

# 31<sup>st</sup> Workshop on Strategic Human Resource Management

IE University - Segovia, Spain  
April 25-26, 2016



## Conference Chairpersons :

Professor Dana B. MINBAEVA - Copenhagen Business School, Denmark  
Professor Michael SEGALLA - HEC Paris, France  
Professor Cristina SIMON - IE Business School, Spain  
Professor Bruno STAFFELBACH - University of Zurich, Switzerland

## PROGRAMME

**Location** : IE University - Santa Cruz de la Real Campus - Cardenal Zuniga street, nr 12 - 40003, Segovia

**Wifi Code** : User: SHRM - Password: shrm2016IE

**Dinner** : Mesón de Cándido - Plaza del Azoguejo - 40001 Segovia

**Monday, April 25, 2016**

Registration <i>Chapterhouse</i>	08:00 – 08:30
Introduction <i>Chapterhouse</i>	08:30 – 09:00

**Parallel Sessions**

**TRACK A: Michael Segalla** *Room : SG-144*

**TRACK B: Cristina Simon** *Room : SG-122*

<b>THE EFFECT OF PROCESS AND OUTCOME ACCOUNTABILITY ON INDIVIDUAL EXPLORATION</b> <i>VERWAEREN BART, (VLERICK BUSINESS SCHOOL - BELGIUM) - XAVIER BAETEN - DIRK BUYENS</i>	09:00 – 09:30	<b>MODERATING ROLE OF THE ORGANIZATIONAL TRUST IN THE RELATIONSHIP BETWEEN JOB SATISFACTION AND PERFORMANCE</b> <i>SALMINEN HANNA, (UNIVERSITY OF TAMPERE - FINLAND) - VANHALA MIKA - P. HEILMANN</i>
<b>DO THEY WORK SMART? DISCLOSING THE SMART AND THE DARK SIDES OF THE NEW WORKPLACES</b> <i>MANCA CLAUDIA, (TECHNICAL UNIVERSITY OF MADRID - SPAIN)</i>	09:30 – 10:00	<b>HR PROFESSIONALS' PERCEPTIONS OF CAREER SUCCESS</b> <i>SILVENNOINEN RIITTA, (UNIVERSITY OF VAASA - FINLAND)</i>
<b>HUMAN RESOURCE MANAGEMENT IN INNOVATON FIRMS' STRATEGIC DECISION MAKING</b> <i>BLOMKVIST MARITA, (THE UNIVERSITY OF GOTHENBURG - SWEDEN) - JEANETH JOHANSSON - WAYMOND RODGERS</i>	10:00 – 10:30	<b>COMPENSATION IN COMPANY COLLECTIVE AGREEMENTS AND THE INVOLVEMENT OF EMPLOYEES IN BUSINESS PERFORMANCE</b> <i>AGUILAR CONDE PABLO, (UNIVERSITY OF BURGOS - SPAIN) - BEGOÑA PRIETO MORENO - ALICIA SANTIDRIÁN ARROYO</i>
<b>Coffee Break</b> <i>Cloister</i>	10:30 – 11:00	<b>Coffee Break</b> <i>Cloister</i>

**TRACK C: Bruno Staffelbach** *Room : SG-144*

**TRACK D: Dana Minbaeva** *Room : SG-122*

<p><b>TURNAROUND STRATEGIES UNDER LIMITING EFFECT OF NATIONAL INSTITUTIONS_ A COMPARATIVE STUDY IN THE AIRLINE INDUSTRY</b> SANTANA MONICA, (UNIVERSITY PABLO DE OLAVIDE, SEVILLE - SPAIN) - RAMÓN VALLE - JOSÉ-LUIS GALÁN</p>	<p>11:00 – 11:30</p>	<p><b>ANALYSING THE TRAINING AND DEVELOPMENT FOR CREATIVITY AND INNOVATION PRACTICES IMPACT ON FIRM PERFORMANCE</b> MANRESA ALBA, (UNIVERSITY OF GIRONA - SPAIN) - ANDREA BIKFALVI - ALEXANDRA SIMON</p>
<p><b>THE IMPACT OF RELIGIOUS BELIEFS AND CULTURAL IDENTITY ON WORK ETHIC</b> SEGALLA MICHAEL (HEC PARIS) - S. TAGHAVI</p>	<p>11:30 – 12:00</p>	<p><b>IS EXECUTIVE COACHING MORE EFFICIENT THAN OTHER MANAGEMENT TRAINING AND DEVELOPMENT METHODS?</b> LANDETA JON, (UNIVERSITY OF THE BASQUE COUNTRY - SPAIN) - IZASKUN REKALDE - IMANOL BASTERRETxea - ENEKA ALBIZU - PILAR FERNANDEZ</p>
<p><b>Lunch</b> <i>Cloister</i></p>	<p>12:00 – 13:30</p>	<p><b>Lunch</b> <i>Cloister</i></p>

