CALL FOR ABSTRACTS

Future proof HRM? Digitization, Humanization and Change in Work and Organisations

13th Biennial International Conference of the Dutch HRM Network

6-8 November 2024, Rotterdam, The Netherlands

Deadline abstract submission: 22 February 2024

Introduction

The world of work is rapidly evolving, driven by digitization and external challenges (e.g., climate change, pandemics, migration, conflict). These changes have significant implications for the way work is organized and performed, and therefore for the role of HRM. HRM plays a critical role in creating a work environment that fosters employee well-being, engagement, and success, while also ensuring that organisations are able to adapt to the changing demands of the digital age. It is therefore crucial to understand how HRM can respond to rapid digitization, while balancing organisational needs with those of workers, and staying at the forefront of organisational change.

The next international conference of the Dutch HRM network aims to explore the intersection of digitalization, the humanization of work and organisations (e.g., creating jobs and organizations to improve quality of working life and well-being), and the role of HRM as change agent in shaping the future of work.

Digitization, Humanization, and Change

Of course, discussion about the implications of technology for work and organisation is not new. Famous authors including Bell (1974), Toffler (1980), and Castells (1996) dealt with the expected consequences of technology on society, organisations and people in the second half of the 20th century. Yet, while *digitization* of work and organisations represents a steady change, recent innovations in Artificial Intelligence (e.g., ChatGPT) have accelerated interest about the implications for organisations and employees. We are probably only at the beginning of the rise of AI (Renkema, 2021), which may reshape the HRM function itself (Tewari and Plant, 2020). Digitization has also enabled increased platformisation of work and organisations, which blurs boundaries within and between organisations. This trend potentially has significant implications for the employer–employee relationship (Duggan et al., 2020). Additionally, the rise of virtual work – enhanced by COVID 19 – clearly had huge consequences for organisations and employees and how they interact. More conceptual and empirical studies about the effects of digitization its implications for HRM and how HRM can respond to these, are needed and very much welcome at the 2024 conference.

We also see more discussion about the role of organisations in people's lives in the face of macro trends such as recent financial crises, conflict and migration, and global pandemics (Harney & Collings, 2021). This has led to a revival of attention on the *humanization* of work and organisations (Tomaszewsk and Pawlicka, 2021; Guest et al., 2022, Berry et al., 2022). Here digitization and humanization also intersect as questions arise about the nature of work when simple tasks are replaced by robots; where AI blurs the boundaries between computers and humans; and in the context of the virtual workplace, which potentially limits human interaction. Fundamental questions about what responsibilities organisations have to their workers, what implications these trends have for

the human factor of work, and what can (or should) be done to prevent dehumanization are therefore important topics for HRM scholars and practitioners which we look forward to discuss at the upcoming conference.

Finally, in the face of these significant changes to work and organisations, many questions arise about the role of HRM in *managing change.* The idea that organisations need to adapt to changes within their environment, or will else become obsolete, is central to almost all theories about organisational change (Burke, 2017). This is linked to digitization and humanization because digitization challenges traditional organisational structures and attention for employee well-being within the organisation cannot be taken for granted. Other factors – including demographic, cultural, and environmental (climate) trends – can also foster organisational change and create a more complex network of stakeholder needs to be considered (Hewett & Shantz, 2021). One would thus expect a close link between the fields of HRM and change management. Yet, while the role of HR practitioners as change agents has long been recognized (e.g., Ulrich, 1996), research linking insights of HRM and change management is still relatively scarce. We thus very much welcome papers aiming to integrate perspectives on HRM with research on organisational change.

Call for abstracts

The Board of the Dutch HRM Network calls for scholars and professionals interested in scientific research to join the continuing discussion about HRM related topics. We believe that conceptual and empirical contributions to digitalization and HRM, the humanization of work and organisations, and about the relationship between HRM and change management, will be at the core of years to come. HRM research can be future proofed if it is rooted in organisational and societal reality. Contributions that are able to link these topics will therefore be highly relevant for scholars and practitioners.

At the same time, the International Conference of the Dutch HRM network has always been a broad conference. The 2024 conference will not be an exception. Of course, papers that fit within the main theme of the conference are especially welcomed, but scholars with a paper on another HRM related subject which fits with one of the themes of the tracks are also invited to submit an abstract.

Submission requirements

Authors are invited to submit extended abstracts, with the understanding that accepted submissions are expected to be developed into a paper in time for the actual conference. All abstracts will be reviewed, and if accepted, the abstracts are intended to be shared online with all participants. Submitted abstracts should <u>not exceed 1000 words</u> and should contain (in the following order, if applicable):

- A first preference for a panel, including the corresponding number.

- The title and author(s).

- A brief and convincing description of the theoretical framework.

- Research design and approach to data analysis.

- Key findings and theoretical and practical implications.

Click [here] to submit the abstract until 22 February 2024.

Best paper award and best dissertation award

To compete for the best paper award and/or the best dissertation award, a full paper and/or an electronic copy of the full dissertation should be submitted prior to 1 October 2024. The Best Dissertation Award is sponsored by Tijdschrift voor HRM (https://tijdschriftvoorhrm.nl). The following qualification criteria apply for the best dissertation award:

• The topic of the dissertation should be HRM-related;

• The dissertation should be defended between 2 August 2021 and 1 August 2024;

• The dissertation is defended at a Dutch or Belgian/Flemish university.

Key dates

Deadline for submitting abstracts	22 February 2024
Decision of selected abstracts to the authors	15 April 2024
Deadline for submitting papers for Best Paper Award	1 September 2024
Deadline for submitting dissertations for the Best PhD Award	1 October 2024

Organizing committee

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Overview of panels 2024

1. Future-Proof Careers? Humanization of Work and Organizations in light of Sustainable Careers

Track convenors: Jos Akkermans, Beatrice Van der Heijden, and Ans De Vos

Recent societal developments (e.g., conflict and migration, the global pandemic) and changes (e.g., digitization and automation) have reignited a focus on the *human* factor in HRM. Therefore, the 2024 HRM Network conference focuses on how HRM can contribute to creating a work environment that fosters employee well-being, engagement, and success while also ensuring that organizations can adapt to the rapidly changing world of work. Hence, the conference aims to understand better how HRM can contribute to workers' successful career development in times of rapid change. A valuable theoretical lens to study and understand this topic is that of *sustainable careers* (De Vos et al., 2020; Van der Heijden et al., 2020). This perspective highlights how *individuals* can develop their careers over *time* and in specific *contexts*. Moreover, it argues that for a career to be sustainable, individuals must achieve person-career fit through happiness, health, and productivity. As such, it is a helpful lens to understand how HRM and workers, together, can deal with the rapidly changing world of work and the challenges and opportunities this raises for contemporary career success (Seibert et al., 2024). Therefore, this track focuses on the following central question: *How can HRM and workers (jointly) create sustainable careers in times of rapid (technological) change and potential dehumanization of work*? We hope that research submitted to our track will help us find answers about individual, contextual, and temporal factors that can contribute to sustainable work and careers.

To support the debate about sustainable careers, this track invites papers discussing topics such as:

- How do various individual attributes (e.g., stable characteristics, resources, competencies) and behaviors (e.g., career self-management) contribute to career sustainability in times of rapid change?

- How do various contextual factors impact sustainable career development in light of digitization and automation? For example, how do factors related to work design, industry, culture, and work-life interactions influence career sustainability? What role can HRM play?

- What are the critical challenges and (systemic) barriers that may undermine career sustainability in today's rapidly changing world of work? What can HRM do to prevent or diminish them? Which groups of workers might be particularly at risk?

