
Saturday, August 10, 2024    10:00 – 12:00 CT (GMT-5/UTC-5)

Location: Swissotel: St Gallen 3

Session Number: 307
PDW (workshop)
Orientation: International, Theme, Research

Organizer(s)

Anna C. Bos-Nehles
U. of Twente, Netherlands

Aneeqa Suhail
Human Resource Studies, Tilburg U., Netherlands

Discussant(s)

Kaifeng Jiang
Peking U., United States

Speaker(s)

Jordi Trullen
ESADE Business School, Spain

Na Fu
Trinity Business School, Trinity College Dublin, Ireland

Carol T. Kulik
U. of South Australia, Australia

Jongwook Pak
U. of Auckland Business School, New Zealand
Line managers play a crucial role in the implementation of HRM practices as they help shape employee attitudes, behaviors, and, ultimately performance (Trullen, Stirpe, Bonache, & Valverde, 2016). Despite this recognition of their impact, existing literature lacks a comprehensive understanding of the HRM implementation process, particularly the challenges, paradoxes, and strategies faced by line managers to effectively implement HRM practices throughout the implementation process (Kehoe & Han, 2020; Kurdi-Nakra et al., 2022). This professional development workshop is designed to emphasize the critical yet under-addressed role of line managers in HRM implementation in the strategic human resource management (HRM) literature. The PDW convenes scholars to highlight the multifaceted dimensions and factors for effective HRM implementation, emphasizing the role of organizational climate, value-fit, and paradoxes often disregarded in scholarly discourse. Finally, it will bring attention to the overlooked contributions of line managers in day-to-day HRM activities, the challenges encountered by them, and discuss strategies for empowering them for effective HRM implementation.

Dear participants, Since we have a maximum capacity of 25 spots only, please be on time to make sure to participate in the workshop. We are looking forward to meeting you there. Kind regards, Aneeqa Suhail and Anna Bos-Nehles