Call for Abstracts

10th Biennial International Conference of the Dutch HRM Network

"Sustainable HRM"

9 &10 November 2017

Organized by the Institute for Management Research (IMR), Radboud University, Nijmegen, the Netherlands

On behalf of the Dutch HRM Network:

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Prof. dr. Paul Boselie, Utrecht University, the Netherlands, Chair
Prof. dr. Dirk Buyens, Vlerick Business School, Belgium
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Prof. dr. Bram Steijn, Erasmus University Rotterdam, the Netherlands
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Deadline for abstract proposals:

1st of May 2017

Via info@hrm-network.nl

Dutch HRM Network Conference 2017: "Sustainable HRM"

The biennial conference of the Dutch HRM network conference welcomes all kinds of papers on the topic of HRM. In particular, this year's Dutch HRM conference will have a special focus on Sustainable HRM.

Since the 2008 economic crisis and the late 2015 International Climate Change Agreement (the Paris agreement) on a decrease and final ban of the use of carbon energy resources, the debate regarding sustainability of organizations and of people working in these worldwide, initiated by the Brundtland report (WCED, 1987), has intensified. Organizations are urged to take full responsibility for both individual and organizational behavior outcomes, and should be prepared to make 'dirty hands'. "Issues of environmental degradation, marginalization of significant social groups, radicalism and protests against capitalism, and the search for innovations in public and private sectors that deal with these dilemmas have increasingly become imperative nowadays" (Jabbour & Santos, 2008, p. 2133). Corporations in various sectors and industries, such as oil and gas industry, energy, financial services, and pension funds, are expected to actively lead transformation into more sustainable organizations and investments. Universities might be responsible for doing research and educating new generations about sustainability. Therefore, a search for development criteria which include economic, social, and environmental elements is needed.

Although all stakeholders in organizations need to play their role in this transformation process, there is a special role for strategic HRM with regard to developing sustainable people management policies. Boudreau and Ramstad (2005) already foresaw the need of a paradigm shift to integrate Human Resource Management with sustainability, moving from a traditional economic profit perspective to a new sustainability perspective. Although there is ample interest in making organizations more economically, ecologically and socially sustainable, up until now, research on HRM and sustainability is scarce. Ehnert and Wes (2012) stressed two directions in which the need for sustainable HRM could be underpinned. At the macro-level, an organization is perceived in its larger environment and HRM may contribute to the societal discussion about corporate sustainability and social responsibility (e.g. regarding vulnerable groups). Simply said, HRM cannot stay out of this discussion (Jackson et al., 2011). At a micro and meso level, the focus is on the internal processes of HRM. Here "the debate is linked to the observation of scarce human resources, of aging workforces, and of increasing work-related health problems and the argument is that fostering the sustainability of the HRM system itself becomes a 'survival strategy' for organizations dependent on high quality employees" (Ehnert & Wes, 201, p. 223).

Defining Sustainable HRM

Research on linking sustainability to HRM originated around the turn of the millennium from different countries, such as Germany (e.g. Müller-Christ & Remer, 1999), Switzerland (e.g. Zaugg, Blum & Thom, 2001), and Australia (e.g. Wilkinson, Hill & Gollan, 2001). Wilkinson, Hill and Gollan (2001) focused on the short-term use of human resources in organizations. The authors spoke about 'consumption' of people instead of 'reproduction'; a distinction earlier already recognized in critical management studies (see e.g. Legge, 1995),

implying that HRM is mainly concerned with the M rather than the H in HRM (Bolton & Houlihan, 2007). Zaugg, Blum and Thom (2001) took a long-term perspective in linking sustainability to HRM and claimed that a sustainable use of the capabilities of people in organizations can lead to a competitive advantage in tight labor markets. These initial studies on sustainability and HRM provided the first definitions of sustainable HRM (Ehnert & Wes, 2012). For instance, Zaugg, Blum and Thom (2001) defined sustainable HRM as "long term socially and economically efficient recruitment, development, retainment and dis-employment of employees" (p. II). Most definitions in this period were focused on the long-term survival, on the viability of organizations, and on a future orientation (Ehnert & Wes, 2012).

Later studies used terms such as 'sustainable work systems', 'HRM', 'talent management', and 'HRM and stakeholder theory' (Ehnert & Wes, 2012). Cohen et al. (2010, p. 1) defined a sustainable organization as an "enterprise that simultaneously contributes economic, social and environmental benefits — known as the "triple bottom line" — to society while also ensuring its own long-term sustainability as an organization." Sustainable HRM in their view is the use of the tools of HR to create a workforce that has the trust, values, skills and motivation to achieve a profitable triple bottom line.

Conference theme

The biennial conference of the Dutch HRM network conference welcomes all kinds of papers on the topic of HRM. In particular, this year's Dutch HRM conference will have a special focus on Sustainable HRM. The need to link HRM to the issue of sustainability is apparent, however research on the topic is still scarce. And many research questions, theoretically and empirically, still need further exploration. Although several authors tried to define the concept of sustainable HRM, there is not yet consensus about the content and scope of the topic. As a result, we both need further theorizing of the topic and exploration of its practical implications.

The aim for the 10th International Conference of the Dutch HRM Network is to map efforts in linking HRM to sustainability and to bring together international scholars to reflect on the progress, to present state-of-the art current scholarly work in the field, and to define avenues for further research.

Call for abstracts

In this edition of the Dutch HRM Network Conference invite we invite participants to reflect on these, and related, questions. Conference submissions are preferably focused to, yet not per se limited to, the conference main theme. The conference covers the complete field of HRM research and abstract proposals from any subfield are considered (e.g. strategic HRM; HR practices; HRM outcomes; employer engagement; the employment relationship; talent management; leadership; workplace and job design; careers; employability; international, institutional, cultural and contextual issues in HRM; organizational behavior and HRM issues). The width of proposals received will determine the final list of conference subthemes.

Abstract proposals which explicitly or implicitly stimulate discussion around the central theme are especially welcome. Issues which could be referred to include, but are certainly not limited to the following conference subthemes:

References

Bolton, S.C., & Houlihan, M. (eds.) (2007). *Searching for the Human in Human Resource Management. Theory, Practice and Workplace Contexts*. Houndmills: PalgraveMacmillan.

Boudreau, J.W. & Ramstad, P.M. (2005). Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. *Human Resource Management*, 44(2), 129-136.

Cohen, E., Taylor, S., & Muller-Camen, M. (2010). *HR's role in corporate social responsibility and sustainability*. Society for Human Resource Management (SHRM) Report, SHRM, Virginia, available at: www. shrm. org/about/foundation/products/Pages/Sustainability EPG. aspx (accessed 24 January 2014).

Ehnert, I. & Wes, H. (2012). Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. *Management Revue*, 23(3), 221-238.

Jabbour, C.J. & Santos, F.C. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, 19(12), 2133–2154.

Jackson, S.E., Renwick, D.W.S., Jabbour, C.J.C., & Muller-Camen, M. (2011). State-of-the-art and future directions for green Human Resource Management: Introduction into the special issue. *Zeitschrift für Personalforschung*, 25(2), 99-116.

Legge, K. (1995). *Human Resource management: Rhetorics and Realities*. London: Macmillan Press.

Müller-Christ, G., & Remer, A. (1999). Umweltwirtschaft oder Wirtschaftsökologie? Vorüberlegung zu einer Theorie des Ressourcenmanagements. In E. Seidel (Ed.), *Betriebliches Umweltmanagement im 21. Jahrhundert: Aspekte, Aufgaben, Perspektiven* (pp. 69-87). Berlin: Springer.

