

# WEDNESDAY 6 NOVEMBER

8:30 a.m. - 1:30 p.m.  
**Doctoral consortium for PhD Candidates**

11:30 a.m.  
**Conference registration and coffee**

1:45 p.m.  
**Conference opening**

2:00 p.m. - 3:00 p.m.  
**Keynote David Guest**

3:30 p.m. - 5:30 p.m.  
**Parallel sessions**

7:00 p.m. - 10:00 p.m.  
**Evening program by pHResh**

# THURSDAY 7 NOVEMBER

8:15 a.m. - 8:45 a.m.  
**Coffee and continued registration**

8:45 a.m. - 10:30 a.m.  
**Parallel sessions**

11:00 a.m. - 12:45 p.m.  
**Parallel sessions**

12:45 p.m. - 2:00 p.m.  
**Lunch**

2:00 p.m. - 3:00 p.m.  
**Keynote Claartje ter Hoeven**

3:30 p.m. - 5:30 p.m.  
**Parallel sessions**

6:30 p.m. - 11:30 p.m.  
**Conference dinner**

# FRIDAY 8 NOVEMBER

9:00 a.m. - 10:45 a.m.  
**Parallel sessions**

11:15 a.m. - 1.00 p.m.  
**Parallel sessions**

1:00 p.m. - 2:00 p.m.  
**Lunch**

2:00 p.m. - 3:30 p.m.  
**Celebrating the 25th Anniversary  
of the Dutch HRM Network**

3:30 p.m. - 4:15 p.m.  
**Informal closing**

## PRELIMINARY PROGRAM

*Note that this is a preliminary program and hence it is subject to change. The final program will be communicated via the Networkapp. We strongly recommend you to use the Networkapp during the conference. An invitation to join the Networkapp will follow after the summer.*

### WEDNESDAY 6 NOVEMBER

**8:30 a.m. - 12:30 p.m. Doctoral Consortium for PhD candidates**

**11:00 a.m. Conference registration and coffee**

**1.45 p.m. – 2:00 p.m. Conference opening**  
*Van der Goot Building, Forumzaal*

**2:00 p.m. - 3:00 p.m. Keynote by David Guest**  
*Van der Goot Building, Forumzaal*

**3:30 p.m. - 5:30 p.m. PARALLEL SESSIONS 1**

**7:00 p.m. - 10:00 p.m. Evening program by pHResh (invitation only)**

#### Parallel Session 1A

**Wednesday | 3:30 p.m. - 5:30 p.m. | Van der Goot Building Forumzaal**

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

*Track organizers: Jos Akkermans, Beatrice van der Heijden and Ans de Vos*

<b>Theoretical Perspectives on Sustainable Careers</b>
<b>Wouter Vleugels, Jana Deprez, Jeroen de Jong and Beatrice van der Heijden</b> PE Fit and Career Sustainability: The Interplay between Supplementary and Complementary Fit in Predicting Happiness, Health, and Productivity at Work
<b>Delia Meyer</b> Career sustainability: a relationship perspective
<b>Thomas Pirsoul, Michaël Parmentier and Wouter Vleugels</b> Affect and person-environment fit: A systematic review and meta-analysis
<b>Francesco Candia, Gabriele Boccoli, Benedetta Colaiacovo, Luca Gastaldi and Mariano Corso</b> Decoding Fairness: Unveiling Cognitive Processes in Compensation and Career Growth Decisions. Adopting attribution theory perspective through latent transition analysis
<b>Yoy Bergs, Pascale Peters, Xander Lub and Rob Blomme</b> (Re)building Identities Brick by Brick: Exploring Identity Threats Through LEGO® Serious Play®

**Parallel Session 1B**

**Wednesday | 3:30 p.m. - 5:30 p.m. | Langeveld Building LAN 05-06**

**Track 12 – Opening Up Thinking to Close the Gender Leadership Gap**

*Track organizers: Kathleen Stephenson, Caroline Essers, Christine Teelken, Vedika Lal*

<b>Gender, Leadership and HRM Concerns</b>
<b>Carlos Morales, Claudia Holtschlag, Aline Masuda and Sebastian Reiche</b> Beyond Numbers: The Unintended Consequences of Gender Diversity on Pay Equity
<b>Jasmien Khattab and Madleen Meier-Barthold</b> Exploring Gendered Social Network Dynamics: Implications for Work Performance and Career Advancement
<b>Ewoud Abspoel, Babette Pouwels, Chantal Remery and Joop Schippers</b> Representation of women in boards of (large) Dutch companies: compliance with and impact of Dutch legislation, 2012-2020

**Parallel Session 1C**

**Wednesday | 3:30 p.m. - 5:15 p.m. | Langeveld Building LAN 05-18**

**Track 13 - The Conceptualization and Measurement of HRM in the New World Of Work**

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

<b>The Conceptualization and Measurement of HRM in the New World Of Work</b>
<b>Alex Dolman and Roel Schouteten</b> Dutch translation and validation of the English Socially Responsible HRM (SR-HRM) measuring instrument
<b>Leonie Pethö-Schramm, Dave Stynen, Thomas Van Waeyenberg and Judith Semeijn</b> Where does it come from, where does it go? - A systematic exploration of Sustainable Human Resource Management
<b>Sofie Schuller, Claartje ter Hoeven and Yuri Scharp</b> Working in the Shadows of the Gig Economy: Development and Validation of the Micro-Working Conditions Scale

**Parallel Session 1D**

**Wednesday | 3:30 p.m. - 5:15 p.m. | Langeveld Building LAN 05-22**

**Track 4 – Humanising HRM**

*Track organizers: Bex Hewett, Jeske van Beurden, Jessica de Bloom, David Guest, Madleen Meier-Barthold and Karina van de Voorde*

<b>Well-being</b>
<b>Linnéa Järvinen, Karina van de Voorde, Steven Kilroy and Jaap Paauwe</b> A Systematic Literature Review on the HRM-Related Antecedents and Consequences of Work-Related Vitality: Toward a Framework
<b>Herman Yosef Paryono, Jessica de Bloom, Hendrik van de Brake and Thomas de Vries</b> Acknowledging the employee as a whole person: How intrapersonal role diversity affects well-being
<b>Maria Muñoz-Doyague, Ana Fanjul and Ramón Rueda</b> Unlocking performance: the impact of well-being and commitment