- What is the role of sudden (positive and negative) disruptions and career shocks in developing a sustainable career?

- How can non-standard workers (e.g., agency workers, gig workers, entrepreneurs) develop sustainable careers, and how might HRM contribute?

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2. The Role of HRM in Supporting Employees during Major Life Events

Track convenors: Karen Pak, Sascha Ruhle, Konrad Turek, Marc van Veldhoven, Dorien Kooij

As employees progress through their working lives, they will likely experience a variety of major life events (MLEs) in their lives, such as a serious illness, job loss, becoming a (grand)parent, their first job or losing a loved one (Luhmann et al., 2012). An extensive body of research has linked MLEs to various worker outcomes, such as individual well-being, work ability, work engagement, job performance, and long-term absence or burn-out (e.g., Pak et al., 2022). Recent macro developments, such as financial crises, migration, and global pandemics, triggered an emphasis on the humanization of work and organizations and on the role of organizations in people's lives. Following these discussions, this track will focus on the role of HRM in supporting employees during major life events (Pak et al., 2020).

The humanization of work and organizations raises questions about how much organisations can and should support their employees during MLEs, and what measures are effective. However, despite the theoretical and practical importance, research on the role of the employer in dealing with employees MLEs is fragmented and various theoretical and empirical questions remain.

To support the debate about the role of HRM in major life events, this track invites papers that discuss such topics like:

- How can we conceptualise the mutual linkages of working and private life courses focusing on the role of organizations in MLEs and the meaning of these events for organisations?

- What are best HRM practices for organisations on how to support their employees who face a MLE (also in a way that is ethical/respectful for the work-life boundaries)?

- What are mechanisms through which HRM practices mitigate the consequences of MLEs for worker outcomes? Is this different for private versus work-related MLEs?

- When is support of the organization in MLEs effective (e.g., pre-event, during, post-event)?

- How is the role of the organization in MLEs influenced by the macro context (e.g., national-level regulations, cultural values)?

- Which methodological and theoretical avenues could enrich our understanding of the role of HRM in dealing with employees MLEs?

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3. Inequalites and Decent Work in the Era of Digitalization

Track convenors: Brigitte Kroon, Sanne Nijs, Hanneke van Heijster, Frederike Scholz, Marloes van Engen and Thomas Bredgaard

In the quest for resilient societies, a crucial element is ensuring decent work; the minimal standard for jobs that allow a good quality of life (ILO, 2019). HRM plays a major role in providing decent work in organizations. Conform the UN Sustainable Development Goals, HRM needs to account for (1) an independent living (i.e., paid overtime and secure employment contracts); (2) freedom of discrimination (i.e., equal opportunities and treatment); (3) dignity to people's private lives; (4) care responsibilities, work-life balance and healthy and safe work environments; as well as (5) a social dialogue, representing employers' and workers' interests. Scholars on inclusive HRM study how organizations can create workplaces including and providing equal opportunities to all (potential) workers on the labour market. This track aims to understand how insights from inclusive HRM can contribute to realizing decent work for all workers, especially now that societies are in a digital transformation that impacts not only how, but also where and when work is organised and performed (e.g., Duggan et al., 2020). This can lead to more positive outcomes for workers, such as more autonomy and flexibility, yet at the same time it can lead to de-skilling, job loss but also exclusion from access to paid work and accelerate inequalities in the labour market (Allen et al., 2021).

We are interested in bringing together scholars on inclusive HRM and workers vulnerable to precarious work (e.g., non-standard workers, minorities, disabled people, refugees, flexible workers, etc.). In this track, papers can be submitted that study how HRM can reach workers who are vulnerable to precarious work, and often forgotten in HRM

debates, such that they benefit from digitalization rather than experience the erosion of decent work conditions.

To support the debate about inequalities, decent work and digitalization, this track invites papers that discuss topics like:

- How can HRM help to create decent work for vulnerable workers?
- What is the moral view on the role of the HR profession in advancing decent work for forgotten workers?
- What can we learn from the experiences of forgotten workers to foster more inclusive HRM?
- How can organizations and policy makers support digital labor (e.g., virtual, platform and gig workers) to ensure decent work for workers vulnerable to precarious work.
- How can organizations be stimulated to become an inclusive employer and which HR practices and HR systems can foster inclusive HRM (for instance, related to CSR)?

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4. Humanising HRM

Track convenors: Rebecca (Bex) Hewett, Jeske van Beurden, Jessica de Bloom, David Guest, Madleen Meier-Barthold, Karina van de Voorde

Macro trends raise numerous questions about the human factor at work. For example, there is heightened risk that some types of human work will become redundant or reduce in quality due to the rapid rise of generative artificial intelligence (AI); population displacement due to climate change and a diversifying workforce put pressure on companies; and new organisational forms such as platform organisations create greater job precarity and less human connection for certain groups of workers. These trends create benefits for economic efficiency, but this may be at odds with the human experience of work. There is growing recognition that focusing only on organisational value ignores the broader societal role that organisations plan in creating "decent work and sustainable economic growth" (UN Sustainable Development Goal 8). In addition, the new EU sustainability directive requires organisations to identify and report their impact on people and the broader environment. Both force organisations to rethink their existing ways of operating, but research is lagging behind in providing meaningful insights into how work and employment can and/or should change.

HRM is at the heart of this, with a role to play in, for example, designing work to address the implications of these challenges for workers' needs and wellbeing; better consideration of balancing strategic goals beyond high performance; and a need to (re)design organisations to create opportunities for high quality work for a diverse body of workers. Creative, evidence-based solutions are needed which consider individual, organisational and societal needs to ensure economic viability and foster positive worker outcomes in tandem. We therefore encourage empirical and conceptual submissions which push the boundaries of existing

theory and research to increase our understanding of how, when and why to humanise HRM on topics such as:

- How efforts from different actors (or networks of actors) inside and outside the organisation can be aligned to humanise work

- Implications of society-level HR practices (e.g., universal basic income; employment security)

- Humanising gig/algorithmic/platform work

- Human-centred work design, autonomy, flexibility, hybrid work and work-non work policies (e.g., 4-day working week, unlimited holidays)

- The role of HRM in potentially democratic organisations (e.g., co-operatives; agile workplaces; self-organising)

- Human-AI interactions and the implications for worker wellbeing and experience.

- HR systems, policies and interventions that focus on human-centric needs and outcomes

- Worker voice, participation, and representation in the context of greater individualism

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5. Talent Acquisition and Employer Branding during Changing Times

Track convenors: Eveline Schollaert, Greet Van Hoye, Gosia Kozusnik, & Dirk Buyens

Organizations undergo drastic changes in the way they communicate with both potential applicants and current employees (Argenti, 2020), as the way of working is continuously evolving and the digitization of the internal HR processes is speeding up. In general, there are several calls for a redesign in the way organizations recruit, select, give performance feedback and develop skills for a new generation of employees in accordance with their needs (Mihalcea, 2017). More specifically, organizations' response to change is likely to affect their attractiveness as employers for both external and internal target groups. Even companies that need to stop recruiting or dismiss employees because of a misfit with their current needs want to remain attractive employers, so that they can retain their most critical talents (Yu, Dineen, Allen, & Klotz, 2022). Not only employer branding is important, but also the guidance and development of employees and teams in the long run, to create a workplace that is able to adapt to digital evolutions, but at the same time fosters employee well-being as well. For instance, having special skills in teams to deal with conflicts or to improve team performance (e.g., team members helping others in times of change, giving and asking performance feedback in an effective way,…).