WCED (World Commission on Environment and Development) (1987). *Our common future: Report of the World Commission on Environment and Development*. Brussels.

Wilkinson, A., Hill, M., & Gollan, P. (2001). The Sustainability Debate. *International Journal of Operations & Production Management*, 21(12), 1492–1502.

Zaugg, R. J., Blum, A., & Thom, N. (2001). Sustainability in Human Resource Management. Evaluation Report. Survey in European Companies and Institutions. *Arbeitsbericht des Instituts für Organisation und Personal der Universität Bern und des eidgenössischen Personalamts*.

Organization and preliminary schedule

The conference has been designed as a two-day programme (9 and 10 November 2017), preceded by a one-day PhD student consortium (8 November, organized by Phresh). A detailed conference programme will be made available on the website: www.hrm-network.nl.

Venue and travel

The venue of the conference will be the Institute for Management Research (IMR), Radboud University, Nijmegen. The (IMR) is the research institute of the Nijmegen School of Management. The researchers carry out state-of-the-art research into complex problems of governance and management, in order to explain the causes of these problems, and to use that knowledge to create potential solutions. The IMR hosts researchers from business administration, economics and business economics, geography, planning and environmental sciences, and political science and public administration. The problems they study often call for a combination of knowledge and expertise from multiple disciplines, and for collaboration with societal relevant actors. IMR aims to create knowledge for society.

The city of Nijmegen is easily accessible by car, train or bus from all parts of the country. For nation-wide travel, trains are the best option. There are several airports in the neighbourhood, so when planning your trip to Nijmegen check which airport is the most convenient for you.

The IMR is located at the University campus and easily accessible by train, bus and car. There is a direct train connection between Nijmegen Central Station and Schiphol Airport (approximately 90 minutes).

For More information please consult: http://www.ru.nl/english/about-us/contact/how-get/

Procedure for submitting abstracts

Conference submissions are preferably focused to, yet not per se limited to, the conference main theme. Contributors are asked to submit an abstract of their proposed paper (with a maximum of 400 words, including references) before 1st of May 2017 via email: info@hrm-network.nl. Please follow the guidelines to ensure your abstract is reviewed:

- Submissions instructions
    - Please indicate for each abstract your first and second subtheme of preference.
    - No changes in the paper title, abstract and authorship can be made *after* the abstract deadline.
    - The Dutch HRM Network board has decided to limit the number of abstract submissions to three per person, regardless the author sequence.
- Format instructions
    - Report the submission ID number and full name of your fist subtheme of preference as a header (*upper right*) on the first page of the abstract.
    - Please indicate the title, authors and their affiliations on the first page of the uploaded abstract.

- o The maximum length of the abstract is 400 words (including references; excluding title, information on the authors and their affiliations).
- o Please save your document as a .pdf file.
- o Please name your .pdf file as follows: "submission number of your first subtheme of preference_First author_Title of your abstract". For example: *1_Jansen_Careering organizations.pdf*

NOTE: Abstracts that do not follow these formatting instructions will NOT be reviewed.

Contributors will be informed whether their abstract has been selected by the beginning of July 2017. Final papers must then be submitted by the 1st of October 2017, to compete for the best paper award. Detailed instructions regarding final submissions will be sent once proposals have been accepted.

Best paper and best dissertation award

To compete for the *best paper award*, a full paper must be submitted before the 1st of October 2017.

To compete for the *best dissertation award* the following criteria apply:

- The topic of the dissertation should be HRM or related to HRM;
- The dissertation should be defended between 2nd of August 2015 and 1st of August 2017;
- The dissertation should be defended at a Dutch or Flemish university;
- An electronic copy of the full dissertation should be sent by e-mail to info@hrm-network.nl before 1st October 2017.

We look forward to receiving your contributions!

If you have any questions, please do not hesitate to contact us via info@hrm-network.nl

The organizing committee

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Key dates and deadlines

Deadline for submitting abstracts:	1st of May 2017
Deadline for decision and selection of selected abstracts:	beginning of July 2017
Deadline for submitting full papers:	1st of October 2017
Deadline for submitting dissertations:	1st of October 2017
Abstract submission via email:	February till May 2017
Registration and payment system opens:	1st of March 2017
Registration and payment deadline:	to be announced

Radboud University
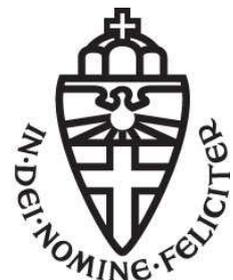
1.   Careering Organizations

Convenors: Svetlana Khapova, Paul Jansen, Michael B. Arthur

A growing body of literature suggests that individual past career experiences and individual unfolding career trajectories define organizations and their performance. Weick (1996) proposed to view this as "career enactment," or individual agentic behavior upon organizations. In turn, Higgins (2005) has coined a term "career imprinting" to describe how individual career experiences in one firm can define a whole industry through individuals' consequent startup initiatives.

Indeed, research shows that a variety of career experiences of CEOs makes their present firm more innovative and strategically agile (Crossland, Zyung, Hiller & Hambrick, 2014). In turn, career experiences of entrepreneurs define their decision making and risk taking behavior, and therefore influences the future of start-ups (Engel, Van Burg, Kleijn & Khapova, 2017). There is also research signaling that through proactive behavior at work, employees bring more innovation into their firms (Montani, Odoardi & Battistelli, 2014).

The key purpose of this track is to explore the relationship between individual careers (of individuals of various occupational groups and job positions) and organizational outcomes, be those outcomes of large organizations or start-ups, and to advance theory and empirical evidence in this regard.

Therefore, we welcome both empirical and conceptual papers addressing one or more of the following topics:

- How individual careers influence organizations and their structures?
- At which organizational levels, are individuals able to influence what happens in organizations?
- How do organizations account for individual careers and opportunities careers can provide for organizational change and strategic renewal?
- How do careers shape industries?
- How do careers become organizational resources (e.g., career scripts)?

2.   Changing Employer-Employee Relationships

Convenors: Jos Akkermans, Maria Tims, Svetlana Khapova

Due to major changes in today's labor market, such as reorganizations, the rise of entrepreneurship and startups, and increasingly flexible work, the relationship between employers and employees is fundamentally changing. This creates a complex situation where on the one hand sustainability of work and careers is increasingly emphasized (De Vos & Van der Heijden, 2015), whereas at the same time many new innovations and changes are redefining the way in which people work and manage their career. Such changes are reflected in currently popular themes in science and practice, such as job and career crafting (e.g., Akkermans & Tims, 2016), changing psychological contracts (e.g., Bal et al., 2013), and studies on particular groups on the labor market (e.g., entrepreneurs, dual career earners, contingent workers). This track aims to elucidate: (1) what the major changes are in the relationship between employer and employee, (2) how these changes have influenced the contemporary forms of employment and work, and (3) what the consequences are of these changes for how people work.

We welcome all kinds of papers where in some way or the other the changing relationship between employer and employee is addressed, for instance (but not limited to):

- Which changes are evident with respect to the employer-employee relationship?
- What are the consequences of the changing employer-employee relationship for the employer and/or employee?
- How can employees manage their job and career? For example, the role of job crafting and career crafting, self-management behaviors, etc.
- How has the psychological contract changed and how do employees respond to these changes? How can employers and employees manage these changes?
- How can employers manage and support contingent employees, dual career earners, etc. and what do they expect from these employees?