**Parallel Session 1E**

**Wednesday | 3:30 p.m. - 5:15 p.m. | Langeveld Building LAN 05-10**

**Track 18 - Digitalization and Organizational Change in Healthcare: Implications for HRM**

*Track organizers: Maarten Renkema, Frederike Scholz, Tina Sahakian, Steven Kilroy and Jacqueline Drost*

<b>Artificial Intelligence and Healthcare Work(ers)</b>
<b>Maarten Renkema, Jacqueline Drost and Tanya Bondarouk</b> Working with AI in healthcare: Healthcare professionals' AI experiences matter
<b>Frederike Scholz, Tina Sahakian, Neris Güven, Maarten Renkema, Colette Cuijpers, Gerard Schouten, Elena Shulzhenko, Eveline Wouters and Esther De Vries</b> A Scoping Review of Artificial Intelligence in Healthcare: Redefining Roles and Work Structures for Healthcare Professionals
<b>Frederike Scholz</b> Artificial Intelligence Technology Implementation into the Daily Workflow in Care Organizations: The Role of Human Resource Management
<b>Evgenia Pavlakov</b> The Use of AI to Assist in Routine Care of the Elderly: A Clinical Study of The Contribution of Empathetic AI Agents To Reducing Loneliness in the Elderly

**Parallel Session 1F**

**Wednesday | 3:30 p.m. - 5:30 p.m. | Langeveld Building LAN 05-12**

**Track 5 - Talent Acquisition and Employer Branding during Changing Times**

*Track organizers: Eveline Schollaert, Greet Van Hoye, Gosia Kozusnik and Dirk Buyens*

<b>Talent Acquisition and Employer Branding</b>
<b>Julie Haspeslagh, Greet Van Hoye and Gosia Kozusnik</b> Navigating the Employer Branding Landscape: Strategies for Standing Out in a Competitive and Rapidly Evolving Market
<b>Hira Kanwal and Greet Van Hoye</b> Employer Brand Distinctiveness, Consistency, and Consensus: Understanding Potential Applicants' Attraction and Job Search Behavior
<b>Laurens Biesmans, Diane Arijs, Rein De Cooman and Yves Van Vaerenbergh</b> Development and Validation of the Candidate Experience Scale
<b>Laura De Boom, Eva Kenis and Kim De Meulenaere</b> Walking the talk: A two-phase study on the effect of diversity (mixed) messages with the moderating role of race
<b>Alexandra-Paraskevi Chytiri</b> Rethinking Recruitment and Selection process in the new digital-AI era: The impact on attracting talented candidates

**THURSDAY 7 NOVEMBER**

**8:15 a.m. - 8:45 a.m. Coffee and continued registration**

**8:45 a.m. - 10:45 a.m. PARALLEL SESSIONS 2**

**11:00 a.m. - 12:45 p.m. PARALLEL SESSIONS 3**

**12:45 p.m. - 2:00 p.m. Lunch**

**2:00 p.m. - 3:00 p.m. Keynote by Claartje ter Hoeven**  
*Van der Goot Building, Forumzaal*

**3:30 p.m. - 5:30 p.m. PARALLEL SESSIONS 4**

**6:30 p.m. - 11:30 p.m. Conference Dinner**

**Parallel Session 2A**

**Thursday | 8:45 a.m. - 10:45 a.m. | Van der Goot Building Forumzaal**

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

*Track organizers: Jos Akkermans, Beatrice van der Heijden and Ans de Vos*

**Sustainable Careers among Specific Groups**

**Mareikje Pfenning, Hubert Korzilius, Klaske Veth and Beatrice van der Heijden**

When the honeymoon is over – a systemic and whole life perspective on young professionals' well-being during the university-to-work transition

**Daphne van Helden and Laura den Dulk**

Researchers taking the lead: towards a broader understanding of academic management via the lens of career sustainability and gender

**Christina Butler and Sarah Spence**

Towards the Sustainability of Healthcare Professionals' Careers Post-Pandemic: A Turning Points Approach

**Monica Santana, Rocio Aguilar and Beatrice van der Heijden**

An inductive qualitative case study aimed at new theorising on cancer survivors returning to work

**Parallel Session 2B**

**Thursday | 8:45 a.m. - 10:45 a.m. | Langeveld Building LAN 05-06**

**Track 12 – Opening Up Thinking to Close the Gender Leadership Gap**

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

**Leadership and Gender**

**Theodore Masters-Waage, Nicolas Bastardoz, Olga Epitropaki, and Jay Naranayan**

Leader See, Leader Should Be: Can prominent leadership transitions change the public's leadership prototype?

**Rafael Wilms, Janneke Oostrom, and Emma van Garderen**

The effects of the charisma signal and voice pitch in female leader selection

**Xixi Ai, Svetlana Khapova, Janneke Oostrom, and Jost Sieweke**

Getting on top of the glass cliff: How Women Directors Deal with Post-appointment Challenges on the Board

**Lien Desmet and Katleen De Stobbeleir**

Is Leader Identity Enough? The Role of Leader Identity in Navigating Leadership Risks for Women

### Parallel Session 2C

Thursday | 8:45 a.m. - 10:30 a.m. | Langeveld Building LAN 05-10

#### Track 3 - Inequalities and Decent Work in the Era of Digitalization

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

<b>Inclusive Culture</b>
<b>Sanne Fijneman-Ghielen, Hira Kanwal, Frederike Scholz and Greet Van Hoye</b> Incorporating a diversity and inclusion perspective in employer branding: bridging research and practice
<b>Martina Kohlberger, Sarah Richard, Julia Brandl and Sabine Bösl</b> Collaborative Research as a Space for Identity Work and Play
<b>Peggy De Prins</b> Unraveling Workplace Taboos and Silence: An Examination of Antecedents, Nature, and Impact

### Parallel Session 2D

Thursday | 8:45 a.m. - 10:30 a.m. | Langeveld Building LAN 05-18

#### Track 17 - Future Proof HRM in the Public Sector?

Track organizers: *Eva Knies, Bram Steijn and Adrian Ritz*

<b>HRM in Various Public Sectors</b>
<b>Marian Thunnissen and Paul Boselie</b> A critical review of Talent management in Higher Education
<b>Lisa Maertens and Annie Hondeghem</b> Evidence-based HRM in the Flemish government, are we there yet? An empirical study.
<b>Rita Lamsal and Denis Hyamms-Ssekasi</b> An Exploration of the Impact of Affirmative Action Policies on Employment in Nepalese Civil Service
<b>Jolanta Jaskiene and Elise Marescaux</b> The role of HRM in academia: challenges and opportunities in supporting the well-being of academics

