



## **Family Business Research SIG 04**

**Track title:**

### **Designing and implementing Human Resources Management Systems and Organizational Variables in Family Businesses**

**Track chairs:**

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HRM Systems and Organizational Variables are an under-research area in family business studies, even though they arguably play a relevant role. To exploit their entrepreneurial orientation and achieve their goals, family firms adopt a specific configuration of the organizational variables. Organizational variables are the organizational structure, the coordination mechanisms, and the power dynamics. Accordingly, HRM as a system of practices adopted to manage people affect employees' competencies, behaviors, and performances in family firms. The design and the implementation of HRM systems and organizational variable reflect the relationships among cognition, action, and organizational performance, inspiring a decisional model as a sequence of: consideration of contingent dimensions, their interpretation (sense-making), selection of actions, and performance evaluations. Contingent dimensions represent the antecedents and contextual factors in decision-making processes for allocating tasks, sharing information, and managing people in family firms. Contingent dimensions may relate to the following areas of interest (but not limited to): External Environment (competitive positioning perspective, country perspective, industry perspective), Firm Characteristics (Family ownership, Size, Actual Organizational variables, Professionalization, Firm life cycle, Past performances, Presence of knowledge and skills), and Family

Characteristics (Family involvement, Culture and family values, Family ties, Family embeddedness and resources, Family leadership styles, Family emotional attachment, Family entrepreneurial orientation, Family goals). Sense-making refers to the link between how family firms make sense of information and knowledge about contingent dimensions and how they act to influence their organizational outcomes. Specific family psychological and social dynamics are likely to affect both the process and the outcome of a family's decision to adopt specific HRM Systems and shape Organizational Variables. Sense-making refers to the cognitive and psychological processes that family firms adopt in framing their needs for making some HRM choices, on one hand, and, on the other, the behavioral processes that should be developed to foster these shared cognitive meanings, such as: family norms, cognitive conflicts, and the family firm's use of its available knowledge and skills. Sense-making may connected to different theories such as (but not limited to): Agency theory, Strategic intent, Socio-emotional Wealth, Stewardship theory, Social Exchange theory, and Justice theory. The third domain characterizes organizational choices. Organizational choices relates to organizational structure and coordination mechanisms, HR practices, managerial succession, and governance systems and mechanisms, etc. Finally, the fourth domain represents the outcomes in terms of organizational performance. This track intends to focus on HRM and Organizational Variables in family businesses aiming to clarify what HRM and Organizational topics are relevant in family firms given their distinctive features, what the role of organizational and HR choices in family firms is, and how they differ in these enterprises. The goal of the track is to bring together papers that consider all three main areas of HRM and Organization: theories, practices, and competencies.

We welcome imaginative interpretations of the theme of the track. Possible topics/questions include, but are not limited to the following:

- Which contingent dimensions affect the sense-making processes of HRM and organizational choices in family firms?
- How do family firms, families, and family dynamics affect HRM systems and organizational variables?
- Which are the technological instances, the national and international environmental dimensions, and internal organizational factors that influence the intensity and speed of the adoption decision, on the one hand, and the implementation process, on the other hand of HRM systems and organizational variables in family firms?
- Which are the cognitive and psychological processes that family firms adopt in framing their needs for making HRM and organizational choices? Which are the behavioral processes that should be developed to foster these shared cognitive meanings?
- How and why do owner/managers' approaches to HRM and organizational choices differ?
- How do generational transitions, involving top-management teams and other corporate governance structures, play out within HRM systems and organizational variables in family firms?

- What kind of HRM and organizational variables are likely to be (uniquely) found in family firms, and why? How does family heterogeneity shape family business HRM and organizational variables and outcomes?
- How non family and family managers and employees are attracted, motivated, and retained in family firms?
- How family firms' HRM systems influence the justice perceptions of nonfamily employees versus family employees?
- What reward and compensation systems are chosen, developed, and used in family SMEs? How do these systems affect motivation and performance?
- How do family firms invest in people's psychological resource capacities of self-efficacy, hope, optimism, and resilience, for sustained competitive advantage?
- In what ways, and by whom, is the HR function enacted in family firms? Is there a difference with non-family firms?
- How do family firms manage industrial relations (constructively)? Can we find family firms unique features shaping these relationships?

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## Deadlines and key dates

Conference: 26-28 June 2019

Deadline for Paper Submission: 15 January 2019 (2 pm Belgian time)

Notification of Acceptance: 20 March 2019

Early Bird Registration Deadline: 18 April 2019

Authors Registration Deadline: 25 April 2019

## Authors' Guidelines

As an author, it is crucial to follow the guidelines and formatting instructions to prepare and submit your paper in order to have it published in proceedings.

Each paper will be screened to ensure compliance to EURAM's guidelines. Papers which do not match the EURAM requirements will be desk-rejected and authors will not have the opportunity to submit an updated version.

Please read the instructions carefully prior to submitting:

1. Each paper can only be submitted to ONE track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before the EURAM 2019 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED; author information and acknowledgements are to be included in a SEPARATE document).
4. The abstract should not exceed 400 words and should be included both in the PDF and the submission form.
5. Include 3 keywords in the submission form. A maximum of 6 keywords is allowed.
6. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE anonymised document created in PDF format.
7. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The minimum length of the paper is 10 pages. The paper format should follow the European Management Review Style Guide.
8. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
9. Number all the pages of the paper.
10. No changes in the paper title, abstract, authorship, track and actual paper can occur AFTER the submission deadline.
11. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free. Submissions will be done on-line on the EURAM 2019 submission system (URL to be announced on 3 December 2018).
12. Only submissions in English shall be accepted for review.

13. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference. A presenting author\* can only present one paper at the conference.
14. If you submit a paper, you agree to review at least two papers for EURAM 2019 in the track you have submitted your paper to.

**\* ONE PRESENTING AUTHOR PER PAPER SUBMISSION**

Each individual is limited to one personal appearance on the programme as a presenting author. This policy precludes acceptance of papers for more than one presentation. In other words, an author can submit and present only one paper. However, a presenter can always be a non-presenting co-author on additional papers.