**TRACK E: Dana Minbaeva** *Room : SG-144*

**TRACK F: Michael Segalla** *Room : SG-122*

<p><b>WHAT DOES IT TAKE TO IMPLEMENT HUMAN RESOURCE INFORMATION SYSTEM (HRIS) AT SCALE? ANALYSIS OF THE EXPECTED BENEFITS AND ACTUAL OUTCOMES.</b> TURSUNBAYEVA AIZHAN, (UNIVERSITY OF MOLISE - ITALY) CLAUDIA PAGLIARI - RALUCA BUNDUCHI - MASSIMO FRANCO</p>	<p>13:30 – 14:00</p>	<p><b>THE RELEVANCE OF TRAINING IN THE PROCESS OF VALUE CREATION: A FIELD STUDY OF LARGE-SCALE RETAIL</b> GIANNINI MARCO, (UNIVERSITY OF PISA - ITALY)</p>
<p><b>WHAT'S SO SPECIAL ABOUT INTERGENERATIONAL KNOWLEDGE TRANSFER? IDENTIFYING SPECIFIC CHALLENGES OF INTERGENERATIONAL KNOWLEDGE TRANSFER</b> SCHMIDT XENIA, (TRIER UNIVERSITY - GERMANY) - KATRIN MUEHLFELD</p>	<p>14:00 – 14:30</p>	<p><b>ANTECEDENTS OF OLDER NURSES' INTENTIONS TO CONTINUE WORKING UNTIL RETIREMENT AGE AND BEYOND – FOCUS ON PERCEIVED DEVELOPMENT OPPORTUNITIES</b> SALMINEN HANNA, (UNIVERSITY OF TAMPERE - FINLAND) - MONIKA VON BONSDORFF - MIKA VANHALA - MIKAELA VON BONSDORFF</p>
<p><b>DO FAMILY BUSINESSES USE THE BEST PRACTICES IN HUMAN RESOURCE MANAGEMENT? A THEORETICAL REVIEW</b> GUTIERREZ-BRONCANO SANTIAGO, (UNIVERSITY OF CASTILLA LA MANCHA - SPAIN) - PEDRO JIMÉNEZ-ESTEVEZ - MERCEDES RUBIO-ANDRÉS</p>	<p>14:30 – 15:00</p>	<p><b>PERCEPTIONS OF DISCRIMINATION AND DISTRIBUTIVE INJUSTICE AMONG PEOPLE WITH PHYSICAL DISABILITIES: IN JOBS, COMPENSATION AND CAREER DEVELOPMENT</b> VILLANUEVA FLORES MERCEDES, (UNIVERSITY OF CÁDIZ - SPAIN) - RAMÓN VALLE-CABRERA - M<sup>a</sup> DEL MAR BORNAY-BARRACHINA</p>
<p><b>Coffee/Tea Break</b> <i>Cloister</i></p>	<p>15:00 – 15:30</p>	<p><b>Coffee/Tea Break</b> <i>Cloister</i></p>