It is clear that talent management remains a key HR function to guide organizations through the challenges that go hand in hand with change (Theurer, Tumasjan, Welpe, & Lievens, 2018). In this track, we welcome a discussion on how HR processes can help in attracting talents and shaping them as key human resources, according to company-specific resilience needs as well as candidate/employee needs during challenging and changing times.

To support the debate about attracting and shaping talent, this track invites papers that discuss such topics like:

- How can organizations live up to their promise as an employer and retain their current personnel, even in changing times?

- How does recruitment, performance feedback and development change and what is the impact on the candidate/employee experience and well-being?

- What are effective digital means for talent management processes such as identifying key positions, recruitment and developing the talent pool?

- With regard to performance management and talent development, there is an increasing need for a tailored approach (i.e., organization, team, or employee level). How can HR support this process and how does this impact organizations, teams and employees?

- What kind of conflict management and communication skills should be promoted in teams? Can teams learn from research in romantic couples?

- What are the conflict behaviors that boost team performance? How can peacemakers (team member who step in to help to restore the harmony) help their team to reach constructive controversy?

- What is the role of well-being for employer branding? How does meaningful work help to attract new employees in the times of change? How does it help the current personnel to endure contemporary challenges?

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6. Navigating the Confluence of Talent Management: Change Dynamics, Digitalization, and Humanization

Track convenors: Dirk Buyens, Koen Dewettinck, David Patient, Philip Rogiers

The world of work is undergoing profound transformation, driven by new technology-enabled ways of working. These include the deconstruction of work into ad hoc "gigs" both within and beyond organizations (Jesuthasan & Boudreau, 2022; Rogiers, De Stobbeleir, & Viaene, 2021) as well as the boundaries between human capabilities and technology (e.g., through breakthrough generative artificial intelligence applications). In the face of this transformative change, particularly the importance of talent management is amplified, as organizations are forced to reevaluate their talent strategies (Gallardo-Gallardo & Collings, 2022) to stay successful in a business landscape in which both the nature of work—and the meaning of human work—are due to change fundamentally. Talent management can be defined as those activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization (Collings & Mellahi, 2009).

Rethinking talent management in the age of digitization and humanization requires a holistic and adaptive approach (e.g., Guest, Knox & Warhurst, 2022; Whysall, Owtram & Brittain, 2019) as organizations must embrace technology while nurturing the skills and well-being of their existing workforce. Doing so, talent management should fulfil its mission to attract, develop and maintain current and future talent needs to achieve business goals, while creating strategic advantage for the organization by building more adaptive talent capabilities

and effective and sustainable human-machine interactions. Hence, effectively preparing organizations for the future of work from a talent management perspective, requires simultaneous efforts in new digital aspects of work (such as the identification of new digital talent needs and the integration of non-human forms of talent), new human aspects of work (such as the need for personalised employee-experiences and the growing importance of purpose and community at work), and new needs created at the intersection of both digital and human work aspects (such as new forms of human-machine hybrid collaborations and leveraging platform-based and AI-augmented talent flows and decisions).

This track aims to provide new insights on how talent management can help resolve the apparent paradox of transforming work to become more digital yet also more human at the same time. To gather and discuss research in the field, this track invites papers that discuss topics such as, but not limited to:

- How can the talent management function express its role as change agent in navigating transforming, and increasingly deconstructed and/or digitally augmented jobs?

- How can talent management contribute to effective human-machine collaborations? Which practices enhance or diminish effective collaboration and trust?

- Should and can talent managers identify strategic positions and build succession pipelines in the face of constant change? What's the role of technology and how can non-human forms of talent be integrated in existing talent portfolios?

- How can talent managers predict and anticipate, if at all, changing skill requirements? What are effective approaches to acquire, build or automate skills needed to close current/future skill gaps?

- How can talent management processes benefit from new technologies (such as generative artificial intelligence) to improve decision-making? How to ensure personalised and

unbiased outcomes, and workers' positive use, of digital applications in different talent processes?

- How can talent conceptualisations and talent management practices be refined in the face of the deconstruction of traditional jobs and a diversifying workforce? How can inclusion and well-being on the work floor be strengthened and how to avoid inequalities due to digital change?

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7. Learning, Development and Talent Management in the Age of Digitization

Track convenors: Sasa Batistic, Rob Poell, Marianne van Woerkom

The development of a society's workforce depends in large part on the investments made by organizations in individual, team and organization development. Many organizations spend a lot of resources on training and development to enhance employee knowledge, skills and abilities, and to improve positive work-related attitudes. In practice, however, the gap between what is learned in training and sustained workplace performance is not easy to bridge. Characteristics of the learners, of the intervention design and delivery, and of the work environment all play a role in the transfer of training to the workplace. The most important source of learning, however, is the work itself and the interactions with other people in the workplace.

Managers play an important role in stimulating the development of their employees. In doing so, they often focus on the deficits of their employees, aiming at assessing and overcoming individual weaknesses. In contrast, organizations with a strengths-based approach target the achievement of exceptional individual and organizational outcomes by a process of identifying and valuing employee talents, developing them into applicable strengths and putting these strengths into practice. This is also related to the talent management practices that are employed in a particular organization. These practices may have an exclusive focus, aiming at a small group of talented employees, or an inclusive focus, addressing the strengths and talents of all employees.

Learning in organizations does not only take place on an individual basis but also on a collective basis. Many organizations have adopted team-based structures. Since team members can interact with one another, knowledge and skill gathered by one team member can be transferred to the other team members. Organizational learning processes that lead to

knowledge creation have become important for improving a firm's competitiveness and sustainability. Organizational learning presupposes a specific organizational climate in which there is commitment to learning and a tolerance for failure.

Learning requires human agency, which is enabled not only by the organizational context but also by the natural, political, social, cultural, economic, and technological environments. Changes within these environments, for example due to the rise of artificial intelligence and the COVID-19 pandemic, call for reevaluation and changes of the current HR practices and systems aimed at enabling individual and team learning in organizations. Moreover, the effectiveness of such practices and systems might be different under changing circumstances and some practices and systems might be more robust and adaptable than others. This creates challenges like an unequal distribution of learning opportunities, digitalization of learning environments, and reducing opportunities for knowledge sharing. In view of the conference theme on HR in times of digitalization, research questions focusing on future/digital dimensions of learning, development and talent management are especially encouraged. We invite high-quality submissions that discuss, but are not limited to, the following topics:

- How can organizations design, deliver, and facilitate the transfer of training so that it contributes to performance at the individual, team, and organization levels?
- What are novel ways to stimulate resilience, agility and learning in (virtual) teams?
- How can organizations design and facilitate inclusive talent development so that it contributes towards more sustainable employment?
- What are the roles and responsibilities of different stakeholders (employees, employers, governmental agencies) in developing more resilient workers and societies?
- To what extent do workers have equal access to learning and development opportunities? And what (can) organizations do to contribute to equal access to learning and development and reduce inequalities?

We especially invite contributions exploring the above issues using advanced research

designs – using multi-source data, multi-level modelling, social network analyses, and others.

