



SIG 10 - PO - Project Organizing

We invite you to submit your research to explore the theme of *The Business of Now: the future starts here* for the EURAM 20th Conference.

We look forward to receiving your submissions.

T10_03 - HRM on Projects and in Project Based Organizations: Projects as HRM Eco-systems for Multi-Actor HRM Co-Creation

Proponents:

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Short description:

Organizations have long been projectified, a trend taking hold in society more broadly resulting in a wider range of actors having an involvement in HRM on projects than heretofore. Theorists in mainstream HRM acknowledge the involvement of employees and line managers in HRM activities. In projects, a more diverse set of actors appears to be involved. We propose that projects can be seen as eco-systems in which interdependent actors exchange HRM services to achieve their goals and in the process, co-create HRM practices, resulting in possible tensions. We invite papers exploring HRM co-creation in projects and multi-actor project HRM eco-systems.

Long description:

Organizations have long been projectified, a trend that is taking hold in society more broadly (Midler, 1995; Schoper et al, 2019) resulting in a wider range of actors having an involvement in HRM on projects than heretofore (Keegan, Ringhofer and Huemann, 2018). As temporary organizations (Burke and Morley, 2016), projects involve employees, managers (project and line), clients, and others co-creating HRM practices. Theorists in mainstream HRM acknowledge the involvement of employees and line managers in HRM activities (Meijerink, Bondarouk & Lepak, 2016). In projects, an even more diverse set of actors appears to be involved as implied by the concepts HRM quadriad (Bredin and Soderlund, 2013) and polyadic HRM systems (Keegan and Den Hartog, 2019). For example, employees play a central role in appraisal and rewards alongside influential stakeholders such as clients, project managers and other team members (Keegan, Huemann and Turner, 2012). These exchanges are not coordinated in a highly bureaucratic way because projects are temporary, dynamic and client led.

Following Meijerink and Keegan (2019), we propose that projects can be seen as eco-systems in which interdependent actors exchange HRM services to achieve their goals and in the process, co-create HRM practices. The importance of line and project managers' exchanges with employees in HRM implementation is already known (Keegan and Den Hartog, 2004) while concepts like horizontal (Müller, Sankaran, Drouin, Vaagaasar, Bekker, & Jain, 2018) leadership reflect the



distributed nature of such exchanges. What does this mean for HRM implementation in projects? (Purcell and Hutchinson, 2007). We invite papers exploring HRM co-creation in projects and project HRM eco-systems. This following list of topics is not exclusive:

Who is involved in co-creating HRM activities on projects?

Do HRM activities coordinate the efforts and align the interests of project ecosystem actors?

How do actors (e.g. employees, line managers and projects managers) interact with each other and other salient actors (e.g. clients) to co-create specific HRM activities in areas such as recruitment, appraisal, rewards, careers and development?

What HRM roles are played by employees (project team members) and clients?

Do actors compensate for each other in HRM and leadership in project eco-systems?

What tensions emerge in the co-creation of HRM practices by actors operating in projects, as temporary organizations, and external actors, like clients?

How does the HRM eco-system evolve in the context of inter-organisational projects?

How is the well-being of project workers protected in project HRM eco-systems?

What does the distributed nature of leadership in projects mean for the co-creation of HRM activities?

Keywords:

Human Resource Management

Leadership

Eco-system

Co-creation

Project

UN Sustainable Development Goals (SDG):

Goal 3: Good health and well-being for people, Goal 8: Decent work and economic growth, Goal 9: Industry, Innovation, and Infrastructure.

Publication Outlet:

International Journal of Project Management

Human Resource Management Journal

Human Resource Management

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