### Parallel Session 2E

Thursday | 8:45 a.m. - 10:30 a.m. | Langeveld Building LAN 05-22

#### Track 4 – Humanising HRM

Track organizers: *Bex Hewett, Jeske van Beurden, Jessica de Bloom, David Guest, Madleen Meier-Barthold and Karina van de Voorde*

<b>Leader</b>
<b>Qing Ye, Tina Sahakian, Christine Yin Man Fong and Brigitte Kroon</b> Employees' Perceptions of and Reactions to Managerial Decision-making: A Systematic Review
<b>Wilfred van den Brand and Jana Janssen</b> A daily diary study on leader consideration and employee work engagement: the mediating role of positive affect and the moderating role of person-supervisor fit
<b>Chloé Tuteleers, Sophie De Winne and Bart Baesens</b> Six blind men and the elephant: Adopting a configurational approach to HR practices, leadership, and job design to create new insights into strategic HRM

### Parallel Session 2F

Thursday | 8:45 a.m. - 10:45 a.m. | Langeveld Building LAN 05-16

#### Track 18 - Digitalization and Organizational Change in Healthcare: Implications for HRM

Track organizers: Maarten Renkema, Frederike Scholz, Tina Sahakian, Steven Kilroy and Jacqueline Drost

<b>Healthcare Technology and Implementation</b>
<b>Michal Biron, Dana Yagil and Jennifer Slawotsky</b> Toward an understanding of healthcare professionals' burnout in telehealth: Two literature reviews and an organizing framework
<b>Karen Pak, Maarten Renkema and Daphne van der Kruijssen</b> Technology and successful aging in the healthcare industry: a qualitative study
<b>Judith Engels, Annet de Lange, Rogier van de Wetering, Jol Stoffers, Joris van Ruyseveldt and Maitta Spronken</b> Identifying Factors related to Individual Electronic Health Record Adaptation and Innovation among End-Users in Hospitals: A Multidisciplinary Theoretical Model based on a Systematic Review
<b>Relinde de Koeijer and Jaap Paauwe</b> Embracing 'non-fits for future proof strategic HRM in healthcare

### Parallel Session 2G

Thursday | 8:45 a.m. - 10:30 a.m. | Langeveld Building LAN 05-12

#### Track 5 - Talent Acquisition and Employer Branding during Changing Times

Track organizers: Eveline Schollaert, Greet Van Hoye, Gosia Kozusnik and Dirk Buyens

<b>Talent Management and Employer Branding</b>
<b>Shana Mertens, Kenn Meyfroodt and Eveline Schollaert</b> Rise by lifting others! An observational study on how humble leaders build affective commitment via safety, trust, and participative communication
<b>Lucas Dierickx, Greet Van Hoye and Gosia Kozusnik</b> A systematic review on employer branding and employee well-being
<b>Marthe Rys, Edwin van Hooft, Eveline Schollaert and Greet Van Hoye</b> Exploring the Role of Leadership in Fostering Authentically Employee Ambassadorship

### Parallel Session 2H

Thursday | 8:45 a.m. - 10:45 a.m. | Langeveld Building LAN 05-04

#### Track 10 - Positive Psychology Interventions to Foster Organizational Change I

Track organizers: Marianne van Woerkom, Dorien Kooij, Marc van Veldhoven, Keri Pekaar, Robin Bauwens and Arianna Constantini

<b>Positive Psychology Interventions to Foster Organizational Change I</b>
<b>Helen Zhao, Deanne den Hartog, Corine Boon, Armin Pircher Verdorfer and Joanna Ritz</b> Tracking the Process of Resilience on Work Engagement: The Role of Emotional Inertia
<b>Yuri Scharp, Mireia Las Heras and Yasin Rofcanin</b> When is Leading With Playful Work Design Wise? How Subordinates Shape and Attribute Playful Work Design
<b>Yuri Scharp</b> Juggling Platform Work, Employment, and Personal Life: The Role of Motivation and Playful Work Design
<b>Abbie Bailey, Nina Kupper, Dorien Kooij and Renee de Reuver</b> Barriers and Facilitators to Employee Health Interventions: A Delphi Study of the University Context

### Parallel Session 2I

Thursday | 8:45 a.m. - 10:30 a.m. | Langeveld Building LAN 05-02

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

Track organizers: Aneeqa Suhail, Robin Bauwens, Steven Kilroy, Jeske van Beurden, Kimberly Breevaart and Sven Hauff

##### Understanding HRM and Leadership through Temporal Dynamics

###### Luuk Collou and Guido Bruinsma

Increasing the Employee Behavior Needed for the Digital Transformation Trough HR

###### Aneeqa Suhail and Robin Bauwens

Unlocking the Synergy of High-Involvement Work Practices and Leader-Member Exchange on Employee Self-Efficacy and Innovative Work Behavior: A Weekly Study

###### Eda Aksoy and Mahmut Bayazit

Understanding the Interplay between HRM and Leadership in Shaping Service Climate

### Parallel Session 2J

Thursday | 8:45 a.m. - 10:45 a.m. | Langeveld Building LAN 05-08

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

Track organizers: Corine Boon, Sophie de Winne, Sven Hauff, Chloe Tuteleers, Karina van de Voorde

##### The Interplay between Control and Commitment in Strategic HRM

###### Rosa Mindeguia, Brigitte Kroon, Christine Fong and Aitor Aritzeta

Investigating the Impact of High Involvement Work Systems on Employee Emotional Well-being: An Experimental Research

###### Elia Rigamonti, Gabriele Boccoli, Luca Gastaldi and Mariano Corso

The effect of HR Analytics on employees' wellbeing: A research in the Italian context

###### Julian Gould-Williams

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

###### Giamene Odom and Denis Hyams-Ssekasi

The Role of Human Resource Analytics as a Change Agent in Human Resource Management

###### Danyi Zhou, Manhal Ali and Jonathan Winterton

Human Resource Analytics and Organisational Performance: Moderating Role of Demand Predictability

### 11:00 a.m. - 12:45 p.m. PARALLEL SESSIONS 3

### Parallel Session 3A

Thursday | 11:00 a.m. - 12:45 p.m. | Van der Goot Building Forumzaal

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

Track organizers: Jos Akkermans, Beatrice van der Heijden and Ans de Vos

##### Sustainable Careers in Non-Standard Work

###### Nasim Afshar-Kaveh and Alireza koushkie Jahromi

Moonlighting Dynamics: Unraveling Antecedents and Consequences in the Contemporary Labor Landscape