8. Symposium: Redefining HR(D) for a Sustainable, Human-Centric Smart Industry

Track convenors: Marcella Hoogeboom, Maaike Endedijk, Jeroen de Jong, Beatrice van der Heijden, Jessie Koen, Paul Preenen. Tim van der Voord, Stephan Corporaal, Luuk Collou

Smart Industry has the potential to be a key driver for digital and green transitions (EU, 2021). However, becoming a key driver for such transitions requires a proactive approach to HR(D) so that organisations and workers can keep up with the breakthrough technologies and optimize their (further) utilisation and development. Up until now, most companies lack knowledge about how to optimize this utilisation and development of Smart Industry technologies, and how to foster the involvement of production workers in its implementation, thereby endangering the Smart Industry's survival and success. Moreover, lifelong learning has not gotten off the ground in the Smart Industry (CEDEFOP, 2020) yet, especially not for the vocational-educated and the older workforce, herewith endangering the employability, career sustainability, robustness, and resilience of its workforce. Hence, the key question for reaching the full potential of Smart Industry is: How can (production) workers keep up with the knowledge and skills that are needed to sustainably contribute to organisational goals using Smart Industry opportunities?

In Part 1 of this symposium, we present four papers to discuss four cohesive pillars of a multi-level scalable HR(D) approach that continuously and integrally supports the operational workforce and organisations in adopting and adapting technology. In part 2 of the symposium, we organize an interactive discussion to reflect on redesigning HR(D) for the specific human capital challenges of Smart Industry, also including our industrial partners.

Papers:

1. Production systems: How can we design human-centric production systems in which workers are involved and guided to use appropriate technologies? A quasi-experimental design study into human-robot collaboration.

2. Jobs & Careers: How can jobs and careers be redesigned to incorporate technology appropriation and stimulate the employability and productivity of (potential) workers? A qualitive study about craftmanship.

3. How can we create resourceful workplaces that stimulate production workers to update, utilise, and renew their (smart) skills in their day-to-day work? A systematic literature review about skills development in Smart Industry.

4. How can we design Inter-organisational collaborations and communities that accelerate skills development and that foster organisations' absorptive capacity?

* This symposium is an initiative of a national HR(D) network of Universities, Universities of Applied Sciences and Smart Industry partners working together in the large-scale research program 'Smart Skills@Scale' in the Dutch National Science Agenda (NWA).

9. Change in Work and Organizations: The Role of Leadership and HRM

Track convenors: Nele Cannaerts, Laura den Dulk, Joelle van der Meer, Samantha Metselaar

Private and public organisations are more and more confronted with complex challenges. Globalisation, technological developments, digitization, climate change and growing diversity create organisational contexts that are characterized by multidimensional, dynamic, competitive, and complex challenges that on the one hand led to more difficulties in achieving organizational goals and, on the other hand create more flexibility and opportunities (Cannaerts et al., 2019). To enhance their effectiveness, change has become an intrinsic organizational value: how can organizations balance chaos and structure, stability and taking risks, efficiency, and innovation? The importance of embracing change and providing an answer to these paradoxes has become important since research shows that organizations that embrace change and that are able to explore and exploite, thus, to be ambidexter, perform better (Jansen et al., 2016).

Embracing change comes across with several organizational dilemmas for leadership and HRM. For example, leadership and HR-systems can influence ambidexterity and performance of organisations (Hansen et al., 2019; Vermeeren, 2014). Leadership and HRM can for instance focus on strengthening employees' 21st century competencies, including creativity, digital skills and collaboration, to deal with complex challenges (Van der Meer et al., 2022). Furthermore, it can also be the combination of Leadership and HRM, people management, that can play "a crucial role in fostering an environment where employees' commitment will lead to organisational innovation" (Moeller et al., 2016: p. 530).

To support the debate about change in work and organizations and the role of leadership and HRM to manage that, this track invites conceptual and empirical papers that discuss such topics like:

- The role of leadership regarding ambidexterity & innovation

- The relevance of HRM for change outcomes

- The role of people management regarding ambidexterity & innovation

- The role of employees' competencies regarding ambidexterity & innovation

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10. Positive Psychology Interventions to Foster Organizational Change

Track convenors: Marianne van Woerkom, Dorien Kooij, Marc van Veldhoven, Keri Pekaar,

Robin Bauwens, Arianna Constantini

HRM plays a critical role in creating a work environment that fosters employee well-being, engagement, and success. To this end HRM can make use of Positive Psychology Interventions (PPIs) that refer to intentional activities or methods (training, coaching, etc.) that are based on the cultivation of valued subjective experiences, the building of positive individual traits, or the building of civic virtue and positive institutions (Meyers et al., 2013). A meta-analysis showed that PPIs have a small positive effect on improving desirable work outcomes and a small to moderate effect on reducing undesirable work outcomes (Donaldson et al., 2019). However, many questions around the effectiveness of PPIs remain. For example, should these interventions be developed top-down or bottom-up, what delivery methods are most effective, how should the effectiveness of PPIs be assessed, and how can the long-term effectiveness of such interventions be strengthened (van Woerkom et al., 2021)?

In this track, we would like to bring together papers that strengthen the evidence-based underpinnings of positive approaches to organizational change by investigating the impact of PPIs in organizations. Interventions could be initiated at the organizational or team level and include Human Resources Management and leadership interventions; or initiated at the individual level, and include job crafting, strengths use, vitality management, mindfulness, and other interventions. Both more classical PPIs and more recently developed interventions that are aimed at enhancing well-being and positive job outcomes fall within the scope of this track. Non-intervention studies that generate information about how PPIs should be delivered, and critical approaches dealing with potential downsides of PPIs are welcomed as

well. To support the debate about Positive Psychology Interventions in Organizations, this track invites papers that discuss such topics like:

- What organizational/ HRM policies, practices and interventions can stimulate positive experiences, positive behaviours, and the use and development of positive traits?

- What variables moderate and/or mediate the effectiveness of these positive interventions?

- What is the role of positive leadership and appreciative inquiry in achieving organizational change and sustaining positive relationships in organizations?

- How do organizational environment and stakeholders facilitate or constrain the effectiveness of positive psychology interventions?

- What is the role of culture in the implementation process of positive psychology interventions in organizations?

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11. Future-Proofing People Management: HRM and Leadership in Times of Digitization and Change

Track convenors: Aneeqa Suhail, Robin Bauwens, Steven Kilroy, Jeske van Beurden, Kimberley Breevaart, & Sven Hauff

Managing people successfully in organizations requires a combination of HRM and leadership, often referred to as 'people management' (Purcell & Hutchinson, 2007). While effective people management fosters improved employee well-being and performance, the constructs of HRM and leadership largely remain separately studied phenomena in the literature. Therefore, there is a lack of knowledge about the various ways in which HRM and leadership could be interrelated in such a way that they complement or even reinforce each other (Leroy et al., 2018). Despite an increasing body of research on this topic (e.g., Hauff et al., 2022; Kilroy et al., 2022), the interrelationships between HRM and leadership warrant further investigation. In particular, it is still unclear when and how HRM and leadership can in fact reinforce each other in influencing employee and performance outcomes.

Towards this end, this track aims to decipher how various leadership styles in combination with different HRM practices and systems relate to employee and organizational outcomes. A broad range of leadership behaviors are encouraged including digital forms of leadership given the rapidly evolving nature of digitalization and its associated challenges for people management (Weber et al., 2022). Likewise, multiple HRM practices and systems should be considered in order to better understand the interrelations with particular leadership styles. As such, this track aims to contribute to theory and practice by increasing our understanding of the integration of HRM and leadership, uncovering their dynamic nature in the context of digitization and change.

To support the debate about the interrelationship of leadership and HRM, this track invites papers that address topics including but limited to:

- Leadership-HRM fit: For example, how are particular leadership styles and HRM practices/systems related and how do they impact employee and organizational outcomes against the background of current and future organizational challenges (cf. Leroy et al., 2018)?