Akkermans, J., & Tims, M. (2016). Crafting your career: How career competencies relate to career success via job crafting. *Applied Psychology*, n/a-n/a. doi:10.1111/apps.12082

Bal, P. M., De Cooman, R., & Mol, S. T. (2013). Dynamics of psychological contracts with work engagement and turnover intention: The influence of organizational tenure. *European Journal of Work and Organizational Psychology, 22*(1), 107-122. doi:10.1080/1359432X.2011.626198

De Vos, A., & Van der Heijden, B. I. J. M. (2015). *Handbook of research on sustainable careers.* Cheltenham: Edward Elgar Publishing.

3.   Equality, Diversity and Inclusion: Matters of sustainable HRM?

Convenors: Yvonne Benschop (Radboud University), Maddy Janssens (KU Leuven), Channah Herschberg (Radboud University)

Contemporary organisations face increasingly heterogeneous workforces. Responsible organisations have to take care of employees with different identities to the benefit of society, the organisation, and the employees. Despite ongoing efforts by many stakeholders (e.g., government, HR managers, diversity professionals, and diversity scholars) to manage diversity in the workplace, multiple inequalities and problems with sexism, racism, ageism, ableism, and heteronormativity remain. One of the tasks of sustainable HRM should be to ensure equality, diversity, and inclusion. It has been argued before that in spirit, HRM would be the ultimate location for diversity management (Benschop, 2001), but that many HR practices (re)produce inequalities rather than counter them. Furthermore, traditionally, HRM tends to deal with inequalities as separate areas of personnel policy, yet many studies have shown the complexity of multiple intersecting inequalities (Zanoni & Janssens, 2015). This track is concerned with designing, implementing, and evaluating organisational practices and interventions that do justice to this complexity, and work towards equality, diversity and inclusion. We are interested in research about HRM practices that can contribute to this goal.

For this track we invite papers that engage with, but are not restricted to, the following topics:

- Inclusionary HR practices and its (un)intended effects;
- Blind spots in HR practices and interventions aimed at equality, diversity, and inclusion;
- Relations between equality, diversity, and inclusion;
- Criteria for the social performance of organisations to contribute to "social benefits" to society;
- The (im)possibility of organisational change towards equality, diversity, and inclusion;
- The role of multiple stakeholders in implementing change;
- Interventions that can counter intersecting inequalities;
- The concept of intersectionality in HRM theory and practice;
- Employees' perspectives on equality, diversity, and inclusion.

Benschop, Y. (2001). Pride, prejudice and performance: relations between HRM, diversity and performance. *The International Journal of Human Resource Management, 12*(7), 1166-1181.

Zanoni, P. & Janssens, M (2015). The power of diversity discourses at work: On the interlocking nature of diversities and occupations. *Organization Studies*, 36(11), 1463-1483.

4.   Examining the intersection of Sustainable HRM and proactivity

Convenors: Dirk Buyens (Ghent University; Vlerick Business School), Tina Davidson (Ghent University; Vlerick Business School), Bert Schreurs (Maastricht University)

A key characteristic of Sustainable HRM is its forward-thinking and anticipatory focus with the objective of proactively addressing organizational tensions (e.g., employee-employer, organization-environment) to ensure continuity (De Prins, Van Beirendonck, De Vos, & Segers, 2014). From this perspective, Sustainable HRM bears similarities with the concept of proactivity, broadly defined as self-initiated and future-focused action to bring about change and improvement (Grant & Ashford, 2008). Acknowledging the interconnection between Sustainable HRM and proactivity (Van Dam, Bipp, & Van Ruysseveldt, 2015), this track is concerned with novel and relevant research exploring the intersection between these research streams. On the one hand, proactivity at different organizational levels may contribute to the realization and effectiveness of Sustainable HRM by making future-focused changes to reconcile tensions and interests. On the other hand, Sustainable HRM and leadership could promote proactive participation of stakeholders to sustain positive outcomes at the individual, team, organizational, and environmental levels. In sum, proactivity can contribute to as well as follow from Sustainable HRM and we therefore believe that fruitful research efforts lie at the intersection of these domains.

We welcome empirical and theoretical papers that engage with, but are not restricted to, the following topics:
● The relationship between proactive behaviors and sustainable outcomes: Do proactive behaviors (e.g., job crafting) motivate employees to postpone retirement and stay engaged?
● Sustainability of proactive endeavors: To what extent do proactive behaviors increase work engagement vs. the stress that may come with seeking to change the work context? When and why do leaders support vs. hinder proactive behaviors? How to regulate the good and the bad of proactivity in order to benefit and balance personal and organizational interests? Is there an optimal level and/or distribution of proactivity in teams?
● The relationship between HR and proactivity: What does HR need to do to promote and sustain proactive work behaviors at the individual, team, organizational, and societal level?
● Boundary conditions for proactivity's impact on sustainability: Are proactive behaviors equally important to sustaining organizational effectiveness and employment across cultures? Are sustainable HR and leader practices equally effective in supporting proactive behaviors in all team/organizational climates?
● Trainability of proactive behaviors: To what extent can employees (un-)learn to behave proactively and what can organizations do to facilitate the learning process?

De Prins, P., Van Beirendonck, L., De Vos, A., & Segers, J. (2014). Sustainable HRM: Bridging theory and practice through the 'Respect Openness Continuity (ROC)'-model. *Management Revue, 25*(4), 263-284.

Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. In A. P. Brief & B. M. Staw (Eds.), *Research in Organizational Behavior* (Vol. 28, pp. 3-34). New York: Elsevier.

Van Dam, K., Bipp, T., & Van Ruysseveldt , J. (2015). The role of employee adaptability, goals striving and proactivity for sustainable careers. In A. De Vos & B. B.I.J.M. van der Heijden (Eds.), *Handbook of Research on Sustainable Careers* (pp. 190-204). Cheltenham, UK: Edward Elgar Publishing Limited.

5. Flexibility and entrepreneurialism in future labour markets; What about sustainability?

Convenors: Pascale Peters, Caroline Essers, Beatrice Van der Heijden (Radboud University)

Enabled by new information and communication technologies, hierarchies are flattened and new business models have emerged, in which organisations are deploying human capital in increasingly flexible manners. Particularly the deployment of agency workers, temporary contract workers, sub-contracting, outsourcing, payrolling, and self-employed workers have become much more common. In view of emerging New Ways of Working, also workers' flexible and intra-organisational entrepreneurial behaviour is being promoted. Flexibility implies that a growing number of workers have to change tasks, jobs, or principals on a more regular basis. Whereas some may opt themselves for a more flexible, boundaryless, or protean career, others may feel rather uncertain about this new reality. 'Organizing for new security' is acknowledged to be a collective responsibility.

Taking up this shared responsibility is a challenging and complex task which internal (organization/employer/supervisor and employees) and external organisational stakeholders have to accomplish jointly. At the organizational level, this may be translated into the adoption of innovative and sustainable employment strategies and practices (De Prins et al., 2015; Ehnert, 2014). It is not known, however, how 'organizing for both flexibility and security' will be translated into concrete HRM policies and practices, and what the impacts on and results will be for organizations and individuals. Therefore, this stream invites papers that seek an answer to questions such as:

- How do market and institutional trends affect flexible working and careers? And what are the implications for HRM policies? How sustainable are these?
- How do organizations focus on internal and/or external flexibility and mobility as a solution to market uncertainty? Which factors enable and constrain internal and external flexibility and mobility?
- How do flexible working and careers affect organizations and individual workers?
- To what extent does this flexibility on the labour market lead to more people starting their own business? To what extent is there a difference between male/female, ethnic minority/ethnic majority self-employed people, in the way they approach their entrepreneurship and deal with flexibility and the uncertainty attached to this?