###### Maria Tamontseva, Jos Akkermans, Wouter Stam and Scott Seibert

Entrepreneurial Career Success: A Multidisciplinary Review and Future Research Agenda

###### Judith Langerak, Jessie Koen and Edwin van Hooff

What goes around, comes around? Testing a cyclic model of proactive coping with job insecurity among non-standard workers

###### Sofie Jacobs and Kirsten Vanderplanken

Independent, yet interconnected: The role of networks in freelancers' career sustainability



### Parallel Session 3B

Thursday | 11:00 a.m. - 12:45 p.m. | Langeveld Building LAN 05-10

#### Track 3 - Inequalities and Decent Work in the Era of Digitalization

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

<b>Inclusive technology</b>
<b>Sjoerd de Vries</b> Just Digitization - Inclusion of vulnerable workers supported by technology
<b>Rutger Blom</b> Providing Family-Friendly Support: A Q Study on Supervisors' Perceptions of What Helps and Hinders
<b>Maeve O'Sullivan and Áine Ní Léime</b> Work in the home-care sector – low-paid, dead-end job or decent work?

### Parallel Session 3C

Thursday | 11:00 a.m. - 12:45 p.m. | Langeveld Building LAN 05-22

#### Track 17 - Future Proof HRM in the Public Sector?

Track organizers: *Eva Knies, Bram Steijn and Adrian Ritz*

<b>HRM and Leadership in the Public Sector</b>
<b>Ann-Kristina Løkke and Marie Freia Wunderlich</b> Daily leadership's influence on employee well-being and attendance: A study in the Danish Public Eldercare
<b>Roos Mulder, Jasmijn van Harten, Eva Knies and Maria Peeters</b> The dark side of good intentions: exploring whether people management can be the 'too much of a good thing'
<b>Sandra de Kruijf, Eva Knies, Julia Penning de Vries and Toon Taris</b> When good intentions get negative results. A study of the curvilinear effects of people management in secondary schools
<b>Willemijn Gils, Mieke Audenaert, Eva Knies and Adeliën Decramer</b> Retaining Teachers Through HRM and Leadership: The role of People Management in Turnover Intention

### Parallel Session 3D

Thursday | 11:00 a.m. - 12:45 p.m. | Langeveld Building LAN 05-18

#### Track 10 - Positive Psychology Interventions to Foster Organizational Change II

Track organizers: *Marianne van Woerkom, Dorien Kooij, Marc van Veldhoven, Keri Pekaar, Robin Bauwens, Arianna Constantini*

<b>Positive Psychology Interventions to Foster Organizational Change II</b>
<b>Keri Pekaar, Evangelia Demerouti and Pascale Le Blanc</b> Empowering Proactivity: A Leadership Intervention to Stimulate Employee Job Crafting
<b>Evgenia Pavlaku and Leda Panayotopoulou</b> Health Workers' Psychological Capital and Impact on Patients: A Clinical Study of Interventions to Increase Hope Among Medical Personnel
<b>Ana Stojanović, Lara Solms, Edwin van Hooft, Matthijs de Hoog and Anne de Pagter</b> Facilitating Self-Regulation Processes Through Professional Coaching: A Randomized Controlled Trial with Dutch Nurses

### Parallel Session 3E

Thursday | 11:00 a.m. - 12:45 p.m. | Langeveld Building LAN 05-06

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

Track organizers: Maral Darouei, Roy Sijbom, Evgenia Lysova and Maria Tims

<b>The Dark Side of Hybrid Work</b>
<b>Catarina Santos and Rachel Delsart</b> Knowledge sharing and team innovation in hybrid work settings: The role of team perceived virtuality and team cohesion
<b>Nienke Rust, Robin Bauwens, Sasa Batistič and Rob Poell</b> Ctrl+Alt+Deceive: A Systematic Review on Knowledge Hiding in the Era of Virtual Collaboration
<b>Laura Innocenti, Silvia Profili and Alessia Sammarra</b> Flexible Work Arrangements at the Intersections of Ability, Disclosure, and Chronic Illness: A Latent Profile Analysis

### Parallel Session 3F

Thursday | 11:00 a.m. - 12:45 p.m. | Langeveld Building LAN 05-12

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

Track organizers: David Collings, Sophie de Winne, Elise Marescaux and Przemyslaw Piasecki

<b>HR Differentiation in a Digital Era</b>
<b>Sophie De Winne, Elise Marescaux and Przemyslaw Piasecki</b> Informal HR differentiation and employee inclusion
<b>Jordi Trullen, Eva Gallardo-Gallardo and Mireia Valverde</b> The Role of Line Managers in HRM Differentiation
<b>Anna Bos-Nehles and Sophie Kamphuis</b> Managing Multidisciplinary Teams: Line Managers as HRM Differentiators

### Parallel Session 3G

Thursday | 11:00 a.m. - 12:45 p.m. | Langeveld Building LAN 05-16

#### Combined session of Track 6 - Navigating the Confluence of Talent Management: Change Dynamics, Digitalization, and Humanization and Track 7 - Learning, Development and Talent Management in the Age of Digitization

Track organizers: Dirk Buyens, Koen Dewettinck, David Patient, Philip Rogiers, Sasa Batistič, Rob Poell and Marianne van Woerkom

<b>Natalia Volkova</b> Perceived Worth of Human Capital across IT Jobseekers in the Digital Era
<b>Jos Sanders, Marco Snoek, Stephan Corporaal, Helma Oolbekkink and Marian Thunnissen</b> Professional's Doctorates (PD); a Phd for HR professionals who make a change
<b>Alvaro Lopez-Cabrales, Mirta Diaz-Fernandez and Juan Carlos Rivera-Prieto</b> Digital transformation as a driver for more responsible and sustainable organizations: the leveraging role of employees' digital competencies
<b>Jolanda Botke, Rob Poell, Marianne van Woerkom, Sasa Batistič, Yuri Scharp, Tom Junker, Keri Pekaar and Robin Bauwens</b> Learning & Development providers in the Netherlands: How stakeholders differ in their focus on the L&D process and the (perceived) outcomes for employees and clients

**Parallel Session 3H**

**Thursday | 11:00 a.m. - 12:45 p.m. | Langeveld Building LAN 05-02**

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

*Track organizers: Aneeqa Suhail, Robin Bauwens, Steven Kilroy, Jeske van Beurden, Kimberly Breevaart and Sven Hauff*

<b>Understanding the Dynamics of Leadership</b>
<b>Anne Jansen, Christina Schaltegger, Timna Rother and Martina Zölch</b> How to deal with a flexible workforce: Identifying effective managerial behaviours
<b>Purna Panda and Promila Agarwal</b> The Barriers Model of Abusive Supervision: Looking Inward to Look Forward
<b>David Stuer, Ans De Vos and Bart Cambré</b> 'I love all my children equally': under what circumstances does LMX really matter?