TRACK G: Bruno Staffelbach *Room : SG-144*

TRACK H: Cristina Simon *Room : SG-122*

<b>THE EMPLOYER COMMITMENT AND THE EMPLOYMENT RELATIONSHIPS</b> <i>GARCIA-CRUZ JOAQUIN, (UNIVERSITY PABLO DE OLAVIDE, SEVILLE - SPAIN)</i> <i>- MARIA DOLORES DE LA ROSA NAVARRO</i>	15:30 – 16:00	<b>AMBIDEXTROUS INTELLECTUAL CAPITAL AND STRATEGIC HUMAN RESOURCE MANAGEMENT: A PROPOSAL FOR A MULTILEVEL MODEL</b> <i>FERNANDEZ PEREZ DE LA LASTRA SUSANA, (UNIVERSITY OF CÁDIZ - SPAIN) - NATALIA GARCÍA-CARBONELL - FERNANDO MARTÍN-ALCÁZAR - GONZALO SÁNCHEZ-GARDEY</i>
<b>EMPLOYMENT RELATIONSHIPS AND THEIR OUTCOMES: ASSESSMENT FROM WORKERS' REPRESENTATIVES</b> <i>LOPEZ-CABRALES ALVARO, (UNIVERSITY PABLO DE OLAVIDE, SEVILLE - SPAIN) - RAMON VALLE-CABRERA - MAR BORNAY</i>	16:00 – 16:30	<b>CONFIGURATIONAL APPROACH AND DYNAMIC CAPABILITY THEORY FOR A NEW HUMAN RESOURCES ARCHITECTURE BASED ON TALENT</b> <i>DE LA CALLE-DURAN CARMEN, (UNIVERSITY KING JUAN CARLOS - SPAIN) - FERNÁNDEZ-ALLES, M.L. - VALLE-CABRERA, R.</i>
<b>TREND CONVERSION OF JAPANESE-STYLE EMPLOYMENT PRACTICES</b> <i>KISHITA TETSUHIRO, (RYUKOKU UNIVERSITY - JAPAN)</i>	17:00 – 17:30	
<b>Dinner - Mesón de Cándido - Plaza del Azoguejo - 40001 Segovia</b>	19:30	

**Tuesday April 26, 2016 :**

**Track A: Dana Minbaeva** *Room : SG-144*

**Track B: Bruno Staffelbach** *Room : SG-122*

<p><b>GIVE IT FORWARD – THE PIVOTAL ROLE OF WORKPLACE SOCIAL RELATIONS FOR SERVICE PROVIDER-CONSUMER INTERACTION AND SERVICE PERFORMANCE, AN EMPIRICAL EXAMPLE FROM THE HOSPITAL CONTEXT</b>  <i>OPPEL EVA-MARIA, (HAMBURG UNIVERSITY - GERMANY) - DAVID MOHR</i></p>	<p>08:30 – 09:00</p>	<p><b>COERCIVE PRESSURES AND IMPLEMENTATION OF HEALTH AND SAFETY PRACTICES</b>  <i>LOPEZ-FERNANDEZ MACARENA, (UNIVERSITY OF CÁDIZ - SPAIN) - PASAMAR, SUSANA</i></p>
<p><b>SOCIAL EXCHANGE RELATIONSHIPS AND TURNOVER INTENTION: EXAMINING THE IMPACT OF CULTURE</b>  <i>RUTISHAUSER LEA, (UNIVERSITY OF ZÜRICH - SWITZERLAND) - ANNA SENDER</i></p>	<p>09:00 – 09:30</p>	<p><b>HEALTH AND SAFETY TRAINING AS A NEUTRALIZER OF LEADER SAFETY PASSIVITY ON YOUNG WORKERS' SAFETY BEHAVIOURS IN SMALL BUSINESSES</b>  <i>MCPHEE DEBORAH, (BROCK UNIVERSITY - CANADA) - FRANCINE SCHLOSSER</i></p>
<p><b>CORPORATE SOCIAL RESPONSIBILITY AND ITS IMPACT ON THE MANAGEMENT OF HUMAN RESOURCES IN CHINA: A MULTILEVEL STUDY</b>  <i>TOURIGNY LOUISE, (UNIVERSITY OF WISCONSIN - WHITEWATER - U.S.A.) - JIAN HAN - VISHWANATH V. BABA - POLLY PAN</i></p>	<p>09:30 – 10:00</p>	<p><b>ORGANIZING SENIOR EMPLOYEES OCCUPATIONAL HEALTH RESOURCE MANAGEMENT SERVICE IN INNOVATION AND ENTREPRENEURIAL CONTEXT</b>  <i>RODGERS WAYMOND, (HULL UNIVERSITY / HULL UNIVERSITY BUSINESS SCHOOL - U.K.) - CATHRINE HILDINGH - ARNE SÖDERBOM - KRISTINA ZIEGERT - MARIE LYDELL</i></p>
<p><b>Coffee Break</b> <i>Cloister</i></p>	<p>10:00 – 10:30</p>	<p><b>Coffee Break</b> <i>Cloister</i></p>

