



4th International Conference in Human Resource Management

Call for Papers - HRM leading the way to organizational success

Dear Colleagues,

We live in an international context that is constantly changing. Consequently, companies and organizations must adjust permanently to new contexts. This transformational process happens through organizational innovation and creativity' promotion among employees, thus allowing organizations to cope with increasing turbulence and high pace changes (Jiménez-Jiménez & Sanz-Valle, 2008). We must prepare organizations for uncertain times and manage people to successfully face the ongoing changes (Nanda and Randhawa, 2022; George et al., 2022). HRM policies and practices are meant to manage people to be a source of competitive advantage. Developing successful organizations goes hand in hand with developing high-performing employees, therefore, HRM has an active role in promoting a synergistic improvement of both.

The adequate management of people in organizations can lead to sustainable organizational success in the medium and long term (Wanigasekara et al., 2022), since HRM can promote a “sustainability mindset” (Ehnert & Harry, 2014). HRM contributes to employees' sustainable careers, valuing job reshape jobs and enhancing sustainable employability (Ybema et al., 2020) while respecting the local cultures. Organizations valuing particular types of HRM (e.g. HRM green practices (Jerónimo et al., 2020) may contribute to sustainability-oriented performance (Muñoz-Pascual et al., 2020) and, as a result, they will contribute to social and economic growth (Aslam et al., 2022). Ultimately people are the primary agents in charge of transforming organizations and, consequently, society (Palumbo et al., 2022).

Happy employees make successful organizations, they tend to be productive workers (e.g. Zelenski et al., 2008). HRM that is inclusive in nature and sensitive to multiple stakeholders supports employee well-being and inclusiveness (Barrena-Martinez et al., 2019). HRM policies and practices can create feelings of satisfaction, organizational commitment, and engagement in organizational members, supporting workplace happiness (Salas-Vallina & Alegre, 2021), positive emotions (Edgar et al., 2018) and organizational performance (Schneider et al., 2018). HRM may encourage knowledge sharing behaviors that motivate workers and in turn increases their attachment and commitment with the organization (Lakshman et al., 2021) and improves organizational outcomes (Dysvik & Kuvaas, 2011). Satisfied employees are more productive whereas dissatisfied employees damage the profitability of the organization (Oswald et al., 2015). When HRM fails organizational-level phenomena can generate workplace unhappiness. Evidence shows that organizational-level initiatives can act as competition stressors (Vesperini et al., 2020). A competitive culture impacts on the reciprocity of counterproductive knowledge behaviors (Serenko & Bontis, 2016), such as knowledge hiding, and those can hinder organizational outputs (Silva de Garcia et al., 2020).

HRM is currently adding more and more layers because organizations are also facing transformations; the two are co-evolving. We would like to highlight some clear examples of HRM mechanisms and practices that companies can implement to achieve organizational success:

- * Guarantying organizational culture development and support
- * Supporting adaptation to change
- * Establishing integrated training programs
- * Offering career development plans
- * Assisting in the adaptation to new technological contexts
- * Minimizing turnover
- * Implementing motivation management practices
- * Providing employees creativity development support
- * Backing organizational innovation
- * Generating environmental awareness
- * Advocating knowledge management
- * Promoting sustainable and green practices
- * Sponsoring workplace happiness and positive emotions
- * Ensuring a well-adjusted work-life balance/integration

We welcome submissions with empirical evidence related to, but not restricted to, such mechanisms and practices across a diversity settings, e.g.:

- * Family firms
- * Healthcare settings
- * MNC
- * Non for profit organizations
- * Public administration
- * R&D units
- * SMEs

This Call for Papers invites researchers, regardless of methodological, ontological or philosophical options, to contribute to the debate on the implications of HRM to organizational success. Research that advocates an optimistic position, as well as others that do not, are welcome. Theoretically well-founded work and rigorous methodological

analysis are required in order to make a solid contribution to the debate. Empirical original research articles and literature reviews are welcome.

Keywords

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| Organizational Performance | Leadership and Communication |
| Careers and Diversity Management | Organizational Behaviour |
| Change Management | Performance and Appraisal |
| Ethics and Work-life Balance | Skills Management and Talents' Attraction |
| HRM Digital Challenges | Workplace happiness |
| Knowledge Management | Organizational Success |

We look forward to receiving your submissions.

Let us all make the difference.

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