Ehnert, I. (2014). Paradox as a lens for theorizing sustainable HRM. In *Sustainability and human resource management* (pp. 247-271). Springer Berlin Heidelberg

De Prins, P., Van Beirendonck, L., De Vos, A., & Segers, J. (2014). Sustainable HRM: Bridging theory and practice through the 'Respect Openness Continuity (ROC)'-model. *Management Revue*, *25*(4), 263-284.

## 6.	From Digital to Smart HRM

New Developments in Technology and Consequences for HRM

Convenors: Tanya Bondarouk (University of Twente) and Stefan Strohmeier (Saarland University)

Recent technological developments have a major impact on society and our private lives – think of the opportunities but also potential issues that arise due to the introduction of smartphones, drones, (care) robots or augmented reality applications in gaming. The role and impact of technological developments are, however, not limited to the social and personal field. Its influences are just as noticeable for businesses, specifically the HR function. The increasing dominance of digital technologies again raises the issue of changing, or even disappearance of the HR function. In particular, the ongoing digitalization of physical objects within the frame of the "Internet of Things" is expected to exert disruptive changes of HRM by making its future organization "smart". Moreover, as some pioneering applications in HRM, such as "wearables", indicate HRM itself might constitute an application domain of smart technologies. This track therefore invites scholars to discuss questions like:

- Which theory(ies) explain the best current technological developments and the consequences for HRM?
- What are dark and bright sides of technological "smartness" for individual employees, teams, organizations and the HRM function?
- What are new roles and competences expected from HRM professionals in the smart era? What are the consequences of new technologies for HR data, HRM analytics, and HR information provision, and HRM decision making?

7.　HR Analytics: How numbers can help organizations achieve sustainability

Convenors: Sasa Batistic (Tilburg University), Marinus Verhagen (Tilburg University), Martin R. Edwards (King's College London), and Marc van Veldhoven (Tilburg University)

This track wishes to focus its attention on the way HR analytics can be used by organizations to enhance their competitive position while also ensuring its own long-term sustainability as an organization. The sustainable HRM view uses the tools of HR to create a workforce that has the trust, values, skills and motivation to achieve a profitable triple bottom line – simultaneously contributing economic, social and environmental benefits (Cohen et al., 2010). Against this overarching theme, the specific focus of the track is on the role of what HR analytics can do in order to achieve this triple bottom line.

Empirical evidence showing the beneficial role of HR analytics in the HR function and in the organization in general is scarce (e.g., van den Heuvel & Bondarouk, 2016; Marler and Boudreau 2016). This scarcity of evidence leads some authors to speculate that HR analytics might be considered a fad or destined to fail (Rasmussen & Ulrich, 2015; Angrave et al., 2016), yet anecdotal evidence from practice suggest that HR analytics is gaining momentum in everyday business. As a consequence HR analytics slowly starts to look beyond the HR function boundaries and it tries to connect its mission with big data methods (e.g., George et al., 2014) in order to more effectively explore HR problems. Indeed, HR analytics involves complex multistage projects requiring question formulation, research design, data organization, and statistical and econometric modelling of differing levels of complexity and rigour but it usually fails when results of such analyses need to presented to decision makers (Rasmussen & Ulrich, 2015; Angrave et al., 2016).

The lack of empirical and theoretical evidence suggests that more research is needed in the HR analytics field, especially looking at how HR analytics can help organizations to achieve competitive advantage as well as a sustainable position in society. HR analytics projects tend to focus on the analysis of performance, employee turnover and talent management, often with an implicit emphasis on helping organizations achieve better financial performance. However, what scope is there to explore wider HR analytic models that provide a fuller picture of sustainable HRM that help us understand whether an organization is focusing on the triple bottom line?

In this track, papers are welcome that:

- Investigate and/or conceptualize how HR analytics can help the organization achieve the triple bottom line of sustainable HR, competitive advantage;
- Deal with various issues related to HR analytics, like how to sell results, the role of HR analytics in the HR function, how to build the HR analytics function in organizations, etc.

Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and analytics: why HR is set to fail the big data challenge. *Human Resource Management Journal, 26*(1), 1-11.

Cohen, E., Taylor, S., & Muller-Camen, M. (2010). HR's role in corporate social responsibility and sustainability. Society for Human Resource Management (SHRM) Report, SHRM, Virginia, available at: www.shrm.org/about/foundation/products/Pages/Sustainability EPG.aspx (accessed 10 December 2016).

George, G. Haas, M. and Pentland, A. (2014). 'Big data and management'. *Academy of Management Journal*, 57(2), 321 – 326.

Marler, J. H., & Boudreau, J. W. (2016). An evidence-based review of HR Analytics. The *International Journal of Human Resource Management*, 1-24.

Rasmussen, T., & Ulrich, D. (2015). Learning from practice: how HR analytics avoids being a management fad. *Organizational Dynamics*, *44*(3), 236-242.

van den Heuvel, S., & Bondarouk, T. (2016). The Rise (and Fall) of HR Analytics: A Study into the Future Applications, Value, Structure, and System Support. Paper presented at 2nd HR Division International Conference (HRIC), Sydney

8.   HRM and Innovation

Convenors: Tanya Bondarouk (University of Twente) and Helen Shipton (Nottingham Trent University)

Innovation is the cornerstone of many economies and societies and being innovative is crucial for businesses to gain a competitive advantage and to become sustainable. Therefore, all firms are looking for the holy grail of innovation by searching for means to create new products and services before competitors even thought of it. Since employees are the ones who create new ideas and translate them into innovative products/services, both researchers and practitioners agree that employees are at the root of a firm's innovation success. As such, they are seeking for sustainable human resource management initiatives that foster innovation at different levels in organizations.

We know that it is not only R&D departments that innovate, but that every employee can be engaged in the innovation process, considering the small-changes in every-day work can lead to organization-wide new products and processes. Employees are particularly well-positioned to develop new ideas given their knowledge about business processes in practices, their customer interactions, and their understanding of work floor problems. Following this, HRM researchers have been examining the impact of Employee-Driven Innovations (EDI) and Innovative Work Behavior (IWB) on individual and firm performances, and the role of HR practices in innovation. This track invites scholars to discuss such questions as whether it is desirable for all employees to be innovative; which innovations in HRM practices can stimulate the expected innovative behavior of employees; whether innovative work behaviors lead to sustainable organizational performance; which employee competences and motivation are required to generate innovations; and what do we need to implement innovations?

- The role of sustainability in the relationship between HRM and innovation outcomes
- Innovative HRM solutions for different dimensions of the innovation process (idea generation, promotion, realization)
- Effects of sustainable HR practices on innovative work behaviour
- Managing and leading innovative work behaviour
- The impact of individual innovation performance on sustainable organizational performance
- New conceptual and empirical challenges for Employee-Driven Innovations

9.   HRM and the alignment of employee well-being and organisational performance

In pursuit of internally sustainable organisations

Convenors: Marc van Veldhoven (Tilburg University), Karina van de Voorde (Tilburg University), Riccardo Peccei (King's College London), Jaap Paauwe (Tilburg University)

In this track we wish to focus attention on the way in which HRM can contribute to the development of what might be termed 'internally sustainable' organisations. These are organisations that manage to combine high levels of organisational performance with high levels of employee well-being. More generally, the interest is in understanding how HRM can contribute to the pursuit of organisations that are simultaneously economically viable and internally socially responsible (towards their employees) (Paauwe, 2009). Against this background, the specific focus of the track is on the HRM-employee wellbeing- performance relationship and on the many forms that this relationship can take in practice.