- People management and digitization: For example, how does digitization affect HRM and leadership? Alternatively, how do HRM and leadership affect different technological choices? How do new automated digital technologies function with existing HRM and leadership (e.g., as complements or substitutes) (cf. Hauff et al., 2022; Weber et al., 2022)?

- People management and change: Just like digitization and change, leadership and HRM are increasingly understood as unfolding over longer periods of time and being subject to temporal fluctuations. Accordingly, how do HRM and leadership jointly affect employees and performance over time (cf. Kilroy et al., 2022)?

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12. Opening Up Thinking to Close the Gender Leadership Gap

Track convenors: Kathleen Stephenson, Caroline Essers, Christine Teelken, and Vedika Lal

Within the Netherlands and across the world, the number of women in top management functions lags far behind men. This gender leadership gap refers to the underrepresentation of women in elite leadership positions (Lyness & Grotto, 2018), and it is a societal problem that signals enduring inequality between women and men (Joshi et al., 2015) resulting in a waste of female talent (e.g. Bouwmeester et al, 2021). According to the World Economic Forum, women occupy just 33% of leadership positions globally as of 2022. Despite advancements, women remain underrepresented in leadership and senior roles within certain professional sectors such as academia, financial services, consultancy, and the legal profession.

Various actors have an interest in narrowing the gender leadership gap for moral, legal, and business reasons (Kaplan, 2020), but as a complex and evolving problem, they have remained largely unsuccessful in doing so. In fact, recent reports have shown that the narrowing of the gap has stalled (Lükerath-Rovers, 2022).

This trend suggests that existing models and understandings of what dynamics create the gender leadership gap and what dynamics reduce it could benefit from a fresh look at what is going on in organizations. Thus, in this track, we explore: How can we open up thinking to close the gender leadership gap?

To support the debate concerning the gender leadership gap, this track invites papers that critically discuss topics like:

- New perspectives for theorizing the gender leadership gap
- Examining (and critiquing) the effectiveness of policies addressing the gender leadership gap

- Identifying and critically discussing the unintended consequences of gender leadership gap change initiatives

- Identifying the various components and dynamics that contribute to the gender leadership gap and elucidating how they interact to maintain the gap.

- Reflecting on how to conduct research on gender while problematizing the gender binary and incorporating different forms of diversity

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13. The Conceptualization and Measurement of HRM in the New World Of Work

Track convenors: Susanne Beijer, Riccardo Peccei, Corine Boon, Steven Kilroy and Karina van de Voorde

The world of work is changing and attention must be given to factors such as digitalization and humanization. This changing focus also requires one to critically consider whether current conceptualizations and measures of HRM capture these developments (e.g. Meijerink & Keegan, 2019). For example, do existing conceptualizations of HRM adequately assess the HRM context in the case of algorithmic management, or in the virtual work context? How do we create greater clarity of the HRM systems construct (Boon et al., 2019) in light of these developments? How do workers evaluate the quality of their work in these contexts? What might a more humanized and worker-centered HRM system look like in this new landscape of work? The focus is thus on the question of whether existing conceptualizations of HRM incorporate these new elements of the world of work. In addition to these conceptual questions regarding what HRM encompasses, one should also consider to what extent current measures of HRM accurately capture today's HRM landscape. For example, to what extent are commonly used measures of dominant HRM system conceptualizations, such as high-performance work systems, still useful? How might measures be changed, adapted or developed better to capture the new reality? And should we rely more on managerial or worker reports, or focus on both? And if the emphasis is on workers, how do we best capture their experiences and reports of these new phenomena - with more descriptive or evaluative items (Beijer et al., 2019), or both?

We thus address the question of what current conceptualizations and measures of HRM should look like to adequately capture worker experiences of the new landscape of work and HRM. We welcome both studies with a conceptual focus addressing questions

related to which questions one should ask in worker surveys to capture the new landscape of HRM, and studies with a methodological focus which examine how these questions should be asked.

To contribute to the debate about the future conceptualization and measurement of HRM in light of current changes in the world of work, this track invites papers covering a range of both substantive and methodological issues/topics including, for example:

- The extent to which current conceptualizations of HRM capture issues such as digitalization, humanization and other key changes in the landscape of work and HRM

- The evidence of those changes as reflected in worker experiences at work

- Current measures of HRM and reflections on the extent to which they are still useful and relevant, e.g., do measures of HPWS reflect the questions that one wants to ask about the new world of work?

- The implications of the current changes in the world of work and the landscape of HRM for the conceptualization and measurement of HR systems

- How the new HRM landscape can be reflected in worker surveys to assess worker experiences of HRM. E.g., what kind of HRM experiences should be studied when algorithmic management is used? How do you then conceptualize and operationalize HRM?

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14. HR Differentiation in a Digital Era: Antecedents, Consequences and Boundary Conditions in its Relationship with Employee, Team and Organizational Outcomes

Track convenors: David Collings, Sophie De Winne, Elise Marescaux, Przemysław Piasecki

Organizations substantially invest in HR practices. Meta-analyses show that these investments add value, both for employees and organizations (Jiang et al., 2012; Saridakis et al., 2017). Yet, given that HR practices distribute (scarce) resources across employees (e.g., rewards, support for development, time), investments need to be thoughtfully made in order to achieve these benefits. In the strategic HRM literature, the debate on how to distribute these resources has shifted from relying on standardized HRM practices to adopting differentiated HRM practices (Marescaux et al., 2021). Whereas standardized HRM practices (based on equality) have the advantage of downplaying perceived favoritism or discrimination and of stimulating trust and cohesion, differentiated HRM practices (based on employees' individual contribution or needs) have several other advantages. More specifically, they allow organizations to recognize employees for their unique and diverse contributions, needs and preferences, and - as such - motivate and retain them. Moreover, they allow organizations to invest more in employees for whom they expect higher return on investment. In the new digital era in which a lot of data and analytical tools are available, it also becomes easier for organizations to determine how to differentiate between employees, for example using data regarding employees' performance or needs.

The debate on HR differentiation clearly starts from an organizational ROI perspective. It has so far mainly been theoretical and focused upon between-group differentiation (e.g. high potentials versus non-high potentials; white versus blue collar workers). Yet, opportunities to implement it in practice are rising and an increasing trend towards HR differentiation, not

only between groups but also within groups, in companies is to be expected. Empirical research showing the actual benefits for organizations is however lacking. Moreover, we lack empirical research on how organizations actually differentiate as well as on its impact on employees and the dynamics within teams. To support the debate about HR differentiation, this track invites papers that focus on understanding the phenomenon of HR differentiation, also in the context of digitization, and discusses topics such as:

- Antecedents of standardized versus differentiated HRM, both external factors such as the labour market situation or industry as well as internal factors such as the knowledge intensity or size of the firm or the extent to which data on employee performance, needs, etc. are present, …

- The consequences of standardized versus differentiated HRM for employees' outcomes such as commitment, feelings of inclusion, social identity, turnover intention, performance, ...

- The consequences of standardized versus differentiated HRM for team and organizational outcomes such as team/organizational productivity, efficiency, effectiveness, cooperative climate, …

- Boundary conditions in the relationship between standardized versus differentiated HRM on the one hand and employee, team and organizational outcomes on the other hand, such as individual differences, outcome favorability, team heterogeneity, inclusion climate, or HR differentiation properties such as its basis, formalization, resource, …

- The use of digital tools, AI or analytics to help organizations differentiate between employees.

