



## **SIG 04 - FABR - Family Business Research**

With our theme **Exploring the Future of Management: Facts, Fashion and Fado**, we invite you to participate in the debate about how to explore the future of management. We look forward to receiving your submissions.

### **T04\_02 - Designing and implementing Human Resources Management Systems and Organizational Variables in Family Businesses**

#### **Proponents:**

LUCA GNAN, TOR VERGATA UNIVERSITY; Frank Lambrechts, Hasselt University

#### **Short description:**

HRM Systems and Organizational Variables are an under-research area in family business studies, even though they arguably play a relevant role. This track will 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.

#### **Long description:**

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. The design and the implementation of HRM systems and organizational variables 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 in decision-making processes for allocating tasks, sharing information, and managing people in family firms. 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. The third domain characterizes organizational choices. The fourth domain represents the outcomes in terms of organizational performance. This track focuses 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.



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?

Which are the technological instances, the national and international environmental dimensions, and internal organizational factors influencing 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?

What kind of HRM and organizational variables are likely to be found in family firms, and why? How does family business heterogeneity shape 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?

How do family firms invest in people's psychological resource capacities of self-efficacy, hope, optimism, and resilience, for sustained competitive advantage?

**Keywords:**

Human Resources

Organization

Human Resources Management Practices

**Publication Outlet:**

**For more information contact:**

LUCA GNAN - [luca.gnan@uniroma2.it](mailto:luca.gnan@uniroma2.it)

**AUTHORS GUIDELINES**

<http://www.euramonline.org/submissions-guidelines-2019/author-s-guidelines.html>

EURAM 2019

Exploring the Future of Management

European  
Academy of  
Management

EURAM

ISCTE IUL  
Instituto Universitário de Lisboa



26-28 June

Lisboa, Portugal