More specifically, the empirical evidence to date about the triangle of relationships between HRM, employee well-being and organisational performance shows that HRM has a positive effect on different aspects of organisational performance (including productivity, profits, customer satisfaction) through establishing positive employee happiness effects (including job satisfaction and commitment) (Jiang et al., 2012; Van De Voorde et al., 2012). However, despite this rosy pattern of results, empirical studies also indicate that HR practices involve higher levels of work intensification, which negatively affect the health-related well-being (including exhaustion, stress, and burnout) of the workforce (Jackson et al., 2014; Van De Voorde et al., 2012; Ogbonnaya et al., 2016). These findings indicate the possibility of a complex pattern of effects and trade-offs between HRM and different aspects of employee and organisational performance outcomes: HR practices may, for example, benefit organisational performance and one type of well-being while harming another type of well-being (Peccei et al., 2013). Whenever such trade-offs are present, they may threaten sustainability, either by undermining the interests of the employees or by undermining the interests of management.

In this track, we welcome papers that investigate and/or conceptualize how HR practices:

- can help to jointly optimize and align employee well-being and organizational performance;
- are more likely to be associated with win-win situations for both employees and management;
- involve complex trade-offs between multiple stakeholders and their various stakes.

10.   Inclusive HRM for vulnerable (potential) workers

Convenors: Charissa Freese (Tilburg University) Irmgard Borghouts (Tilburg University), Rik van Berkel (Utrecht University)

Organizations' mainstream HRM activities are predominantly oriented at core employees, with a focus on HRM's contributions to organizational performance and their employees' well-being. HRM activities however, also contribute to societal challenges. Given the greater diversity of types of labor contracts, confronting organizations with an increase of transitions in- and out of the organizations' workforce, this HR focus is of growing importance. The 'traditional' concept of HRM policies as *organizational* policies is under pressure as more people on the labor market have no formal bonds with organizations (jobseekers), have loose ties with organizations (the flexible workforce), or have different bonds with organizations because they are not employees .

One of societies' major challenges is the exclusion of vulnerable groups from work, income and personal development. These vulnerable groups concern:

- jobseekers who are vulnerable and need support to enter and retain jobs;
- workers with flexible contracts who often lack organizational HRM support promoting employability and facilitating work-to-work transitions;
- self-employed people who are no employees in the legal sense and therefore lack the organizational support that employees receive but have HR needs;
- employees at risk of losing their jobs (forced work-to-work transitions)

Securing and developing human capital within this workforce is essential for a well-functioning labor market and worker and societal well-being. There is an increasing necessity to focus on the HRM needs and HRM support of more vulnerable groups on the labor market. These inclusive HRM activities have to be intertwined with active labor-market policies to become most effective. An interdisciplinary approach of this theme is therefore essential.

This track focuses on the issue of inclusive HRM for these groups. It specifically calls for interdisciplinary contributions. Papers contributions to this track may address questions such as:

- What initiatives to provide HR support to these groups do organizations initiate and why, and what triggers or hampers these initiatives?
- What types of 'supra-', 'inter-' or 'extra-'organizational forms of providing HR support to these groups exist (such as sectoral initiatives, public-private partnerships, mutual support)?
- What are the effects of inclusive HRM activities with regard to organizational performance and societal impact?
- What do vulnerable groups expect from HR and which inclusive HRM initiatives meet these expectations?

11. Learning, development and talent management for sustainability

Convenors: Rob Poell, Luc Sels, Marianne van Woerkom

Many organizations spend a lot of money on training and development in order to remain sustainable over time, to upgrade employee skills and knowledge, 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 fixing 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.

This track will accept high-quality submissions in the areas mentioned above and on related topics in the field of learning, development and talent management for sustainability.

12.   Managing the Sustainable Career: Who is Responsible for What?

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

Recently, the concept of *sustainable careers* (De Vos & Van der Heijden, 2015) has gained momentum in both scientific and professional discussions on career management. What makes this perspective especially valuable in addition to other existing frameworks, is its perspective on both the individual and the organization. One crucial question underlying the concept of sustainable careers that needs further elaboration is related to the responsibility for sustainable careers. Although the majority of recent scholarly literature has emphasized individual agency as the core mechanism for contemporary career success (e.g., Eby et al., 2003; King, 2004), some researchers have recently started to argue that the organizational perspective should also be considered more extensively (e.g., Baruch, 2015; Clarke, 2014), over and above focusing solely on the individual perspective. This poses some fascinating questions that are in urgent need for more theorizing and empirically-based answers, such as: *In which ways are individuals and organizations responsible for creating, maintaining and fostering sustainable careers, how can both parties benefit from it and how do these parties interact with each other*?

This track welcomes submissions that aim to contribute to answering these questions. We welcome contributions that address topics including (but not limited to):

- The individual level of sustainable careers, for example studies that aim to elucidate what workers in today's career landscape can do to create a sustainable career for themselves
- The organizational level of careers, for example studies examining the role of organizations in stimulating sustainable careers among their workers, thereby also considering the role of the line manager
- Integrated perspectives in which both are considered, for example exploring the interaction between organizational career policies and individual career self-management behaviors or the role of i-deals in managing sustainable careers.
- Sustainable career management among all kinds of populations, such as – but not exclusively –young workers transitioning into the labor market or ageing workers, blue and white collar workers, public and private sector workers.

Baruch, Y. (2015). Organizational and labor market as career eco-system. In A. De Vos & B. I. J. M. Van Der Heijden (Eds.), *Handbook of Research on Sustainable Careers* (pp. 164-180). Cheltenham: Edward Elgar Publishing.

Clarke, M. (2013). The organizational career: not dead but in need of redefinition. *The International Journal of Human Resource Management, 24*(4), 684-703. doi:10.1080/09585192.2012.697475

De Vos, A., & Van der Heijden, B. I. J. M. (2015). *Handbook of research on sustainable careers*. Cheltenham: Edward Elgar Publishing.

Eby, L. T., Butts, M., & Lockwood, A. (2003). Predictors of success in the era of the boundaryless career. *Journal of Organizational Behavior, 24*(6), 689-708. doi:10.1002/job.214

King, Z. (2004). Career self-management: Its nature, causes and consequences. *Journal of Vocational Behavior, 65*(1), 112-133. doi:10.1016/S0001-8791(03)00052-6

13.   Performance Management & Sustainability

Convenors: Adelien Decramer, Mieke Audenaert & Dirk Buyens (Ghent University)

Whether performance management is effective is a controversial topic in literature and in practice. The urge for increased efficiency and effectiveness has pushed organizations to consider the adoption of performance management systems. These systems serve to plan, monitor and evaluate the performance of employees (DeNisi & Smith, 2014). Over the years, performance management has moved from a single HRM practice (i.e., performance appraisal) to a variety of HRM activities through which the organization seeks to assess employees and develop their competences, enhance performance and distribute rewards (Decramer, Smolders, & Vanderstraeten, 2012). Performance management can be defined as a continuous process in which employees and their supervisors jointly identify, measure and develop performance in accordance with the strategic goals of the organization (Aguinis, 2013). In addition to employee performance, performance-management systems are theorized to result in affective well-being (i.e., job satisfaction and affective commitment), and, ultimately, in organizational performance (Fletcher & Williams, 2016). However, the effectiveness of these systems is controversial because employee performance-management systems may generate unintended side-effects. For instance, it may drive performance improvements at the expense of the employees' well-being (Fletcher & Williams, 1996; ordo´n˜ez, Schweitzer, Galinsky, & Bazerman, 2009).

This track aims to advance our understanding of whether and how performance management may deliver sustainable outcomes (without generating unintended side-effects). For instance, we welcome submissions on the following topics:

- The relationship between employee performance management and HRM outcomes such as psychological and physical wellbeing, sustainability and performance.
- The role of leaders in affecting employees' HRM outcomes by implementing and applying a sustainable approach to employee performance management such as continuous and informal feedback systems and strength-based approaches to performance management.