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15. The Interplay between Control and Commitment in Strategic HRM: Impact on Individual and Organizational Outcomes

Track convenors: Corine Boon, Sophie De Winne, Sven Hauff, Chloé Tuteleers, Karina van de Voorde

The dichotomy between commitment-oriented practices (i.e. focused on creating employee engagement by forging psychological bonds) and control-oriented practices (i.e. focused on forging compliance by establishing clear rules and procedures) represents a major distinction in strategic human resource management (SHRM) research (Arthur, 1994), with the majority of the studies to date focusing purely on the former, neglecting the potential benefits of the latter type of practices.

Recently, however, scholars have started to criticize this one-sided focus. In particular, Wright & Essman (2021) emphasize that, despite academic ignorance, monitoring and rules are common in organizations and may contribute to superior individual and organizational outcomes. Indeed, the scarce empirical research that incorporates control- and commitment-oriented practices suggests that both can successfully coexist in relation to firm performance (Hauff et al. 2014) and that a hybrid approach can also lead to the highest organizational performance (Su et al. 2018).

This renewed attention to the potential advantages of control-oriented practices towards firm performance couldn't have come at a more opportune time. With the growing digitization of the work floor and the emergence of new (HR) management approaches like algorithmic management, which constitutes a strict rules and procedures-based way of managing employees, a whole new range of control-oriented practices is making its way into the workplace. Conversely, other trends such as the widespread increase in remote work raise questions about the boundaries of commitment-oriented practices and the extent to which

control-oriented practices can be useful and/or necessary to protect both company performance and employee well-being.

In view of these challenges, with this research track, we want to support the debate on the distinction between control- and commitment-oriented practices and the interplay between the two types of practices toward firm performance and/or employee well-being. This track invites papers that discuss such topics like:

- The interplay between commitment- and control-oriented practices towards individual and organizational outcomes;

- Underlying mechanisms that can explain the relationship between commitment- and/or control-oriented practices towards individual and organizational outcomes;

- The contextual factors influencing this relationship. Given the general theme of the conference, it would be particularly interesting to elaborate on how the relationship control/commitment can be understood and/or will evolve against the backdrop of the rise in digitization/future of work/algorithmic management.

- How employees perceive these control-oriented and commitment-oriented practices and whether there are conditions that might influence these perceptions.

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16. Feedback and Performance Management in the Digital Age

Adelien Decramer, Mieke Audenaert, Dirk Buyens

Performance management is defined as a comprehensive set of practices for developing employees' performance, such as goal setting, feedback and performance appraisal. It is interesting and relevant to study performance management as an HRM scholar as it is an HRM system that is implemented by many organizations and teams (Aguinis, 2009). Although these systems garnered criticism due to their unintended side effects, research has found that these systems can foster positive attitudes and performance from employees (Audenaert et al., 2019; Decramer et al., 2013; Van Thielen et al., 2018). In order to tackle potential negative side-effects more developmental performance management systems are implemented by organizations. Not only does this precent potential negative side-effects, it also addresses needs of contemporary employees to receive more regular performance feedback (Posthuma et al., 2018) or performance feedback with a greater understanding of their unique strengths and talents (Van Woerkom & Kroon, 2020). Moreover these performance management systems are often digitalized. In responding to a rapidly changing environment, organizations might consider more continuous or 'agile' forms of performance management (Yim et al., 2020). Digitilization of performance management can assist in these efforts for agility.

Research papers which contribute to our understanding of feedback, performance management and employee outcomes are welcomed. We invite papers which discuss, but are not limited to, the following topics:

- How does strength-based or regular feedback affect employees?
- How does digitalization affect the effectiveness of performance management?

- How does gaming or virtual reality contribute to feedback processes? How does gaming or virtual reality contribute to effective performance management?

- Which leadership styles facilitate digital feedback processes? Which leadership styles facilitate digital performance management processes?

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17. Future Proof HRM in the Public Sector?

Track convenors: Eva Knies, Bram Steijn, Adrian Ritz

The developments that are transforming the world of work, such as digitisation, climate change, and migration, have a major impact on organisations in the public sector. Public organisations are typically organisations that have an important societal responsibility to address these challenges, while, at the same time, protecting employee well-being, and continuing to deliver high-quality public services (Steijn & Knies, 2021). This raises questions how to organise work in public organisations and how to manage employees effectively. For example, how can employers provide a more flexible working environment in a digitalised world and how does this affect public service delivery? How do organisations move from bureaucratic hierarchies to more collaborative cultures and what does this mean for the roles of public leaders and employees? How can employers ensure high-quality public service delivery on the one hand, and on the other hand their employees' well-being, while at the same time challenging them to be innovative and efficient? (Ritz & Knies, 2023; Weißmüller et al., 2023).

In this panel, we invite papers that study Human Resource Management in the public sector (e.g., national and local government, healthcare, and education). Papers on all subjects in this area are welcome, but, in particular, we welcome papers that address the future of work in the public sector, and the role that various stakeholders play in shaping that future.

To support the debate about the future of HRM in the public sector, this track invites papers that discuss such topics like (but not limited to):

- The effect of demographic and technological developments on HRM in the public sector
- The effect of demographic and technological developments on the future of work in the public sector

- The role public HRM plays in tackling grand societal challenges

- The way that public sector HRM impacts employee well-being, public service delivery, and social legitimacy, and potential trade-offs between those outcomes.

- The effect of institutional context on intended, implemented, and perceived HRM in the public sector

- The role that various stakeholders (e.g. managers, employees, HR function, politicians) play in shaping HRM in the public sector.

- Comparisons between HRM and its outcomes in the public, private, and non-profit sectors

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18. Digitalization and Organizational Change in Healthcare: Implications for HRM

Track convenors: M. Renkema, F. Scholz, T. Sahakian, S. Kilroy, J. Drost.

Recent advances in innovative technology, such as robotics, algorithms, chatbots, virtual reality, and especially Artificial Intelligence (AI), referring to technologies that mimic and surpass functions of human intelligence (Renkema, 2021), have profound impact on the nature of work across many different sections, particularly healthcare. This sector is facing various challenges: (1) a growing demand for care, (2) increasing burnout rates of Healthcare Professionals (HCPs), (3) shortages of personnel, and (4) a push to provide cost-effective and high-quality care. The use of innovative technologies is purported to help address these challenges, by supporting HCPs with critical medical decision-making and reducing administrative tasks (Bajwa et al., 2021). Simultaneously, such technologies may also exacerbate the aforementioned problems and create new ones, including the genuine capability for success of AI and robotics in a human-centered context like healthcare, the possible replacement of key workers with AI technology, and the resistance of HCPs (Longoni et al., 2019; Yu et al., 2018). Current evidence of the role of the HR function and/or organizational leaders in facilitating these changes is scarce, particularly relating to the implementation of innovative technologies that impact HCPs, their workflow, professional relationships, professional identity, and well-being (Castagno & Khalifa, 2020). This requires further attention by scholars and practitioners to demonstrate if, how, and why these technologies are relevant and timely for the future of this sector.

In this track, we call for papers that study how HRM plays a role in supporting digitalization and organizational change by ameliorating or even provoking some of these challenges for the healthcare workforce.

We invite papers that discuss, but are not limited to, the following questions:

- How is innovative technology, such as AI, implemented in healthcare organizations and what are the key issues that occur when such technology is implemented in the workplace?

- What actors (HRM, Innovation, Leaders, Healthcare Associations, Trade Unions, etc.) play a crucial role in successfully implementing these innovative technologies

- How do HCPs and managers experience their work with the introduction of AI technology?

- How does innovative technology impact the workflow, autonomy, professional identity, and overall performance and well-being of HCPs?