**Parallel Session 3I**

**Thursday | 11:00 a.m. - 12:45 p.m. | Langeveld Building LAN 05-08**

**Track 8 - SYMPOSIUM on Redefining HR(D) for a Sustainable, Human-Centric Smart Industry**

*Track organizers: Marcella Hoogeboom, Maaïke Endedijk, Jeroen de Jong, Beatrice van der Heijden, Jessie Koen, Paul Preenen, Tim van der Voord, Stephan Corporaal and Luuk Collou*

Smart Industry has the potential to be a key driver for digital and green transitions. However, becoming a key driver for such transitions requires a proactive approach to HR(D) so that organizations and workers can keep up with the breakthrough technologies and optimize their (further) utilization and development. 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 organizational goals using Smart Industry opportunities? In Part 1 of this symposium, four papers are presented to discuss four cohesive pillars of a multi-level scalable HR(D) approach that continuously and integrally supports the operational workforce and organizations in adopting and adapting technology. In Part 2, an interactive discussion to reflect on redesigning HR(D) for the specific human capital challenges of Smart is organized.

<b>Symposium</b>
<b>Lisa Winkelman, Akvilė Bouwens, Maaïke Endedijk, Marcella Hoogeboom, Suzanne Jansen and Jessie Koen</b> Creating resourceful workplaces for production workers' learning and upskilling in the Smart Industry
<b>Carolin Schneider, Jessie Koen, Esther Oprins and Matthijs Baas</b> Optimizing Technology Implementation – The Role of Work Design in Proactive Adoption
<b>Koen Nijland, Paul Preenen, Luuk Collou and Stephan Corporaal</b> Designing inter-organisational skills learning communities for a human-centric Smart Industry: a practitioner's approach
<b>Jeroen de Jong, Beatrice van der Heijden and Stijn Visschedijk</b> Technology and the craft. An integrative review on how technology shapes craftsmanship of production workers

3:30 p.m. - 5:30 p.m. PARALLEL SESSIONS 4

**Parallel Session 4A**

**Thursday | 3:30 p.m. - 5:15 p.m. | Van der Goot Building Forumzaal**

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

*Track organizers: Jos Akkermans, Beatrice van der Heijden and Ans de Vos*

<b>Sustainable Careers and Employability</b>
<b>Sarah Courchesne, Dave Stynen, Judith Semeijn and Marjolein Caniëls</b> Using inter-organisational networks to foster workers' sustainable employability: An examination of participation in shared network activities and the role of relational factors
<b>Yvonne van Rossenberg, Sofija Pajic and Beatrice van der Heijden</b> Unpacking the Employability Paradox: Commitment Systems, Employability and Sustainable Work
<b>Sabine Hartman, Ellen Peeters, Irmgard Borghouts and Charissa Freese</b> Toward a Model of Antecedents of Perceived Employability: A Systematic Literature Review using a Grounded Theory Approach

**Parallel Session 4B**

**Thursday | 3:30 p.m. - 5:30 p.m. | Langeveld Building LAN 05-02**

**Track 17 - Future Proof HRM in the Public Sector?**

*Track organizers: Eva Knies, Bram Steijn and Adrian Ritz*

<b>HRM and Employees in the Public Sector</b>
<b>Kirsteen Grant and Diane Vincent</b> Meeting the Job Expectations of a New Generation of Police Officers: The Changing Psychological Contract and Turnover Intention
<b>Jolien Muylaert, Adeliën Decramer and Mieke Audenaert</b> The Hidden Costs of Red Tape: Exploring the Emotional and Physical Toll of Red Tape on Teachers
<b>Willemijn van Haefen, Pascale Peters, Xander Lub and Pascal Ravesteijn</b> Exploring the Nexus of Civil Servant Characteristics and Psychological Contracts during Digital Transformation: A Systematic Literature Review
<b>Miriam Panning</b> In the Midst of Uncertainty: Exploring the Dyadic Process of Role Clarification in Public Organizations
<b>Ester Bolt, Manhal Ali and Jonathan Winterton</b> Why do nurses quit? Job demands, leadership and voluntary turnover among nurses in the Netherlands

#### Parallel Session 4C

Thursday | 3:30 p.m. - 5:15 p.m. | Langeveld Building LAN 05-10

##### Track 3 - Inequalities and Decent Work in the Era of Digitalization

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

<b>Job (In)security in Foreign Labor Markets</b>
<b>Roxana Alhnaity and Matthijs Bal</b> Adverse Impact of Internal Employment Agreements on Working Conditions of Native Workers: How Illegal Practices Increase Job Insecurity
<b>Axelle Meouchy, Brigitte Kroon and Lina Daouk-Oyry</b> Bridging the gap: exploring institutionalization of equality in the MENA region
<b>Muna Khoury, Sofie Jacobs and Ans De Vos</b> Morality Under Pressure: Examining Job Insecurity and Counterproductive Work Behaviours in Palestine's Industrial Sector
<b>Frederike Scholz, Machil Deinum, Annoëlle van Hooff, Sara Steenkamp, Xander Lub and Anita Cremers</b> Towards more neuro-inclusivity of the digital learning environment: a perspective of neurodivergent teachers

#### Parallel Session 4D

Thursday | 3:30 p.m. - 5:30 p.m. | Langeveld Building LAN 05-18

##### Track 20 - HRM, Algorithms and Intelligent Technology: Implications for Work, Organizations and People

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

<b>Algorithmic HRM and Implications for Workers</b>
<b>Na Liu</b> Exploring the Relationship between Algorithmic Management and Job Autonomy: Identifying Boundary Conditions
<b>Amina Bi Can, Sandra Costa and Maria João Velez</b> Shaping individual performance with HR Bots
<b>Isabella Scheibmayr, Christina Fuchs and Astrid Reichel</b> Incentive effects of algorithmic HRM - a matter of task and transparency?
<b>Sukhmeet Kaur and Manu Shukla</b> From Isolation to Connection: Investigating Employee Loneliness and in Digitalized Workplace

#### Parallel Session 4E

Thursday | 3:30 p.m. - 5:15 p.m. | Langeveld Building LAN 05-22

##### Track 4 - Humanising HRM

Track organizers: *Bex Hewett, Jeske van Beurden, Jessica de Bloom, David Guest, Madleen Meier-Barthold and Karina van de Voorde*

<b>Climate and Sustainability</b>
<b>Feriha Özdemir</b> Integrating Sustainability into HRM: A Study of Practices and Perspectives in Swiss Companies
<b>Luís Miguel Simões and Ana Patrícia Duarte</b> The relationship between corporate social responsibility and work engagement: the mediating role of affective commitment and the moderating role of responsible leadership
<b>Andrija Djokic, Kabalina Veronika and Cheglakova Lyudmila</b> Can organizational climate protect employees from burnout?