Aguinis, H. (2013). *Performance management (3rd ed.)* Upper Saddle River, NJ: Pearson Prentice Hall.

Decramer, A., Smolders, C., & Vanderstraeten, A. (2012). Employee performance management culture and system features in higher education: relationship with employee performance management satisfaction. *The International Journal of Human Resource Management, 24*(2), 352-371.

DeNisi, A., & Smith, C. E. (2014). Performance appraisal, performance management, and firm-level performance: a review, a proposed model, and new directions for future research. *The Academy of Management Annals, 8*(1), 127-179.

Fletcher, C., & Williams, R. (2016). *Appraisal: Improving Performance and Developing the Individual*: Taylor & Francis.

14.   Principles and strategies for sustainable HRM

Convenors: Judith Semeijn, Ina Aust and Mandy van der Velde

In the past decades, academic interest in issues concerning sustainability in management has grown. Inspired by societal developments, and reports on the importance of sustainability for our future lives, already dating back to the well-known Brundtland report (WCED, 1987), management scholars have integrated knowledge and insights on sustainability in their work. A rather dominant logic has focused on instrumental outcomes in the context of sustainability, mainly prioritizing economic interests over environmental and social interests. An emergent perspective is aimed at a more integrated, systemic view (Hahn, Pinkse, Preuss, & Finke, 2015). In this view, questions arise on how different interests of the triple bottom line for sustainability can be integrated in a more systemic way. Moreover, this view acknowledges possible tensions and paradoxes that result from a more integrated approach.

In this track, we welcome contributions on frameworks that help to understand different interests, possible tensions, and strategies for sustainable HRM.

One possible framework to understand tensions in the context of sustainable HRM is based on paradox theory (Ehnert, 2009). Studies into sustainable HRM from a paradox perspective have already revealed first insights into what tensions are relevant in HRM and what coping strategies are used and might be helpful (Aust, Brandl, Keegan, 2015). However, multiple frameworks might be helpful in pursuing a viable future in facilitating and nourishing a more sustainable HR management in and between organizations.

Possible questions for contributions for this track are therefore:
- What principles are pursued by sustainable HRM and how can we frame them?
- What theoretical frameworks can help to better understand and analyze tensions and strategies in sustainable HRM?
- What tensions and issues are (most) important to address?
- What coping skills and capabilities are needed from different actors for this purpose?
- Wat is the role of organizational routines for sustainable HRM?

This track welcomes submissions that can help answer these questions, as well as further develop, and also *challenge* knowledge and insights concerning different perspectives on sustainable HRM. Contributions can include the individual level, team level, the level of HR policies and practices, the more strategic managerial or organizational level, and also the broader societal level. Hence, both qualitative and quantitative contributions are kindly invited, as well as conceptual analyses and comparative approaches.

Aust, I., Brandl, J., & Keegan, A. (2015). State-of-the-art and future directions for HRM from a paradox perspective: Introduction to the Special Issue. *German Journal of Human Resource Management: Zeitschrift für Personalforschung*, *29*(3-4), 194-213.
Ehnert, I. (2009). *Sustainable Human Resource Management: A conceptual and exploratory analysis from a paradox*
 perspective. Heidelberg: Springer Science & Business Media.
Hahn, T., Pinkse, J., Preuss, L., & Figge, F. (2015). Tensions in corporate sustainability: towards an integrative framework *Journal of Business Ethics, 127*, 297-316.United Nations (2016). *Global Sustainable Development Report 2016*, Department of Economic and Social Affairs, New York.
WCED (World Commission on Environment and Development) (1987). *Our common future:* Report of the World Commission on Environment and Development.

15.   Recruitment & Selection for Meaningful Work

Convenors: Janneke Oostrom, Paul Jansen, and Evgenia Lysova

Recruitment and selection lie at the heart of how organizations obtain human resources required to become more sustainable. But how can organizations make sure that their recruitment and selection strategies really contribute to building their sustainability? Given the growing importance that today's employees place on meaningful work, a promising avenue seems to be to identify those job candidates that pursue purpose and meaning in their work. Indeed, Pratt and Ashforth (2003) suggest that recruitment and selection might contribute to workers' experiences of meaningful work. Employees who express the need for meaningful work are likely to engage in behaviors that have a positive impact on both the organization and society, they could help organizations become more economically, ecologically, and socially sustainable. However, we know little about how organizations can make sure that they are successful at attracting and retaining high quality employees that search for meaningful work and how such strategies help organizations become more economically, ecologically, and/or socially sustainable. This track thus aims to explore the role of recruitment and selection in fostering work meaningfulness and sustainability.

We would like to welcome contributions that in one way or another address the topics of recruitment and selection and/or meaningful work. For example, the following questions can be addressed:

- How could organizations attract applicants that will help them become more economically, ecologically, and/or socially sustainable?
- How could organizations increase workplace diversity through recruitment and hiring practices?
- How could organizations provide realistic job previews in their recruitment and selection procedures so that they will attract high quality employees?
- Which selection instruments/procedures could organizations use to screen out those candidates that will harm the organization and their goals to become more economically, ecologically, and socially sustainable?
- What do employees find meaningful in their work and which individual differences predict attitudes and perceptions related to meaningful work?
- The implementation of which recruitment and selection procedures can facilitate hiring those employees that pursue purpose and meaning in their work?
- How can recruitment and selection facilitate employees' work meaningfulness?
- Which individual differences predict positive/negative organizational behaviours that will help/prevent an organization become more economically, ecologically, and socially sustainable?

Pratt, M. G., & Ashforth, B. E. 2003. Fostering meaningfulness in working and at work. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 309–327). San Francisco, CA: Berrett-Koehler.

16.   Sustainability and HRM: an international perspective

Convenors: Ina Aust, (Université Catholique de Louvain), Joost Bücker, (Radboud University, Nijmegen), Erik Poutsma (Radboud University, Nijmegen), Chris Brewster (University of Reading), Michael Muller-Camen (WU Vienna)

This Track explores international and nationally comparative perspectives on 'sustainability and HRM'. A growing global trend towards externalisation in labour relations through outsourcing and labour contracting (race to the bottom), emphasises the relevance of the global context. The increasing numbers of people working outside their own home countries as assigned or self-initiated expatriates and the growing tides of migration have been addressed in the HRM literature, but insufficiently. There is much that we do not know.

Further, given that sustainable HRM is in its infancy, international comparisons are so far rare. The impact of the context on sustainable HRM policies and practices has gained limited attention and only recently have comparative studies started emerging in the area of CSR, for example, arguing that different forms of comparative capitalism tend to develop different approaches. Do these approaches substitute for each other or are they complementary? Does the recent move of countries towards more liberal or shareholder-oriented forms of governance also lead companies adopt more market-oriented and competitive forms of Sustainable HRM instead of social solidarity forms?

Another theme consists of sustainable HRM practice and policies in multinational or transnational companies and how these practices and policies are influenced by transnational and global institutions. Recent critical events and disasters in the supply chain have boosted institutionalisation of sustainable HRM in different forms. The sustainability and CSR discourses suggest that it is not only ethical but economically rational for MNEs to control labour and ecological standards in their supply chains. With regard to labour standards human rights are a major concern. A related theme of research addresses the possibility of transfer of sustainable HRM practices by MNCs to their subsidiaries.

Directly under the purview of HRM in MNEs are international assignments. Research is now addressing all the international workforce in whatever guise it is found. There is still a need for further understanding of assigned expatriation, particularly its effect on careers, and we welcome papers in that area, but other forms are being brought into the spotlight. In this theme, we are interested in how members of the international workforce are managed: how sustainable is the management of the internationally mobile employees and what is the contribution of HRM in this process?