- What are the domain expertise and skills required to make sense of and adopt AI technologies and ensure they generate valuable insights and to what extent are HCPs and other actors equipped with the right expertise and skills?

- What implications do these AI technology changes have for HCPs and other stakeholders?

- What HR practices and/or leadership styles are potent in enhancing the positive effect of AI in the workplace and minimising its potential perils?

- What are the ethical and legal issues that emerge with the use of AI for medical decisions?

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19. Amplifying the Voice of Blue-Collar Workers in HRM Research and Beyond

Wouter van Zwol, Beatrice van der Heijden, Jeroen de Jong, Peter Kruyen

Blue-collar workers whom are vital in industries and services like road transport and manufacturing, still constitute about 30% of the Western workforce (International Labour Organization, 2022). Despite their significance, HRM research often neglects them, herewith hindering a thorough understanding of their workplace experiences, needs, and challenges (Kruyen & Sowa, 2023). Often, HRM research is pre-occupied with white-collar (office) jobs (Bergman & Jean, 2016). Blue-collar jobs involve labor-intensive tasks, leading to higher physical demands and a greater risk of work-related injuries (Gibson & Papa, 2000). Economic vulnerability and limited resources further characterize their precarious labor conditions (Shirmohammadi et al., 2023). Notably, blue-collar and white-collar workers also differ in motivating work characteristics, challenging common beliefs about monetary rewards' significance for blue-collar workers (Baruch et al., 2016; Hennequin, 2007; Huang, 2011; Lin-Hi et al., 2019)Addressing this underrepresentation of blue-collar jobs in scholarly research is crucial for inclusive workplaces, organizational effectiveness, and equitable employment practices.

Therefore, this conference track aims to better understand the challenges and opportunities of HRM in facilitating performance, well-being, engagement, leadership, and (career) sustainability of blue-collar workers.

Key themes:

- Blue-collar workforce size: Analyzing global labor force statistics to determine the prevalence of blue-collar workers in various industries and services across countries.

- Uncovering blue-collar workers and jobs: Exploring the (job) characteristics of blue-collar work(ers), their needs, perceptions, and behavior, for example in comparison to white, pink, or green-collar work(ers).

- Adapting HRM practices: Investigating approaches to tailor HRM practices for blue-collar workers, including inclusive recruitment, customized training and development, and performance management systems that recognize their unique contributions.

- Engaging blue-collar workers: Exploring strategies for fostering engagement among blue-collar employees, considering leadership, workplace conditions, and HRM practices to create motivating environments.

- Career sustainability: Addressing challenges related to the sustainable employability of blue-collar workers, exploring interventions, and HRM policies and practices promoting physical and mental well-being, and safety.

- Organizational behavior in blue-collar contexts: Broadening the perspective to organizational behavior in blue-collar settings, exploring leadership, teamwork, organizational culture, and employee voice, and their interaction with HRM practices.

- Methodological inquiry: Investigating effective qualitative and quantitative methods to understand the needs and experiences of blue-collar workers, addressing stereotypes about literacy skills and openness to researchers, and proposing engagement strategies for research.

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20. HRM, Algorithms and Intelligent Technology: Implications for Work, Organizations and People

Track convenors: Jeroen Meijerink, Ferry Koster, Na Liu, Tanya Bondarouk, Paul Boselie, Anna Bos-Nehles, Rein de Crooman, Nicky Dries, Anne Keegan, Jan de Leede, Sophie de Winne, Jacqueline Drost, Maarten Renkema, Simon Schafheitle

This track invites papers at the intersection between HRM, Algorithms and Intelligent Technology, and their implications for work, organizations and individuals. We broadly define Intelligent Technology (IT) as algorithms that are capable of learning to perform work-related tasks faster, more precisely, and with less probability of error than humans. This includes but is not limited to adopting artificial intelligence (AI) in the workplace which gives the notion of "IT" another connotation that moves away from information towards intelligent technology. Work and employment relationships change due to such technological developments, and do not limit themselves (anymore) to niches in the labor market (such as the gig economy and its 'poster childs' like Uber and Fiverr). Instead, the adoption of IT has implications for workers' jobs, employability, and well-being across various industries and sectors, and gives rise to alternative ways of working and new organizational forms.

As scholarly attention on the implications of IT for HRM, organizations and work(ers) is surging, there is a risk of creating an 'AI hype' in HRM research that presents 'old wine in new bottles'. To avoid research that is based on conceptual quicksand, we need to ask the question of what is new (if anything) about IT at work and how it challenges assumptions that underpin HRM research. Moreover, understanding the multifaceted nature and implications of IT at work, requires scholarly inquiry into their drivers, adoption, and consequences for multiple stakeholders (including individuals, teams, organizations, and society). Concerning the latter, it seems likely that both the negative and positive consequences of new

technologies need to be understood to weigh the pros and cons and evaluate what it means for HRM. The purpose of this track is therefore to advance the conceptualization of IT at work and uncover its implications for the theory and practice of HRM, work, people, and organizations.

To support the debate about these issues, this track invites papers that reconsider and question current HRM conceptual models, and discuss such topics like:

- Types of tasks: IT affects the roles and jobs of managerial and non-managerial employees. This includes the use of Large Language Models (LLM, like ChatGPT and Bard), cobots/social robots or other types of smart technology that augment/automate frontline work. Managerial tasks are affected too, for instance, with workplace algorithms affording innovations in people/HR analytics processes and algorithmic HR management. Accordingly, we welcome contributions that examine how HRM is affected by and contributes to the adoption of, and work-related changes that stem from, IT at work;

- Nature of changes in jobs: IT changes existing jobs, gives rise to new ones, and raises serious questions about current notions of job quality, well-being, employability, and job polarization (e.g. the risk that some employee groups, often vulnerable workers, have fewer opportunities than others when technology leads to function losses and the rise of new jobs). Here, ethical implications are salient, particularly when IT at work reinforces biases, unfairness, discrimination and opacity. That said, intelligent technologies also give rise to (new) jobs and affordances that are overlooked in HRM research, but which are meaningful for a dignified working life or play a key role in the production of artificial intelligence (e.g. data labeling, data brokerage, prompt generating). We encourage submissions that help to better understand changes in jobs from an HRM perspective and implications in terms of job quality, well-being, performance, and vulnerability of individual workers;

- Organizational settings. IT requires incumbent organizations to transform to keep up with competitors, enter new markets, or innovate their products/services. At the same time, they give rise to new businesses and organizational forms that disrupt incumbent firms. Disruptive firms such as 'born digital' firms and online 'gig' platforms change how, where, and when work is performed and organized. While it is believed that new technologies have an impact on HRM via changes in organizations, it is far from clear to what extent and in which way this works out in practice. The question is how new forms of IT impact individuals, jobs, and organizations to understand the consequences for HRM. We encourage contributions that examine the role of HRM and (re)organization of work in both technology-disrupted as well as -disruptive organizations.

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21. Towards a Future-Proof Hybrid Work Model: How can HRM Help?

Track convenors: Maral Darouei, Roy Sijbom, Evgenia Lysova, Maria Tims

Digitization has enabled employees to conduct their work anywhere, at any time by means of information and communication technologies (Kelliher & De Menezes, 2019). Indeed, nowadays, a substantial number of employees are making use of a hybrid work model wherein they work from home for at least some portion of the working week (more than 40% in the Netherlands; KiM, 2022). Although employers and employees enjoy the benefits of working from home, such as increased autonomy (Charalampous et al., 2019), the hybrid work model logically also has huge consequences for how employees interact with(in) their organization. Yet, we currently lack empirical studies that shed light on the implications of hybrid work for employee-employer relationships.

