9th e-HRM International Conference
"e-HRM in the age of AI"

18th -19th June 2024
Leeds University Business School
University of Leeds, Leeds, UK

Call for Submissions

The aim of the 9th e-HRM Conference is to enable scholars and professionals from around the world to share new ideas on, insights into and experiences with people management in an increasingly digitalized organizational world.

Over the last two decades e-HRM, also referred to as digital HRM or d-HRM, has evolved into a unique field of inquiry embracing all types of IT-enabled HRM which has the potential not only to automate but to transform HRM processes (Bondarouk, Parry, & Furtmueller, 2017; Bondarouk, Ruël, & Parry, 2017; Gueutal, Stone, & Salas, 2005). During this period, e-HRM has been mainly concerned with a wide range of configurations involving computer hardware, software and electronic networking resources which both enable intended or actual HRM activities (Marler & Parry, 2016) and their acceptance by HR professionals and employees (Heikkilä & Smale, 2011). Much of recent e-HRM research is also concerned with factors related to e-HRM adoption in organizations (Florkowski & Olivas-Luján, 2006; Strohmeier & Kabst, 2009; Tansley, Newell, & Williams, 2001), together with e-HRM goals and their intended and unintended outcomes (Parry & Tyson, 2011; Ruël, Bondarouk, & Looise, 2004). Digital transformations have also been extensively researched in the traditional HR functions of recruitment (e.g. Eckhardt, Laumer, Maier, & Weitzel, 2014; Holm, 2012), selection (e.g. Kehoe, Dickter, Russell, & Sacco, 2005; Stone, Lukaszewski, Stone-Romero, & Johnson, 2013), learning and development (e.g. Oiry, 2009), and compensation (e.g. Dulebohn & Marler, 2005).

Recently though, the focus of e-HRM has moved from a focus on efficiency and technology acceptance towards exploring how value is created within and across organizations for targeted employees and management (Bondarouk & Ruël, 2009; Stone, Deadrick, Lukaszewski, & Johnson, 2015). In order to deliver value, HR professionals need to be aware of the technology-driven context in which they work and develop e-HRM practices adapted to that context (Ulrich, 2019). In addition, e-HRM is increasingly seen as having the potential to contribute to organizational strategic goals, and which can ultimately become a unique organizational resource (Bondarouk, Parry, et al., 2017). Thus, the aim of much current e-HRM research is to uncover e-HRM outcomes (Parry & Tyson, 2011) or consequences (Strohmeier, 2009) that lead to an enhanced value of HRM for both organizational members and other stakeholders (Marler & Fisher, 2013).

Research in e-HRM has been enriched with such concepts as cloud computing, big data and people analytics, social media, chatbots, gamification, the internet of things, robots, artificial intelligence, machine learning, etc. E-HRM has also evolved to include new forms of organizing, such as industry 4.0 and digital-platform business models. For example, industry 4.0 redefines the

relationship between human workers and machines, and requires a new approach to HRM, or HRM4.0 (Bissola & Imperatori, 2018). Moreover, the emergence of advanced systems, software agents and/or robots which work alongside human workers (Beane & Orlikowski, 2015) has resulted in human-robot 'white-collar teams' (Richards, 2017). The platform economy (Kuhn, 2016), on the other hand, has created a new type of contingent worker, i.e. gig workers or e-lancers (Aguinis & Lawal, 2013), with little or no connection to job providers, who are managed algorithmically through platforms (Möhlmann et al., 2023; Jarraji et al. 2023). Nonetheless, the digital platform is an important vehicle of their employment relationship, since it creates a new ecosystem for employment/work relations and institutes the use of algorithms/software robots for executing HRM activities (Meijerink & Keegan, 2019). These developments pose new challenges to and opportunities for the e-HRM field, as well as expand and enrich its scope.

Rapid advances in AI, leading the release of large language models (LLMs) like ChatGPT and Google's PaLM2 provide new opportunities and capabilities for e-HRM users. AI driven data-engineering has the potential to dramatically improve the ease with which data from different e-HRM systems can be joined up and integrated, and to automate processes within HRIS that currently require human oversight. AI co-piloting has the potential to make it much easier to generate insights from HR data, democratising HR analytics. There has been an explosion of AI for HR start-ups, and the most successful of these, companies like Beamery and Phenom, are gaining customers through AI systems that integrate with traditional HRIS. Despite these impressive advances, many of the traditional challenges and agendas of e-HRM remain. How to upskill the HR profession to take advantages of these new opportunities? How to balance opportunities for productivity and performance gains with the need for human oversight from seasoned professionals? How to introduce new systems and processes in an ethical way that gives appropriate weight to employee voice?

Given that e-HRM aims to create value within and across organizations for targeted employees and management, and covers all possible integration mechanisms and content between HRM and Information Technology (IT) (Bondarouk & Ruël, 2009), we call for papers dealing with a broad scope of technology application to managing people inside and across organizations.
We invite authors to submit theoretical, conceptual and/or empirical contributions, and encourage methodological plurality, including quantitative/qualitative studies, action research, future studies (or combinations thereof), as well as proposals for symposia and practitioner-scholar panels. To further advance the field, we also encourage and call for interdisciplinary and cross-domain contributions from academia, consultancy, and industry. We are also inviting contributions from adjacent research fields that focus on the various aspects of managing human resources in digitalized organizations and ecosystems.

