

CALL FOR CHAPTER PROPOSALS

Proposal Submission Deadline: November 9, 2019

Designing and implementing Human Resources Management Systems in Family Businesses

A book edited by Luca Gnan & Giulia Flamini – Università degli studi di Roma Tor Vergata

Introduction

Human resources management (HRM) systems (Ulrich et al., 2013) manage people in organizations through a bundle of practices/policies, influencing their competencies, behaviors, and performances (Noe et al., 2010). Consequently, in designing HRM systems, the HR function reveals its strategic role (Zakaria, 2011; Karami et al., 2008; Ferris et al., 1999) to generate and maintain a sustainable competitive advantage. Nonetheless, only recently, literature recognized the strategic role of the HR function, coping with growing pressure from both internal and external environmental dimensions.

The recognition of the HR strategic role asks for a significant shift from a deterministic and mechanical approach to the study of organizations to a more psychological one. Revealing a positive relationship between the sophistication of HR practices and the market value per employee, Huselid (1995) plays a critical role in this recognition process. Afterward, scholars developed a considerable bulk of studies on relationships between HRM systems and performance (e.g., Almajali et al., 2016; Alfes et al., 2013; Buller and McEvoy, 2012).

Literature considers the influence of different HRM practices, such as recruitment and selection, compensation, performance appraisal, training and development, workforce planning, career planning management, job design, and internal communication and a likewise varied collection of performance outcomes (Combs et al., 2006; Boselie et al., 2005). A firm configures its HRM system to warrant long-term survival. Family firms do not make any exception.

By the way, the family business literature on HRM mainly focuses on the formality and informality of specific practices, exploring the potential benefit of implementing different practices in family firms (Reid et al., 2002; Becker and Huselid, 1998; Delaney and Huselid, 1996).

For instance, family firms show less sophisticated HRM practices (HRMP) than their counterparts do (De Kok et al., 2006). Nevertheless, the literature reveals some gaps (e.g., Reid et al., 2002; Heneman et al., 2000; Upton and Heck, 1997) and the theory enrichment from time to time fails in agreeing the required settings for allowing validity to the supposed relationships between constructs/variables (Bacharach, 1989). Hence, it emerges a need for the structuring of the prevalent schemata adopted on designing HRM systems in family firms (Ferraro and Marrone, 2016; Gersick, 2015; Le Breton-Miller and Miller, 2014; Botero and Litchfield, 2013; Berrone et al., 2012; Stewart and Hitt, 2012).

Baird and Meshoulam (1988) argue that HRMP needs to fit environmental dimensions (Huselid, 1995). Saridakis et al. (2017) show that a bundle of integrated, mutually reinforcing HRMP has a stronger influence on firm performance than HRMP individually. The already cited bulk of the research investigated relationships between HRM and performance (Batt, 2002; Guthrie, 2001; Wood, 1999; Ichniowski and Shaw, 1999; Becker and Gerhart, 1996; Huselid, 1995; MacDuffie, 1995; Arthur, 1992) and between HRM and a sustainable competitive advantage (Othman, 2009; Gooderham et al., 2006; Hiltrop, 2005; Wright et al., 2005; Collins and Clark, 2003; Guest et al., 2003; Panayotopoulou et al., 2003; Bjorkman and Fan, 2002; Huselid, 1995; Jackson and Schuler, 1995; Wright and McMahan, 1992; Ulrich, 1991; Schuler and MacMillan, 1984). Outcomes endorse considerable benefits from managing human resources, while many questions stay unanswered (Wright and Sherman, 1999; Delery, 1998; Wright and Snell, 1998).

Conversely, family business literature (Kidwell and Fish, 2007; Barnett and Kellermanns, 2006; Moshavi and Koch, 2005; Cascio, 1991) investigates HRMP insisting on their dissimilarities and

quarreling how diverse practices (Jaskiewicz et al., 2018) present peculiar effects on managing people (Astrachan and Kolenko, 1994). Carlson et al. (2006) show that HRMP are crucial to growth in family firms. Tsao et al. (2009) reveal that HRMP affect significantly the firm's performances. A few studies show the potential benefit of implementing different combinations of practices in family firms (Reid and Adams, 2001; Reid et al., 2000; Becker and Huselid, 1998; Delaney and Huselid, 1996; Huselid, 1995) as suggested by Saridakis et al. (2017).