#### Parallel Session 4F

Thursday | 3:30 p.m. - 5:15 p.m. | Langeveld Building LAN 05-06

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

Track organizers: Maral Darouei, Roy Sijbom, Evgenia Lysova and Maria Tims

<b>Job Crafting in a Hybrid Workplace</b>
<b>Michal Biron</b> Job crafting, trust, and creativity in teleworking teams: Feedback loops for recrafting
<b>Rawan Ghazzawi, Michael Bender and Sofija Pajic</b> How practical and results-grounded are the practical implications of job crafting in healthcare studies?
<b>Sevgi Emirza, Maral Darouei and Maria Tims</b> Crafting the Hybrid Work Experience: Need Discrepancy as the Motivator of Job Crafting
<b>M. Gaudiino, A. Van den Broeck and M. Verbruggen</b> My office is our office: A multilevel study on psychological ownership and social interactions at the workplace

#### Parallel Session 4G

Thursday | 3:30 p.m. - 5:30 p.m. | Langeveld Building LAN 05-16

##### Track 2 - The Role of HRM in Supporting Employees during Major Life Events

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

<b>The Role of HRM in Supporting Employees during Major Life Events</b>
<b>Rodrigo Mello, Chris Brewster and Beatrice van der Heijden</b> AI and sustainable careers outcomes: A literature review and future research agenda
<b>Ketaki Diwan, Dorien Kooij, Anne Reitz, Christina Meyers, Evelyne Meens and Anouke Bakx</b> Changes in Person-Job Fit and Self-Esteem During the Student-to-Teacher Transition
<b>Karen Pak</b> Between Work and Private Life: Exploring the Role of HRM in Supporting Employees during Major Private Life Events
<b>B. Lopez Pena, L.S. Frie, S. Dobbinga and D. E. Altorf</b> Sustainable employment: A dynamic model of how people deal with career shocks and its impact for career sustainability

#### Parallel Session 4H

Thursday | 3:30 p.m. - 5:15 p.m. | Langeveld Building LAN 05-12

##### Track 9 - Change in Work and Organizations: The Role of Leadership and HRM

Track organizers: Nele Cannaearts, Laura den Dulk, Joëlle van der Meer, Brenda Vermeeren and Samantha Metselaar

<b>Innovation, Ambidexterity and Change</b>
<b>Line Reda, Brigitte Kroon and Lina Daouk-Oyry</b> Evidence-Based Management Processes: from theory to practice
<b>Rouven Kanitz, Stefan Berger, Hendrik Huettermann, Max Reinwald, Heike Bruch and Martin Högl</b> Unfocused Sprawl or Focused Transformation? The Interplay of Broad and Deep Organizational Change and its Consequences for Trust Climate and Employee Outcomes
<b>Georgios Michelakis, Zoltán Lippényi and Rafael Wittek</b> Diversity in Time: The Effects of Boardroom Diversity on Firm Financial Performance

**Parallel Session 4I**

**Thursday | 3:30 p.m. - 5:15 p.m. | Langeveld Building LAN 05-04**

**Track 11/23 - SYMPOSIUM on Shaping a Future-Proof HRM Function Around the Robotization of Work**

*Track organizers: Hannah Berkers, Milan Wolffgramm and Pascale Le Blanc*

*Robots have entered the work floor. While more information becomes available about their implementation, application, and impact, little attention is being paid to the role of HRM in the robotization of work. Why is HRM overlooked in this process and what are ways to organize a stronger focus on the link between HRM and robotization? In this hands-on community session, we get into the role of HRM in the robotization of work. In the first part, researchers will share the state-of-the-art on the high-tech future of HRM. After that, a panel of HR experts from practice and academia will discuss the barriers and opportunities for HRM in the robotization of work. Together, we develop an impact agenda with shared initiatives. Join us!*

<b>Shaping a Future-Proof HRM Function Around the Robotization of Work</b>
<b>Giseline Rondeaux and Pichault François</b> Competing rationalities on the use of digital technologies in the selection and recruitment process: a sociomaterial reading
<b>Milan Wolffgramm, Stephan Corporaal and Aard Groen</b> Collaborative Robots and (Un)sustainable Production in Small- and Medium-Sized Manufacturing Enterprises: A Multi-Wave Interview Study Guided by Modern Sociotechnical Systems Design Theory
<b>Interactive panel discussion with HR experts from practice and academia</b>

**FRIDAY 8 NOVEMBER**

**9:00 a.m. - 10:45 a.m. PARALLEL SESSIONS 5**

**11:15 a.m. - 1:00 p.m. PARALLEL SESSIONS 6**

**1:00 p.m. - 2:00 p.m. Lunch**

**2:00 p.m. - 3:30 p.m. Celebrating the 25th Anniversary of the Dutch HRM Network**

**3:30 p.m. - 4:15 p.m. Informal closing**

**Parallel Session 5A**

**Friday | 9:00 a.m. - 11:00 a.m. | Langeveld Building LAN 05-10**

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

*Track organizers: Jos Akkermans, Beatrice van der Heijden and Ans de Vos*

<b>Sustainable Careers and Career Transitions</b>
<b>Ankur Jain, Upasna Agarwal, Sjanne Marie van den Groenendaal and Poonam Singh</b> Crafting the shift: Exploring facilitators for sustainable transition of individuals from Corporate to Gig careers
<b>L.S. Frie, S. Dobbinga, D. E. Altorf and M. Gombault</b> Navigating complex transitions and changing expertise needs through leadership: A system dynamics approach to the development of flexpertise among higher education professionals
<b>Jan Laurijssen, Ans De Vos, David Stuer and Tom Jonkers</b> Between change and stagnation. A case study on internal mobility using people analytics
<b>Roosmarij Clercx, Wolfgang Mayrhofer, Ans De Vos and Sofie Jacobs</b> Enacted sensemaking during the process of navigating a career transition
<b>Kim Scheller and Yuval Kalish</b> Coupling up for a sustainable career: managerial job-sharing for the win thanks to HRM?



