

Human Resource Management in the age of hybrid work: leveraging on the potential of intelligent technologies

Research on the integration of Information Technology (IT) and Human Resource Management (HRM), namely the domain of e-HRM or digital HRM, has been underway for a long time. Nevertheless, the last generation of digital technologies such as artificial intelligence (AI), smart robots, Internet of Things (IoT), advanced connectivity, and big data is suggesting a deep change in the mindset of HR professionals and is offering unprecedented possibilities to develop innovative HRM tools and radically transform the existing ones. The current age of intelligent technologies is also widening the arena of people who can work remotely thus opening novel opportunities and rationales for work design. Such a swift and continuous change is requiring new competences to HR professionals.

In this vein, we expect contributions that highlight how new technologies, in particular AI, big data and analytics, are changing the role of the HR function as well as the design of HR practices and the daily activities related to HR processes (e.g. recruiting, learning, or career management tasks) in order for people management to be strategically oriented, while being aligned with the expectations of the new workforce (Marler, 2009; Haines & Lafleur, 2008; Strohmeier, 2020). We invite also contributions which investigate how current and recent developments in the digitization of HRM are transforming and impacting the organizational performance at the macro level (Marler & Fisher, 2013).

Moreover, research on how organizations can fully exploit and leverage the potential of the digital transformation of work (in terms of teleworkability) as well as on criteria useful to assist companies in reaping the strategic benefits of the new organization modes are of great value to understand how organizations can overcome challenges of the hybrid work without surrendering to the strong temptation to return to a face-to-face mode (Antonacopoulou & Georgiadou, 2021, Marsh, Vallejos, & Spence, 2022). To design the future of work, companies and leadership teams need to reconsider three main elements: firstly, that tasks and processes are performed to deliver the organization's output; secondly, that competences and talents better fit the new working conditions, and thirdly that the characteristics of the workplace are defined as "a blend of physical, cultural and digital elements in the work environment that lead to fundamentally new and complex configurations of human and technology relationships at work that reshape the very nature of work practices" (Marsh et al., 2022). In this domain, this track welcomes papers that contribute on designing work in the current digitalized era, on revealing opportunities, challenges and drawbacks of managing employees in the new workplace. We are looking for papers that focus on the role of the HRM department in leading the shift to the current working model, and on the design of HRM practices that can support managing employees in a hybrid organizational setting that fits the renewed workforce's needs and expectations. As technologies are useful tools that can extensively impact such activities, contributions that explore their effect on pushing the digitization of work, individual well-being, work-life balance, and on supporting the HR department effectiveness, are appreciated as they can provide an outline of the overall picture.

Track main topics

This track aims to contribute to theory and practice, on both the digitalization of HRM and digitalization of work, for a line to be drawn in the literature while considering the implications and value provided to managers, employees, and organizations. Coherently, the track is open to conceptual and empirical contributions that apply a range of qualitative and quantitative empirical approaches. Questions of potential interest include, but are not limited to:

- What are intended and unintended effects for employees of the use of intelligent tech in HRM?
- How does the use of intelligent technologies affect HRM and organizational outcomes?
- How is the growing adoption of intelligent technologies changing the nature of HRM jobs and HRM organizational structures?
- How does HR digitalization affect the strategic role of the HR function and HR professional?
- Which is the future of the HR function in terms of required new competences (e.g., digital skills, analytical skills, etc.)?
- How may intelligent technologies impact diversity, equality, and inclusion within organizational settings?
- What is the contribution of intelligent HRM to organizational sustainability (i.e. environmental, social, and economic)?

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- What are useful trends and variables to consider in designing work in the new digital setting?
- What are intended and unintended effects for both employees and the organizations of different options in blending hybrid, remote, and in-person work?
- Which theories may better contribute to the theoretical foundation of studies that can provide useful evidence to design the workplace of the future?
- How can technology help to figure out ways to increase connectivity and sense of belongings in the virtual or hybrid workplace?
- How can technological innovation contribute to enhance work-life balance of employees working remotely?
- What are rationales to consider in designing effective HRM systems in the case of hybrid work setting?

References

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Track Co-Chairs (one table for each track chair)

(From 2 up to 4 co-chairs; at least one international co-chair; no more than 2 Italian co-chairs; the first one is considered the primary contact of the track)

Name – Surname	Rita Bissola
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Short bio	Rita Bissola is an Associate Professor of Organization Theory and Organizational Behavior at Università Cattolica del Sacro Cuore, Milan (Italy) and the coordinator of the International Human Resource Management Master degree. Her current research interests focus on innovation and HRM challenges, individual and team creativity, employee engagement and inclusion. She wrote articles and contributions on e-HRM, the relationship between employees, the HR department, and the organization as a whole, as well as on creativity that appeared in both international and national books and journals. She has recently co-edited a book on HRM 4.0. Rita has been serving as track chair in several EGOS colloquia (European conference on Organization Studies conference) and WOA (Italian conference of Organization Studies).

Name – Surname	Tanya Bondarouk
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Short bio	<p>Dr Andri Georgiadou is an Associate Professor at Nottingham University Business School, UK and the Director of the Equality Inclusion and Diversity Centre. Her expertise centers around equality, diversity, and inclusion at work, with a focus on relational and interdisciplinary perspectives. Dr Georgiadou is the Associate Editor of <i>Gender Work & Organization</i> and the Review Editor of <i>International Studies of Management & Organization</i>. Her work has led to publications in leading peer-reviewed journals, such as the <i>Journal of International Management</i>, <i>Human Resource Management Journal</i>, <i>Gender Work & Organization</i>, and <i>European Management Review</i> among others, and several book chapters.</p>
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Short bio	<p>Teresina Torre is Full Professor of Organization and Human Resource Management at the University of Genoa. Her research interests focus on innovation and HRM challenges, on human work and its evolution in relationship with new technologies and in digital context. She presented her research in national and international conferences (WOA, EURAM, EGOS, IFKAD and ICTO); she published contribution both in books and international journals. She is vicepresident of Assioa – Association of Italian Organization Studies Academics. She is co-editor of <i>Impresa Progetto Electronic Journal of Management</i>, member of the Scientific Committee of <i>Management in Review</i>, of <i>Eurasian Journal of Business and Management</i> and of <i>Sviluppo&Organizzazione</i>. She is member of the Scientific Boards of many conferences, where she serves also as conference chair. She teaches at both undergraduate and graduate levels. She is coordinator of the Master Degree in Management and president of the international MBA – University of Lima and Genoa.</p>

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