The book intends to offer advice and suggestions about possible future lines of research in exploring how strategic and organizational choices affect decision-making processes on configuring bundles of HRM practices in family firms. Moreover, it aims at developing a consistent set of frameworks as a potential base for theoretic enhancements within the family business' literature and an interdisciplinary platform where scholars, coming from different backgrounds, can devote their focus on family businesses.

HRM Systems are an under-research area in family business studies, even though they arguably play an important role. To exploit their entrepreneurial orientation and achieve their goals, family firms adopt a specific configuration of the organizational variables. 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 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. 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 be 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 relate 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.

Objective of the Book

The book intends to focus on HRM in family businesses aiming at clarifying what HRM topics are relevant in family firms given their distinctive features, what the role of HR choices in family firms is, and how they differ in these form of organizations. The goal of the book is to bring together chapters that consider all three main areas of HRM: theories, practices, and competencies. We expect the book to contribute to management practice and research in family firms in different

ways. First, replication studies within family businesses would enable the generalization and potential expansion of current knowledge and findings. Second, by emphasizing the importance of the family, chapters would contextualize the relationship between HRM systems and the organization. The aim is to improve our understanding of how and why some theories and practices would be more dominant than others in HRM systems of family firms would. We invite submissions from various disciplines, such as organizational behavior, HRM, organization theory, management, strategy, family business or combinations thereof. Contributions can be conceptual (including critical literature reviews or “state-of-the-art” chapters) and/or empirical (qualitative, quantitative or mixed methods). Chapters, which adopt innovative approaches or challenge our understanding of how family firms cope with innovating HR approaches in family firms, are welcome. Action research chapters with an intervention focus are also welcomed. Review chapters, as well as empirical and theoretical chapters, will be considered.

Target Audience

The target audience of this book will be composed of professionals, scholars, family business instructors, and researchers working in the field of the family firm, HR, organizational behavior, and entrepreneurship in various disciplines, e.g., economics, business administration, administrative sciences and management, education, sociology, among others. Moreover, the book will provide insights and support executives, academics, advisors and consultants, policy-makers and in general to all those linked to family businesses concerned with HRM systems of the family business in different types of work communities and environments.

Recommended topics include, but are not limited to, the following:

- HR issues in family firms (FFs): theories, fundamentals, characteristics, models, objectives, structure, etc.
- The definition, implementation, and evaluation of HRM systems in FFs.
- The business challenges in adopting strategic HRM systems: mutual gains and performances.
- The family as a factor influencing the HR strategy of the company.
- Towards a strategic definition of HRM systems in FBs.
- The HRM systems’ direction in the family business: past, present, and future.

Additional questions (but not limited to):

- Which contingent dimensions affect the sense-making processes of HRM choices in family firms?
- How do family firms, families, and family dynamics affect HRM systems?
- 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 in family firms?
- Which are the cognitive and psychological processes that family firms adopt in framing their needs for making HRM? Which are the behavioral processes that should be developed to foster these shared cognitive meanings?
- How and why do owner/managers’ approaches to HRM choices differ?
- How do generational transitions, involving top-management teams and other corporate governance structures, play out within HRM systems in family firms?

- What kind of HRM systems are likely to be (uniquely) found in family firms, and why? How does family heterogeneity shape family business HRM 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?

Submission Procedure

Researchers and practitioners are invited to submit on or before **November 9, 2019**, a chapter proposal of 1,000 to 2,000 words clearly explaining the mission and concerns of his or her proposed chapter. Authors will be notified by **November 23, 2019** about the status of their proposals and sent chapter guidelines. Full chapters are expected to be submitted by **March 8, 2020**, and all interested authors must consult the guidelines for manuscript submissions at <http://www.igi-global.com/publish/contributor-resources/before-you-write/> prior to submission. All submitted chapters will be reviewed on a double-blind review basis. Contributors may also be requested to serve as reviewers for this project.

Note: There are no submission or acceptance fees for manuscripts submitted to this book publication, *Designing and implementing Human Resources Management Systems in Family Businesses*. All manuscripts are accepted based on a double-blind peer review editorial process.

All proposals should be submitted through the eEditorial Discovery[®]™ online submission manager.

Publisher

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Important Dates

November 9, 2019: Proposal Submission Deadline

November 23, 2019: Notification of Acceptance

March 8, 2020: Full Chapter Submission

May 6, 2020: Review Results Returned

June 3, 2020: Revisions due from authors

June 17, 2020: Final Acceptance Notification

July 1, 2020: Final Chapter Submission

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