An exemplary but not exhaustive list of topics might include:

- International comparative development of sustainable HRM
- HRM, Employability and wellbeing in an international context
- Country specific varieties of institutional pressures and sustainable HRM
- The development of sustainable HRM in MNEs
- The management of international assignments, career planning, career development
- Work-life balance for international assignees and their families
- The range of internationally mobile employees and how they are managed

17.   Sustainable HRM for all: A multi stakeholder perspective

Convenors: Paul Boselie (Utrecht University) and Monique Veld (Utrecht University)

The Harvard model of the early 1980s, one of the classic HRM models, is somewhat lost in contemporary HRM research and HRM in practice. The HR research community has lost sight of the possible multiple stakeholders and their interests in the shaping of employment relationships and human resource management in organizations (Beer, Boselie and Brewster, 2015). Stakeholders include employees (those employed by organizations), workers (not necessarily employed by the organizations; for example self-employed people), employee representatives (works councils), trade unions, managers, customers, suppliers, local and national governments, external interest groups and financiers. The interests of different stakeholders can be conflicting and the relevant outcomes of organizations therefore multidimensional (for example employee health, productivity, sustainability and public value). In terms of the Harvard model the ultimate business goals can be grouped into three broad categories: Organizational effectiveness, employee well-being and societal well-being. *Sustainable HRM for all* is focused on multiple possible stakeholders, their influence on the shaping of employment relationships and HRM, their impact on the nature of the HR value chains in organizations, and the effects on multidimensional performance outcomes as suggested in the Harvard model. HR issues and challenges that can be explored by theoretical and empirical papers include:

- Mapping the different stakeholders in various situations and how they affect HRM; but also the interaction between different stakeholders;
- Corporate social responsibility (CSR) and HRM;
- Alternative research methods in studying multiple stakeholders and sustainable HRM such as action research, qualitative research and field experiments;
- Stakeholder interests and multidimensional performance models (mutual gains and conflicting outcome approaches), for example employee well-being (health and stress) versus organizational effectiveness (productivity and service quality demands);
- The impact of institutions, regulations, laws, compliance and normative mechanisms (professional norms) on stakeholders and HRM;
- Performance management and sustainable value chains, including HRM and multiple stakeholder interests (for example living wages above minimum wages).

Beer, M., Boselie, P., & Brewster, C. (2015). Back to the Future: Implications for the Field of HRM of the Multistakeholder Perspective Proposed 30 Years Ago. *Human Resource Management*, 54(3), 427-438.

18.   Sustainable HRM for the public sphere

Convenors: Bram Steijn (EUR) and Eva Knies (UU)

HRM's contribution to Public Value Creation and sustainable societies
Public sector organizations have a special relation to sustainable HRM. According to Farnham and Horton (1992) public sector organizations are supposed to act as a model employer with respect to HR practices and employment conditions. If this is still the case, public sector organizations have nowadays a lead in promoting sustainability in both the own as well as – by setting the example – in other organization.

However, sustainability can also be important on the micro level. Research shows that prosocially motivated people are attracted to public organizations and that this motivation can be enhanced by the organization (Grant, 2007). The large amount of research on PSM and Public Value Creation within public administration thus fits with the wider contemporary interest in sustainability.

This track therefore especially welcomes all kinds of papers where in some way or the other sustainability in the public sphere is addressed, for instance:

- The relation between HR practices and public value creation
- Public service motivation
- Public sector organizations as model employers with respect to sustainability
- Sustainable HR practices within public organizations
- Changing public organizations to sustainable organizations
- Public sector employees as change agents

Farnham, D., & Horton, S. (1992). Human resources management in the new public sector: leading or following private employer practice? *Public Policy and Administration*, 7(3), 42-55.

Grant, A. M. (2007). Relational job design and the motivation to make a prosocial difference. *Academy of Management Review*, 32(2), 393-417.

19. Sustainable HRM in healthcare organizations

Convenors: Patrick Flood (Dublin City University), Jasmijn van Harten (Utrecht University) and Peter Leisink (Utrecht University)

According to Boxall & Purcell, "the most sustainable models of HRM over the long run are those that enjoy high levels of legitimacy among people within the firm and in wider society" (2016, p. 74). The term, sustainable HRM, itself, has been interpreted somewhat broadly. It can be considered to include sustainable engagement of the workforce, sustainable talent flows, and the sustainable development of both organizational and individual purposes. This panel aims to examine what sustainable (models of) HRM in healthcare organizations might imply. For example, the implications of sustainable HRM for healthcare employees, involving the provision of sustainable jobs that offer ample development opportunities, possibilities to balance work and family demands, and that help them to deal with the ever-changing work environment. Also, the implications of sustainable HRM for people in wider society, enhancing their safety and quality of care through decent people management. Additionally, we consider how the experience of meaningful work can contribute to the purposeful motivation of healthcare workers and how the increasing managerialism in healthcare can be balanced with the need for empathetic patient care provision.

Issues that can be explored by theoretical and empirical papers are among others:

- Creating sustainable jobs for healthcare workers
- Engaging healthcare workers through meaningful and purposeful work
- Error management in healthcare and psychological safety
- Public service motivation in healthcare
- A stakeholder perspective on sustainable care performance
- Managing heterogeneous (e.g. different generations) and professional workforces
- Patient engagement through advocacy structures

20. Sustainable HRM: Sustaining Employee Motivation

Convenors: Rachel Gifford (RUG). Gepke Veenstra (UMCG), Eric Molleman (RUG)

The literature on Sustainable HRM needs to explore what type of HR practices are detrimental to human health and also what type of activities can foster employee well-being (Ehnert & Wes, 2012). One strategy for organizations is to examine how employers can best and most effectively motivate employees. It has been shown that individuals thrive and have increased well-being in autonomy supportive conditions (Gagne & Deci, 2005; Deci et al., 2001; Ryan & Deci, 2000) although, the question of *how* HRM can produce such an environment is open to theoretical and practical debate.

Of particular interest is how organizations may foster what has been called ''autonomous motivation'', which has been associated with sustainability of work behaviors (Gagne, 2005). Employees may also be sustainably extrinsically motivated with the use of innovative incentives and by the development of a workplace environment which supports and contains the nutriments for psychological well-being. This track aims to encourage scholars to revisit the topic of motivation, hereby taking into account the importance of sustainable HRM practices.

We welcome theoretical and empirical papers addressing among others, the following issues:
- Which factors of the work environment trigger and sustain (autonomous) motivation
- What workplace conditions are necessary to foster psychological well being
- How does psychological well-being relate to organizational sustainability

Deci, E. L., & Ryan, R. M. (1991). A motivational approach to self: Integration in personality. In R. Dienstbier (Ed.), Nebraska Symposium on Motivation: Vol. 38. Perspectives on motivation (pp. 237-288). Lincoln: University of Nebraska Press

Deci, E. L., Ryan, R. M., Gagné, M., Leone, D. R., Usunov, J., & Kornazheva, B. P. (2001). Need Satisfaction, Motivation, and Well-Being in the Work Organizations of a Former Eastern Bloc Country: A Cross-Cultural Study of Self-Determination. *Personality And Social Psychology Bulletin*, *27*(8), 930-942.

Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior, 26*, 331-362.

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist, 55*, 68-78.

Ehnert, I., Wes, H. (2012). Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. *Management Revue*, 23(3), 221-238.