**Parallel Session 5B**

**Friday | 9:00 a.m. - 11:00 a.m. | Langeveld Building LAN 05-18**

**Track 20 - HRM, Algorithms and Intelligent Technology: Implications for Work, Organizations and People**

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

<b>The Adoption of AI and People Analytics</b>
<b>Triona Bartholin, Felicity Kelliher and Brian Harney</b> The logics of PA enactment: Making room for context and agency.
<b>Felix Diefenhardt, Julius Lechner, Marco Rapp, Verena Bader, Wolfgang Mayrhofer and Michael Schiffinger</b> Wither People Knowledge? Domain Expertise in the Age of Data Analytics
<b>Carlotta Bunzel, Corine Boon, Deanne den Hartog and Robert Verburg</b> Transforming the decision-making process through the introduction of AI: A multi-stakeholder longitudinal case study
<b>Jaemin Lee, Andy Charlwood and Xanthe Whittaker</b> Examining the micro-foundations of management fads and fashions: an ethnographic field study of a HR analytics team

**Parallel Session 5C**

**Friday | 9:15 a.m. - 11:00 a.m. | Langeveld Building LAN 05-22**

**Track 4 - Humanising HRM**

*Track organizers: Bex Hewett, Jeske van Beurden, Jessica de Bloom, David Guest, Madleen Meier-Barthold and Karina van de Voorde*

<b>Work Design</b>
<b>Matthijs Bal and Roxana Alhnaity</b> A Psychology of the Absurd at Work: Implications for HRM of Absurd Workplaces
<b>Laverne Iminza Chore, Anna Schneider and Julia Brandl</b> Making reskilling work: How HRM stakeholders engender a better future for workers
<b>Joni Delanoeyje and Marijke Verbruggen</b> More than human: Findings from two intervention studies including dogs in the corporate workplace

**Parallel Session 5D**

**Friday | 9:15 a.m. - 11:00 a.m. | Langeveld Building LAN 05-06**

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

*Track organizers: Maral Darouei, Roy Sijbom, Evgenia Lysova and Maria Tims*

<b>Managing Hybrid Teams: What Can Your Leader Do?</b>
<b>Hanneke Grutterink and Roy Sijbom</b> Harmonizing Hybridity: The Impact of Informing and Participative Team Leaders
<b>Jasmijn van Harten, Eva Knies, Lode De Waele and Floris Smit</b> Does leadership in a hybrid context stimulate public sector workers' well-being and performance? Evidence from a field experiment
<b>Roy Sijbom and Hanneke Grutterink</b> From vision to action: The role of leader behaviors in fostering team satisfaction and compliance with hybrid work arrangements
<b>F. Fastje, H.J. Van de Brake and G.S. van der Vegt</b> Subgroup Formation in Hybrid Teams and its Implications for Team Identification and Performance

**Parallel Session 5E**

**Friday | 9:15 a.m. - 11:00 a.m. | Langeveld Building LAN 05-12**

**Track 9 - Change in Work and Organizations: The Role of Leadership and HRM**

*Track organizers: Nele Cannaerts, Laura den Dulk, Joëlle van der Meer, Brenda Vermeeren and Samantha Metselaar*

<b>Individual and Organizational Outcomes</b>
<b>Thomas Hetteema, Nele Cannaerts and Brenda Vermeeren</b> Driving between the lines of exploitation and exploration: The role of leadership in seeking ambidexterity
<b>Annemiek van der Schaft, Omar Solinger, Woody van Olffen, Xander Lub and Beatrice van der Heijden</b> I Saw That Coming: Employees' Prospective Antennarratives of Organizational Change
<b>Desiree Meurs, Marise Born, Yolanda Grift, Maaïke Lycklama Nijeholt and Joop Schippers</b> Informal Human Resource Management and Innovation: Insights from European SMEs
<b>Laura den Dulk, Erik Hans Klijn and Samantha Metselaar</b> Leading and hybrid working in changing times

**Parallel Session 5F**

**Friday | 9:00 a.m. - 11:00 a.m. | Langeveld Building LAN 05-04**

**Track 22 - (Re)Imagining the Future of Work**

*Track organizers: Sophie de Winne, Nicky Dries, Rein De Cooman, Isabella Scheibmayr, Max Bogaert and Na Liu*

<b>(Re)Imagining the Future of Work</b>
<b>Jochem Kroezen</b> The Turn to Craft: Toward an Alternative Theory of Work in Advanced Societies
<b>Na Liu, Sophie De Winne, Nicky Dries and Marjan De Coster</b> Decoding Organizational Control in Standard Work Environments: Sensemaking Amid Algorithmic Management
<b>Vedika Lal, Kathleen Stephenson, Janneke Oostrom and Svetlana Khapova</b> The Advocate in Me: Men, Women, and Self-Advocacy in Organizations
<b>Giorgio Rettagliata, Tanya Bondarouk, Guido Hertel and Jan-Willem van 't Klooster</b> Welcome on Board! Envisioning an employment negotiation within a social robot from the HR manager's perspective

**Parallel Session 5G**

**Friday | 9:15 a.m. - 11:00 a.m. | Langeveld Building LAN 05-16**

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

*Track organizers: Wouter van Zwol, Beatrice van der Heijden, Jeroen de Jong and Peter Kruijen*

<b>Empowering Blue-Collar Workers in the Modern Work Environment</b>
<b>J.K. Verschoor, A. Van Scheppingen, and J. Van der Weide</b> Encouraging self-management among blue-collar workers in the cleaning industry in the Netherlands
<b>Dennis Trotta and Tom Kuypers</b> Reframing Production Work in the Digital Age: An Investigation into Worker Perceptions Amidst Industry 5.0 and the Skills Crisis

11:15 a.m. - 1:00 p.m. PARALLEL SESSIONS 6

**Parallel Session 6A**

**Friday | 11:15 a.m. - 1:00 p.m. | Langeveld Building LAN 05-02**

**Track 16 - Feedback and Performance Management in the Digital Age**

*Track organizers: Adeliën Decramer, Mieke Audenaert and Dirk Buyens*

**Feedback and Performance Management in the Digital Age**

**Akvilë Bouwens, Sabrine El Baroudi, Sergey Gorbatov, Svetlana Khapova and Wenjing Cai**

Organizational Feedback Norms: Scale Development and Analysis of Their Influence on Employees' Feedback Seeking Behaviour

