy of Management Annual Meeting Proceedings</i> 2021. (pp. 13225).: Academy of Management. |

- Talk

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| 1 | Roodbari, H., Mirfakhar, A., Jordi Trullen & Mireia Valverde (2023). HRM implementation effectiveness: A realist synthesis. EAWOP SGM . |
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| 2 | Roodbari, H. & Mirfakhar, A. (2023). Different routes to successful HRM implementation: A realist synthesis. British Academy of Management. |
| 3 | Dello Russo, S., Mirfakhar, A. & Legood, A. (2023). Is LMX Differentiation Ethical? An Investigation into its Political Consequences in Performance Appraisals . EURAM. |
| 4 | Dello Russo, S., Mirfakhar, A. & Legood, A. (2022). LMX differentiation in the context of performance appraisal. 18th Workshop on Research Advances in Organizational Behavior and Human Resource Management. |
| 5 | Dello Russo, S., Mirfakhar, A., Antino, M. & Zaniboni, S. (2022). Necessary work design characteristics for younger workers' attitudes and behaviors. 82nd Annual Meeting of the Academy of Management. |
| 6 | Dello Russo, S., Mirfakhar, A. & Legood, A. (2022). LMX differentiation and its political effects in the context of performance appraisal. 82nd Annual Meeting of the Academy of Management. |
| 7 | Dello Russo, S., Mirfakhar, A., Antino, M. & Zaniboni, S. (2022). Which work design characteristics are necessary for younger workers' attitudes and behaviors? An NCA approach. EURAM. |
| 8 | Dello Russo, S., Miraglia M. & Mirfakhar, A. (2022). Events triggering reflection: Exploring the role of informal feedback . EAWOP Congress. |
| 9 | Dello Russo, S., Mirfakhar, A. & Miraglia M. (2021). Evidence Based Recommendations on Feedback Practice: A Systematic Literature Review . 81st Annual Meeting of the Academy of Management. |
| 10 | Dello Russo, S., Mirfakhar, A. & Miraglia M. (2021). What practical implications on feedback do researchers offer? A systematic review . EURAM. |
| 11 | Dello Russo, S., Mirfakhar, A., Antino, M. & Zaniboni, S. (2021). Which work design characteristics are necessary for younger workers' attitudes and behaviors? An NCA approach. Age in the Workplace Meeting. |
| 12 | Dello Russo, S., Mirfakhar, A. & Miraglia M. (2020). A qualitative review of feedback research: Implications for practice . XII International Workshop on Human Resource Management. |
| 13 | Mirfakhar, A., Jordi Trullen & Mireia Valverde (2020). The role of power in the implementation of HR practices. 6th International Conference on Management and Organization. |
| 14 | Mirfakhar, A., Jordi Trullen & Mireia Valverde (2019). CEOs: The missing actors in HRM implementation process. EURAM. |
| 15 | Mirfakhar, A. & Stouten (2019). Institutionalization of change: How implemented change can be sustained in organizations. 16th Workshop on Research Advances in Organizational Behavior and Human Resource Management. |
| 16 | Mirfakhar, A., Jordi Trullen & Mireia Valverde (2018). The role of CEO's HRM view and HR department's power dimensions in effective implementation of HR practices . XI International Workshop on Human Resource Management. |
| 17 | Mirfakhar, A., Jordi Trullen & Mireia Valverde (2018). Power and implementation of HR practices. 15th International Human Resource Management Conference. |
| 18 | Mirfakhar, A., Jordi Trullen & Mireia Valverde (2018). The role of power dimensions in implementation of HR practices. 15th Workshop on Research Advances in Organizational Behavior and Human Resource Management. |

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| 19 | Mirfakhar, A. (2018). Effective implementation of HR practices: A multi-actor perspective. EURAM Doctoral Colloquium. |
| 20 | Mirfakhar, A., Jordi Trullen & Mireia Valverde (2016). Effective implementation of HR practices: A state-of-the-science review and future research agenda. X International Workshop on Human Resource Management. |

Research Projects

| Project Title | Role in Project | Partners | Period |
|---|-----------------|-------------------|-------------|
| Relationships, Exchanges And Leadership: implications for Performance Appraisal and Learning - REAL PAL | Researcher | BRU-Iscte (OB&HR) | 2020 - 2021 |