21.   Sustainable HRM: the measurement issue.

Convenors: Alex Vanderstraeten (Ghent University)

These days, a new approach is emerging in the field of Human Resource Management (HRM). Where strategic HRM has been the main approach for the last decades, nowadays more and more scholars are connecting sustainability to HRM (Ehnert, 2009, 2014, Kramar, 2014). There are many different conceptualizations for sustainable HRM, but most scholars agree on defining it as an extension of strategic HRM (Ehnert, 2009; Kramar, 2014). Thereby they agree that sustainable HRM has a broader focus on the organization's performances than only accounting for the financial success of the organization. In fact sustainable HRM incorporates the triple bottom line, namely people, planet and profit (Elkington, 1997) and tries to balance these three different aspects. Even though literature (Ehnert, 2009, De Prins et al., 2014) provides different models about sustainable HRM, we face a lack of practical tools to explore and exploit sustainable HRM in an organization.

Firstly, making sustainable HRM more concrete, the idea of the HR value chain (as an input, throughput and output model) can be used as a strategic approach to sustainable HRM (den Hartog, Boselie & Paauwe 2004; Vanderstraeten, 2014). Secondly, to increase the applicability of sustainable HRM, strategic mapping, starting with Kaplan & Norton (2004) and further developed in the field of HRM by Becker (2001) and Huselid (2005), may be used as a guideline for implementing sustainable HRM.
The following topics can be addressed:

- How can sustainable HRM be measured in an organization?
- What is the concrete value chain of sustainable HRM?
- The relationship between sustainable HRM and corporate governance
- The mix of green HRM, people management and performance
- Models of sustainable HRM measurement

Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy and performance. Boston: Harvard Business School Press.

De Prins, P., Van Beirendonck, L., De Vos, A., & Segers, J. (2014). Sustainable HRM: Bridging Theory and Practice Through the 'Respect Openness Continuity (ROC)'-model. Management Revue, 25 (4), 263-284

Den Hartog, D.N., Boselie, P., & Paauwe, J. (2004). Future directions in performance management, Applied Psychology: an International Review, 53(4), 556-569.

Ehnert, I. (2009). Sustainable Human Resource Management: A Conceptual and Exploratory Analysis From a Paradox Perspective. Berlin: Physica-Verlag

Huselid, M. A., Becker, B. E., & Beatty, R. W. (2005). The workforce scorecard: Managing human capital to execute strategy. Boston: Harvard Business School Press.

Kramar, R. (2014). Beyond strategic Human Resource Management: Is sustainable Human Resource Management the next approach?. The International Journal of Human Resource Management, 25, 1069-1089.

Vanderstraeten, A; (2017) The HRM Cockpit. An instrument for developing and evaluating sustainable HRM in an organization. McMillan, Palgrave, Forthcoming

22.   Sustainable Talent Acquisition and Employer Branding

Convenors: Greet Van Hoye (Ghent University) and Dirk Buyens (Vlerick Business School)

Due to increased labor market mobility, job search is now an integral part of people's work life. At the same time, the "war for talent" continues as organizations struggle to strike a balance between keeping a lean workforce yet attracting and retaining the necessary talent to ensure organizational success and survival. In addition, demographic trends suggest that valuable human capital will be even more scarce in the future. As a result, the traditional recruitment function of identifying and attracting new employees has evolved to a more strategic and sustainable process of human capital acquisition. To win the war for talent in an increasingly tight labor market, organizations need not only be attractive employers, they should also differentiate themselves from other employers, and they have to live up to their promises as job seekers turn into applicants, new-hires, and eventually long-term employees.

As a more sustainable approach to talent acquisition, employer branding is defined as "the process of creating and communicating – both inside and outside of the organization – a clear image of what is attractive and distinctive of the organization as a place to work". So far, research on employer branding has mainly focused on identifying the key components of organizations' perceived image as an employer and how these relate to organizations' attractiveness for (potential) applicants and employees (i.e., *image audit*). However, much less is known about how the perceptions that constitute this influential employer brand image can be created, managed, or improved (i.e., *image management*).

We welcome submissions addressing questions such as:

- What are effective ways to communicate the organization's desired employer brand?
- How can social media be used in employer brand management?
- How can organizations differentiate themselves from other employers?
- How can negative employer brand perceptions be improved?
- How can external and internal employer brand perceptions be aligned?
- How can employees be stimulated to become employer brand ambassadors?
- How does employer branding affect organizational performance?

23. The Implementation and Value of Innovative HRM

   A Multi-Actor and Multi-Level Perspective

Convenors: Anna Bos-Nehles (University of Twente), Jeroen Meijerink (University of Twente) and Jordi Trullen (ESADE Business School)

Organizations invest vast amounts of money and effort in the design of innovative HRM practices (e.g. employer branding, self-management or job crafting). HRM practices manifest at multiple levels: the design level (intended HRM practices), the implementation level (actual HRM practices) and the experience level (perceived HRM practices). However, employees may not perceive HRM systems as innovative and valuable when line managers fail to implement them at the operational level and when HR professionals fail to translate the system into valuable practices and processes. Furthermore, due to recent developments in decentralization and employee self-management, many HRM innovations require the active participation of employees. Accordingly, the value created by innovate HRM practices depends on the active use by line managers and employees. As such, the outcomes of the HRM implementation process depends on the involvement, commitment and joint participation of multiple HRM actors at different levels in the HRM value chain.

This track invites scholars to discuss such questions as how can we sustain the implementation of innovative HRM policies and practices; how to implement innovative HRM practices sustainably? What is the value of innovative and sustainable HRM solutions at different levels; how do HRM actors co-create the value of innovative HRM practices; and what is the impact of HRM innovations on the sustainability of the HR function? Therefore, it welcomes papers on topics such as:

- The implementation of innovative HRM practices at various organizational levels
- New conceptualizations of the stages of HRM implementation (design / development vs. implementation / evaluation) and the HRM implementation process and levels (intended / actual / perceived)
- Employee responses to innovative HRM implementation
- Co-creation of innovative HRM practices by different HRM actors
- The sustainable role of the HR function and line managers in the HRM implementation

24.   The role of leaders and managers in (sustainable) delivery and outcomes of HRM

Convenors: Deanne Den Hartog & Corine Boon (University of Amsterdam Business School)

While the leadership field has long recognized the importance of the role of leaders for employee outcomes, recently in the strategic HRM field there has also been growing attention for the role of leaders or managers in delivering or implementing HRM, and its effects on employees. Research has suggested that consistent implementation of HRM and aligning employee perceptions, attitudes and behaviors throughout the organization is a major challenge, which is influenced greatly by managers (Den Hartog & Boon, 2013; Den Hartog, Boselie, & Paauwe, 2004; Nishii & Wright, 2008). Managers act as agents of the organization (Rhoades Shanock & Eisenberger, 2006), and they are increasingly responsible for executing HRM (Purcell & Hutchinson, 2007). Therefore, employees are likely to be influenced by their direct managers in two ways; first, by the quality of managers' implementation of HR practices, and second, by the managers' leadership style (Den Hartog & Boon, 2013; Purcell & Hutchinson, 2007). Both can have a large impact on employees' perceptions of HRM, and their attitudes, and behaviors at work. Also, managers can help to deliver HRM in a sustainable way by taking into account employee interests alongside those of the organization, and to achieve outcomes that help to ensure long term survival and flourishing of organizations.

Although attention for the role of managers in HRM is increasing, many questions still remain unexplored. This track, therefore, aims to advance our understanding of the role of leaders and managers in HRM. Papers may focus for example on:
- The role of managers in implementing HRM
- The role of leader behavior and leadership styles in HRM perceptions and outcomes
- The role of managers/leaders in affecting employees' work experience, attitudes, and outcomes, including performance, well-being and sustainability.

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