**Vincent Goossens, Adeliën Decramer and Mieke Audenaert**

Unveiling the impact of team monitoring and backup on innovation and performance within teams: the moderating role of conflict management

**Isabeau Van Strydonck, Adeliën Decramer and Mieke Audenaert**

Challenge and hindrance appraisal of learning-oriented goals: the role of employees' learning goal orientation

**Marte Jacobs and Marijke Verbruggen**

When leaders hinder the internal mobility of their talents: A study on talent hoarding and employee outcomes

**Parallel Session 6B**

**Friday | 11:15 a.m. - 1:00 p.m. | Langeveld Building LAN 05-10**

**Track 3 - Inequalities and Decent Work in the Era of Digitalization**

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

**Participation in Work of Vulnerable Groups**

**Annelies Scheers, Anneleen Forrier and Nele De Cuyper**

I am not a toddler...am I? Othering of unemployed migrant women in employment interventions

**Renate Bosman, Hanneke van Heijster, Charissa Freese and Irmgard Borghouts**

The conceptualization of employer engagement with ALMP's: A systematic literature review

**Hanneke van Heijster, Renate Bosman, Charissa Freese and Irmgard Borghouts**

The role of intermediaries in the sustainable employment of vulnerable groups on the labor market in the Netherlands and its added value for HRM: a multiple case study

**Lars Veerhoff, Maral Darouei, Karen Pak, Jos Akkermans and Beatrice van der Heijden**

Navigating Career Shocks: The School-to-Work Transition for Higher Education Students with Autism Spectrum Disorder

### Parallel Session 6C

Friday | 11:15 a.m. - 1:00 p.m. | Langeveld Building LAN 05-18

#### Track 20 - HRM, Algorithms and Intelligent Technology: Implications for Work, Organizations and People

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

<b>HR in a New Digital and Economic Era</b>
<b>Sonja Köhne</b> Unraveling data analytics in human resource management: A paradox perspective
<b>Anna Tillmann, Bas Koene and Steffen Giessner</b> How do organizational actors involved in people management perceive the introduction of platform-based Gig work and what are the most salient challenges and consequences for them?
<b>Machiel Bouwmans, Marissa Orlowski, Ran Zhang and Xander Lub</b> Monitoring and Evaluating Workforce Digital Transformation Skills Mastery : The Development and Validation of a Comprehensive Skills Assessment Instrument
<b>Volker Stein and Carolin Uebach</b> Integrated Human-Machine Training and Development: A Conceptual Roadmap for HRM

### Parallel Session 6D

Friday | 11:15 a.m. - 1:00 p.m. | Langeveld Building LAN 05-22

#### Track 4 - Humanising HRM

Track organizers: Bex Hewett, Jeske van Beurden, Jessica de Bloom, David Guest, Madleen Meier-Barthold and Karina van de Voorde

<b>Voice and the Collective</b>
<b>Miheer Prafulla Agnihotri and Bex Hewett</b> Self-management and Worker Voice for the Common Good: A Moral Legitimacy Perspective
<b>Prerna Panda and Pankaj Singh</b> Linking organizational virtuousness and employee's subjective well-being: the mediating role of employee resilience, agility, and moderating role of collectivism
<b>Ayfer Veli Korkmaz, Lena Knappert, Marloes van Engen, Anouk Decuyper and René Schalk</b> Paradoxes of Inclusive Leadership: A Poetic View on Leaders' Challenges and Potential Responses

### Parallel Session 6E

Friday | 11:15 a.m. - 1:00 p.m. | Langeveld Building LAN 05-06

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

Track organizers: Maral Darouei, Roy Sijbom, Evgenia Lysova and Maria Tims

<b>The Impact of Hybrid Work on Employee Well-being</b>
<b>Pascale Peters, Martine Coun and Madelon van Hooff</b> Bored at home: the relationship between leadership and boreout, psychological safety and professional isolation in hybrid work contexts
<b>Natalia Bagnoli, Gabriele Boccoli, Elia Rigamonti, Luca Gastaldi and Mariano Corso</b> Exploring the impact of digital communication on employee performance and well-being through email analysis: a social network perspective
<b>Svein Bergum</b> Managers and changes in their proximity preferences during and after the COVID-19 pandemic

**Parallel Session 6F**

**Friday | 11:15 a.m. - 1:00 p.m. | Langeveld Building LAN 05-12**

**Track 9 - Change in Work and Organizations: The Role of Leadership and HRM**

*Track organizers: Nele Cannaearts, Laura den Dulk, Joëlle van der Meer, Brenda Vermeeren and Samantha Metselaar*

<b>Shocks and Organizational Outcomes</b>
<b>Brigitte Kroon, Robin Bauwens and Sanne Nijs</b> Fruit for the future? The HRM function and dynamic workforce capabilities in SME's
<b>Ferry Koster</b> Digitalization and work practices of organizations. Intensification versus redundancy
<b>Jenny Rodriguez, Gregorio Perez Arrau and Stephen Procter</b> The COVID 19 pandemic and post-pandemic HRM: The views of HR professionals in Chile

**Parallel Session 6G**

**Friday | 11:15 a.m. - 1:00 p.m. | Langeveld Building LAN 05-16**

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

*Track organizers: Wouter van Zwol, Beatrice van der Heijden, Jeroen de Jong and Peter Kruijven*

<b>Leadership and organizational factors impacting blue-collar workers' career sustainability</b>
<b>Marc Damen, Sarah Detaille, Josephine Engels and Annet de Lange</b> Perceived factors influencing blue-collar workers' participation in Worksite Health Promotion Programs in freight transport: A qualitative investigation using the TDF and COM-B
<b>Rutger Blom</b> Organizational Barriers for Improving Labor Participation of Blue-Collar Mothers: A Qualitative Study in the Dutch Cleaning Sector
<b>Ilse Cretskens, Katrien Ramaekers, Koen Van Laer and An Caris</b> How order picker's well-being at work is influenced by their leaders
<b>W.G.A. van Zwol, J.P de Jong, E.M. Rusman and B.I.J.M. van der Heijden</b> Leadership as a driving factor for career sustainability of blue-collar workers? A comparative case study in road transportation