The main sub-themes and topics of the conference include, but are not limited to:

- e-HRM value propositions
- Technology-enabled HR roles
- e-HRM delivery
- Technology-enabled HR functions: e-recruitment, e-selection, e-performance management, e-learning, and development
- algorithmic management of employees or gig workers
- e-HRM and employee experience
- e-HRM and employee wellbeing

- HR data management and confidentiality
- HR metrics and people analytics
- (Big) HR data and HR algorithmic decision making
- e-Talent and digital talent management
- Employee and digital onboarding systems
- Gamification in HRM
- Robots and artificial intelligence (AI) in HRM
- HRM in the platform economy
- Gig-worker management and employment/work relations
- Employer branding and digital communication
- Digital work and digital workforce
- Worker digital connection and social experiences
- HRM in virtual teams
- e-WOM and employees as ambassadors
- Methodological challenges (including ethical issues) concerning the study and practice of e-HRM
- Sustainability and e-HRM
- The role of e-HRM in creating and sustaining Diversity & Inclusion
- e-HRM and trust/ethics
- e-HRM in a post-COVID-19 context

Following the tradition of previous e-HRM conferences, three categories of submissions are welcomed:

- Full papers
- Papers in development
- Panel discussions or symposia on a particular topic.

Pre-conference doctoral workshop

PhD students are invited to participate in the pre-conference doctoral workshop on Monday 17th June.

Instructions to authors:

For *full papers* and *papers in development*, authors should submit extended abstracts, in English, on the understanding that accepted submissions will be developed into a paper for the actual conference.

Extended abstracts (in English) not to exceed 1000 – 1200 words, and should contain:

- Title of the paper without information about authors and their affiliations
- Summary description of the theoretical framework and hypotheses (where applicable)
- Research design and approach to data analysis (where applicable)
- Key findings and theoretical contributions, as well as practical implications (where applicable)

We also welcome proposals for paper symposia and panel discussions on a particular topic. These should describe the key objectives, overview of proposed presentations and how they relate to the main topic, and the planned speakers and discussants. The length of proposals should not exceed 2500 words, including references.

All extended abstracts and proposals will undergo blind review and either accepted or rejected for inclusion in the conference programme. The accepted papers will be included in the conference proceedings and distributed exclusively to the conference participants.

Please note that:

- Registration is open to all those interested (both authors and attendees who do not wish to present).
- If participants need an invitation letter to apply for an entry visa, such an invitation will be issued **only after the registration and payment of the conference fee**.
- Only authors of accepted extended abstracts and symposia and panel discussion speakers will be allowed to present at a conference session, symposium, or panel discussion respectively.
- Only full papers with at least one of the authors registered for the conference, and who has confirmed her/his presence to the organizers by 13th May 2023, will be eligible for conference best paper and PhD awards.

Full-paper format requirements

- Word format, max 8000 words, including references and tables
- Times New Roman 12 pt., 1.5 line spacing
- Abstract: 200 words + max 6 keywords
- Referencing style: APA 6th or 7th
- Tables and figures: in the main text (i.e., not at the end of the paper)

Structure: a maximum of 3 level-headings

We look forward to receiving your contributions and to meeting you in Leeds in June 2024!

References

Aguinis, H., & Lawal, S. O. (2013). eLancing: A review and research agenda for bridging the science–practice gap. *Human Resource Management Review, 23*(1), 6-17.

Beane, M., & Orlikowski, W. J. (2015). What difference does a robot make? The material enactment of distributed coordination. *Organization Science, 26*(6), 1553-1573. doi:https://doi.org/10.1287/orsc.2015.1004

Bissola, R., & Imperatori, B. (2018). HRM 4.0: The Digital Transformation of the HR Department. The Effects of Industry 4.0 on Human Resource. In F. Cantoni & G. Mangia (Eds.), *Human Resource Management and Digitalization* (pp. 51-69). Abingdon-on-Thames, UK: Routledge.

Bondarouk, T., Parry, E., & Furtmueller, E. (2017). Electronic HRM: Four decades of research on adoption and consequences. *The International Journal of Human Resource Management, 28*(1), 98-131.

Bondarouk, T., & Ruël, H. (2009). Electronic human resource management: Challenges in the digital era. *The International Journal of Human Resource Management, 20*(3), 505 - 514. Retrieved from http://www.informaworld.com/10.1080/09585190802707235
http://www.tandfonline.com/doi/pdf/10.1080/09585190802707235

Bondarouk, T., Ruël, H., & Parry, E. (2017). *Electronic HRM in the Smart Era*: Emerald Publishing Limited.