Research on workplace flexibility has primarily focused on examining the outcomes of full-time working from home for employees (for a review see Allen et al., 2015) and scholars have only begun to capture the lived experiences of employees who constantly switch between home and office days (Darouei & Pluut, 2021; Delanoeije et al., 2019). Thus, little is known about how employees' experiences are affected when making use of a hybrid work model. This raises the questions of 1) how individuals navigate the challenges associated with the hybrid work model and 2) what the role of HRM is in fostering healthy employee-employer relationships and making the best out of a hybrid work environment. Exploring the consequences of hybrid work is important for at least two reasons. First, although hybrid work has become increasingly common over the past couple of years and is likely to stay, many employers and employees are still struggling to adjust to this new way of working. For example, employees are experiencing great levels of loneliness (Knight et al.,

2022). Second, HRM is faced with the novel challenge of offering employees the autonomy to choose their own work location while safeguarding the social cohesion within the firm. Insights into the outcomes of hybrid work can help minimize the risk that hybrid work models are implemented and employed without a proper understanding of their consequences.

To support the debate about hybrid work, this track invites papers that discuss such topics like:

- The effect of hybrid work on the experience of meaningful work. How can individuals experience their work as meaningful and sustain these experiences in a hybrid work environment? Specifically, we welcome studies that focus on how individuals can safeguard their social relationships as important sources of meaningful work when they continuously alternate between working from home and office days.

- The role and responsibility of HRM in fostering social relationships in the workplace, how it can help leaders to stimulate, communicate about, and implement hybrid working, and how organizations can create a sense of social cohesion when employees work in different locations.

- The role of leaders in translating and implementing HR policy into their units. Do certain leadership behaviors/styles affect whether leaders discuss and make agreements on hybrid working and how does this affect employees' satisfaction with hybrid working arrangements?

- How individuals can craft their jobs in a hybrid work environment to experience the positive outcomes of hybrid work. But also, how organizations and leaders can support employees in crafting their jobs (e.g., which tools they can offer to support individuals in job crafting).

- How employees experience the quality of their work when working in different locations. That is, what resources/demands do they experience in different locations, and how are they related to well-being, motivation, or performance? But also, what are the consequences of diversity in hybrid work (i.e., the ratio of working from home versus the office) for the quality of work?

- The impact of the hybrid work model on career outcomes (e.g., promotions, employability) and in which way individuals can work on their career competencies when using a hybrid work model.

- The implications of the digitalization of work in a hybrid work setting (work-related ICT use outside work hours/availability expectations) for employees' well-being at work and home. Specifically, how hybrid work impacts employees' work-home interface (e.g., work-family conflict/enrichment, family supportive behavior, boundary management).

- The impact of contextual factors (industry, work role, job level, etc.) on the success and feasibility of hybrid work.

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22. (Re-)Imagining the Future of Work

Track convenors: Sophie De Winne, Nicky Dries, Rein De Cooman, Isabella Scheibmayr,

Max Bogaert, Na Liu

In the context of profound societal shifts, rapid technological advancement, and evolving economic landscapes, the future of work is expected to undergo significant transformations. To understand the implications of these changes on individuals and organizations, the concept of imagined futures has emerged as a valuable approach. This line of research aims to investigate possible futures of work, and individual and collective responses to them.

Imagined utopian or dystopian work futures are found in various sources, from academic work, policy reports, and the news media, to works of fiction like science fiction movies, theatrical talk performances, books, etc. This track aims to provide deeper insights into how imagined future scenarios can impact decision-making processes within organizational and/or institutional settings, and possible effects on individual employees and occupational or other groups, thus shedding light on potential challenges and opportunities that may emerge in the ever-evolving work landscape, to enrich the broader conversation on the future of work.

To support the debate about the future of work, this track invites papers that employ imagined futures as a research approach and discuss topics like:

- Human-AI Collaboration: Investigating imagined scenarios where humans collaborate closely with artificial intelligence in the workplace, including perceptions of job security, skill development, and teamwork dynamics.

- Future Workforce Diversity and Inclusion: Discussing how the future of work can promote diversity and inclusion, addressing issues related to gender, race, age, and accessibility in remote and automated work environments.

- Workplace Automation: Investigating scenarios of widespread automation and AI implementation, including concerns about job displacement and the potential for new opportunities.

- Ethical Considerations in HR and AI: Analyzing the ethical dilemmas associated with the use of AI in HR processes, such as issues related to privacy, surveillance, job displacement, and the role of technology in decision-making.

- Psychological Well-being in Remote Work Environments: Examining the psychological impact of long-term remote work arrangements, including the effects on mental health, social isolation, and work-life balance.

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23. Shaping a Future-Proof HRM Function Around the Robotization of Work

Track convenors: Hannah Berkers, Milan Wolffgramm, Pascale Le Blanc

Robots are rapidly introduced in a variety of workplaces. The introduction of robots impacts the work of human employees. In most instances, the employees' tasks change and they have to work alongside or with these robots (Frey & Osborn, 2016). Based on the existing work design and technology literature (Parker et al., 2017), it is widely acknowledged that the effect of robots on the quality of work and employee well-being or performance is not by definition positive or negative. Instead, the impact of robots on work design is dependent on how robots are being implemented and deployed. This implies that unsustainable working conditions could emerge when designers overstep classic work design principles, such as sufficient autonomy, opposing a risk to employees' well-being and acquainted employee turnover and performance outcomes (Humphrey et al., 2007).

Humanizing work, operationalized as the creation of meaningful work that improves the quality of working life and well-being, makes the HRM function particularly relevant in the robotization of work (Parker & Grote, 2020). HRM practitioners possess relevant insights about proper work design, can function as advocates for employees' interests, and can organize employee support and participation. However, empirical research on robotization has shown that the HRM function is often limited to training and development practices and HRM practitioners are not systematically included in robot implementation projects (Berkers et al., 2022; Wolffgramm et al., 2021). Given the rapid increase of robot installations, it is time to sustain the HRM function around the robotization of work.

This track aims to bundle the latest empirical insights about HRM and robotization to not only define a prosperous research agenda but also to offer HRM practitioners a range of

evidence-based insights and tools that can help them play a more central role in the robotization of work. This track comes with a highly interactive, co-creative, and hands-on session. In terms of scoping, a robot is defined as a mechanical entity that could manipulate its physical environment autonomously or through a certain form of human-robot interaction. This means that insights from a broad range of workplace settings and various types of robots are being welcomed (e.g., industrial robots, collaborative robots, service robots, teaching robots, et cetera). We explicitly invite organizational behavior and HRM scholars and practitioners to send papers that relate to the following topics:

- The role of the HRM function: What role should the HRM function fulfill in the robotization of work? This includes, but is not limited to, exemplary practices on work design, training, safety, personnel planning, employee participation in design and decision-making, and governance of the quality of work. These practices could be actualized by HRM practitioners or those with devolved HRM responsibilities (i.e., line managers, team leads, employees, business partners, directors, et cetera).

- Barriers and opportunities: Which requirements sustain the HRM function around the robotization of work? This, for instance, comprises work that shines a light on what is hindering the HRM function from being an integral part of robotization projects. Moreover, insights on promising and validated interventions related to the HRM function are welcome (e.g., training and support, competency requirements, work design experiments, role clarification, professional enhancement, et cetera).

Practice-oriented and applied research endeavors using rigorous, innovative, and rich research methods, such as observations, action research, and participatory design, are highly appreciated.

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