**Track C: Michael Segalla** *Room : SG-144*

**Track D: Cristina Simon** *Room : SG-122*

<p><b>STILL COMMITTED OR LEAVING ALREADY? THE INTERACTIVE EFFECTS OF ORGANIZATIONAL CULTURE AND LEADER SUPPORT ON CONTINUANCE COMMITMENT</b>  <i>MOSTAFA RAMONA, (UNIVERSITY OF ZÜRICH - SWITZERLAND) - BIALAS, A. - GLOOR, J. L. - STAFFELBACH, B.</i></p>	<p>10:30 – 11:00</p>	<p><b>FLEXIBLE WORKING AND EMPLOYEE WELL-BEING AS INTERCONNECTED PROCESSES: EVOLUTION AND NEGOTIATION</b>  <i>CANIBANO ALMUDENA, (ESCP EUROPE, MADRID CAMPUS - SPAIN)</i></p>
<p><b>DO PATERNALISTIC LEADERSHIP PRACTICES HAVE AN ADVERSE EFFECT ON SUBORDINATE EMPOWERMENT? A STUDY IN TURKISH WORK CONTEXT</b>  <i>ÖZARALLI NURDAN, (MARMARA UNIVERSITY - TURKEY)</i></p>	<p>11:00 – 11:30</p>	<p><b>SUSTAINABLE HUMAN RESOURCE MANAGEMENT: THE PERSPECTIVE OF THE ORGANIZATION AND THE INDIVIDUAL</b>  <i>STANKEVICIUTE ZIVILE, (KAUNAS UNIVERSITY OF TECHNOLOGY - LITHUANIA) - ASTA SAVANEVICIENE</i></p>

<b>POSITIVE LEADERSHIP AS THE KEY TO EMPLOYEE JOB SATISFACTION AND THE MODERATING ROLE OF TENURE</b> <i>BUCHER CRISTINA, (UNIVERSITY OF ZÜRICH - SWITZERLAND) - LAMPRINI SOUFIS - JAMIE LEE GLOOR - BRUNO STAFFELBACH</i>	11:30 – 12:00	<b>HUMAN RESOURCES AT THE BACK STAGE</b> <i>HÖYKINPURO RITVA, (UNIVERSITY OF TAMPERE - FINLAND)</i>
<b>Lunch</b> <i>Cloister</i>	12:00 – 13:30	<b>Lunch</b> <i>Cloister</i>

**Track E: Bruno Staffelbach** *Room : SG-144*

**Track F: Michael Segalla** *Room : SG-122*

<b>THE EXPLORATION OF STRATEGIC ROLE OF MODIFICATION BY MIDDLE MANAGERS</b> <i>MORITANI SHUICHI, (UNIVERSITY OF VALENCIA - JAPAN)</i>	13:30 – 14:00	<b>HRM, EMPLOYEE IDENTITY, AND ENVIRONMENTAL SUSTAINABILITY</b> <i>OKONKWO OKEY, (CANTERBURY CHRIST CHURCH UNIVERSITY - U.K.) - JULIAN LOWE</i>
<b>STRATEGIC HUMAN CAPITAL MANAGEMENT FIT TO ORGANISATIONAL IDENTITY</b> <i>BORDUNOS ALEKSANDRA, (ST PETERSBURG STATE UNIVERSITY - RUSSIA) - KOSHELEVA SOFIA</i>	14:00 – 14:30	<b>THE GAP BETWEEN BELIEFS AND EVIDENCE IN HRM - AN EXPLORATORY STUDY</b> <i>FERRARI FILIPPO, (UNIVERSITY OF BOLOGNA - ITALY)</i>

**Plenary Session**

<b>Conclusions and lessons learned</b> <i>Chapterhouse</i>	14:30 – 15:00
<b>Coffee and Wrap up</b> <i>Cloister</i>	15:00 – 15:30