Dulebohn, J. H., & Marler, J. H. (2005). e-Compensation: The potential to transform practice? In H. Gueutal, D. L. Stone, & E. Salas (Eds.), *The Brave New World of eHR: Human Resources in the Digital Age* (pp. 166-189): Wiley.

Eckhardt, A., Laumer, S., Maier, C., & Weitzel, T. (2014). The transformation of people, processes, and IT in e-recruiting. *Employee Relations, 36*(4), 415-431. doi:https://doi.org/10.1108/ER-07-2013-0079

Florkowski, G., & Olivas-Luján, M. R. (2006). Diffusion of information technology innovations in human resource service delivery: A cross-country comparison. *Personnel Review, Vol. 35*(6), 684-710.

Gueutal, H., Stone, D. L., & Salas, E. (2005). *The Brave New World of eHR: Human Resources in the Digital Age*: Wiley.

Heikkilä, J.-P., & Smale, A. (2011). The effects of 'language standardization' on the acceptance and use of e-HRM systems in foreign subsidiaries. *Journal of World Business, 46*(3), 305-313. doi:https://doi.org/10.1016/j.jwb.2010.07.004

Holm, A. B. (2012). E-recruitment: Towards an ubiquitous recruitment process and candidate relationship management. *Zeitschrift fuer Personalforschung, 26*(3), 241-259.

Holm, A. B. (2020). Virtual HRM and Virtual Organizing. In (pp. 95-98). Berlin, Boston: De Gruyter Oldenbourg.

Jarrahi, M. H., Möhlmann, M., & Lee, M. K. (2023). Algorithmic Management: The Role of AI in Managing Workforces. MIT Sloan Management Review, 64(3), 1-5.

Kehoe, J. F., Dickter, D. N., Russell, D. P., & Sacco, J. M. (2005). E-selection. In H. G. Gueutal & D. L. Stone (Eds.), *The brave new world of eHR: Human resources management in the digital age* (pp. 54–103). San Francisco: Jossey Bass.

Kuhn, K. M. (2016). The Rise of the "Gig Economy" and Implications for Understanding Work and Workers. *Industrial and Organizational Psychology, 9*(1), 157-162. doi:10.1017/iop.2015.129

Marler, J. H., & Fisher, S. L. (2013). An evidence-based review of e-HRM and strategic human resource management. *Human Resource Management Review, 23*(1), 18-36. doi:https://doi.org/10.1016/j.hrmr.2012.06.002

Marler, J. H., & Parry, E. (2016). Human resource management, strategic involvement and e-HRM technology. *The International Journal of Human Resource Management, 27*(19), 2233-2253. doi:10.1080/09585192.2015.1091980

Meijerink, J. G., & Keegan, A. E. (2019). Conceptualizing human resource management in the gig economy: Toward a platform ecosystem perspective. *Journal of Managerial Psychology, 34*(4), 214-232.

Möhlmann, M., Zalmanson, L., Henfridsson, O., & Gregory, R. W. (2021). Algorithmic Mangement of Work on Online Labor Platformrs: When Matching Meets Control, MIS quarterly, 45(4),

Oiry, E. (2009). Electronic human resource management: organizational responses to role conflicts created by e-learning. *International Journal of Training and Development, 13*(2), 111-123. doi:10.1111/j.1468-2419.2009.00321.x

Parry, E., & Tyson, S. (2011). Desired goals and actual outcomes of e-HRM. *Human Resource Management Journal, 21*(3), 335-354. doi:10.1111/j.1748-8583.2010.00149.x

Richards, D. (2017). Escape from the factory of the robot monsters: Agents of change. *Team Performace Management, 23*(1/2), 96-108.

Ruël, H., Bondarouk, T., & Looise, J. K. (2004). E-HRM: innovation or irritation. An explorative empirical study in five large companies on web-based HRM. *Management Review, 15*(3), 364-380.

Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review, 25*(2), 216-231. doi:https://doi.org/10.1016/j.hrmr.2015.01.002

Stone, D. L., Lukaszewski, K. M., Stone-Romero, E. F., & Johnson, T. L. (2013). Factors affecting the effectiveness and acceptance of electronic selection systems. *Human Resource Management Review, 23*(1), 50-70. doi:http://dx.doi.org/10.1016/j.hrmr.2012.06.006

Strohmeier, S. (2009). Concepts of e-HRM consequences: a categorisation, review and suggestion. *International Journal of Human Resource Management, 20*(3), 528 - 543. Retrieved from http://www.informaworld.com/10.1080/09585190802707292

Strohmeier, S., & Kabst, R. (2009). Organizational adoption of e-HRM in Europe: An empirical exploration of major adoption factors. *Journal of Managerial Psychology, 24*(6), 482-501.

Tansley, C., Newell, S., & Williams, H. (2001). Effecting HRM-style practices through an integrated human resource information system: An e-greenfield site? *Personnel Review, 30*(3), 351-370.

Ulrich, D. (2019). Foreword and forward thinking of digital HRM In M. Thite (Ed.), *e-HRM: Digital Approaches, Directions & Applications* (pp. xxvi-xxiv). London and New York: Routledge.