



# Program

Day 1 November 10<sup>th</sup> 2011

Registration / 10.30 – 11.00

Location: Duisenberg Plaza

Opening / 11.00 – 11.15

Location: lecture hall 15

Opening by the Vice-Dean of the Faculty of Economics and Business Janka Stoker and the Chairman of the Dutch HRM network Eric Molleman

Keynote speaker / 11.15 – 12.15

Location: lecture hall 15

Keynote speaker: Susan Jackson

Title: *"Managing Human Resources in Environmentally Sustainable Organizations"*

Buffet lunch / 12.15 – 13.00

Location: Duisenberg Plaza

Parallel Sessions I / 13.00 – 15.00

Evidence based HRM – 1 (room 1)	
The Cinderella Predictor: Taking job knowledge to the personnel selection ball	Stefan Mol, Anne Keegan & Gábor Kismihók
Organizational socialization tactics in Germany: a study on their differentiated use in the contingent and core workforce	Diana Zdravkovic
Gender inequality in universities: Achieving change through an evidence based management approach	Marloes van Engen, Inge Bleijenbergh & Jaap Paauwe
Evidence-Based HR Management: What, How, and Who? A Review, a Model, and Implications	David Lewin & Danut Casoinic

<b>HRM, Performance and Well-being - 1 (room 2)</b>	
Managing under pressure: Optimising work outcomes for employees and managers during difficult economic times	Edel Conway, Na Fu (presenter), Kathy Monks, Katie Truss & Kerstin Alfes
Explaining Performance: The Influence of Human Resource Management and Employee Attitudes	Fiona Edgar & Alan Geare
HRM Implementation by Line Managers: Development and Validation of a Research Instrument	Anna Nehles, Maarten van Riemsdijk, Jan Kees Looise, Beatrice van der Heijden
The linking pin between people management and extra-role behaviour: a longitudinal study using the AMO framework	Eva Knies, Peter Leisink

<b>HRM, Performance and Well-being – 4 (room 3)</b>	
Perception is Reality: Leader-Member Exchange and Psychological Contract as Moderators between Actual and Perceived HR Practices	Anna Nehles, Maarten van Riemsdijk & Katharina Fahrenholz
Measuring culture validated for change	Alex Straathof
Dilemmas in HR Work	Gill Widell & Mette Sandoff
Added value and moral values from a post-SHRM perspective	Jaap Paauwe, Paul Boselie & Elaine Farndale

<b>International and Comparative HRM - 1 (room 4)</b>	
HR-Practices responding to the needs of the local communities	Akira Yoshinari & Masaru Yamamoto
Low Wages, Harsh Work: Employment Management Structure, Agency and Change in Dutch Agricultural Firms	Brigitte Kroon & Jaap Paauwe
Measuring Cultural Intelligence across Cultures: Testing Cross-Cultural Equivalence of the CQ scale	Joost Bucker & Olivier Furrer
The Impact of Foreign Direct Investment on Wages in Seven EU Member States	Kea Tijdens & Maarten van Klaveren

**Workplace learning and development - 1 (room 5)**

Organisational Level Influences on Tacit Knowledge Sharing Practices and Behaviours in Multinational Manufacturing Firms in Ireland	G. Kelly, C. Gubbins, L. Dooley, E. Murphy, C. Emery
360-degree feedback as a social process: how HR professionals, raters and recipients create meaning from anonymous ratings/text	Amanda Harrington, Laurie Cohen & Peter Ackers
The relative importance of competency development practices as predictors of career outcomes	Ine Willemse & Ans De Vos
Repatriation processes and the breach of the psychological contract: A case study of Saudi Arabia's private sector	Aldossari Maryam

**Workplace learning and development - 2 (room 6)**

The effects of a strengths-based approach to talent management	Marianne van Woerkom & Christina Meyers
Linking coach and mentor behavior to outcome: two complementary studies	Rendel de Jong & Eva van der Meer
The effects of training on own and co-workers productivity: evidence from a field experiment	Andries de Grip & Jan Sauermann
Increasing lower educated workers' training participation	Jos Sanders, Ellen van Wijk & Kyra Luijters

**Power and Leadership - 1 – (room 7)**

How intergroup and intragroup status hierarchies affect responses towards group diversity	Yeliz Cantimur
Leadership in project-based organizations: Stimulating project identification	Liselore Havermans, Deanne Den Hartog & Anne Keegan
Status in the boardroom	Dennis Veltrop, Eric Molleman, Reggy Hooghiemstra & Hans van Ees
HR professional identity: A response to corporate crisis	Elaine Farndale, Jaap Paauwe & Paul Boselie

<b>HRM in the public sector – 1 (room 8)</b>	
Evaluating the effects of teamworking on performance outcomes: Evidence from local government organisations	Julian Gould-Williams, Tom Redman & Paul Bottomley
Linking to strategy: About the performance contribution of HR roles in public and private organizations	Ben Kuipers & Laura Giurge
Goal-setting and transformational leadership	Babette Bronkhorst & Bram Steijn
Responsible Human Resource Management and its Outcomes in the Public and Private Sector Organisations	Ruta Kazlauskaite & Ilona Buciuniene

<b>Psychological contracts, flexicurity, new ways of working – 2 (room 9)</b>	
Generational differences in Psychological Contract: a conceptual review	Xander Lub, Matthijs Bal, Rob Blomme & Rene Schalk
Investigating the role of HR professionals in influencing employee psychological contract	Smirti Kutaula & Julian Gould-Williams
Proactivity at the price of conflict	Hella Sylva, Deanne den Hartog & Stefan Mol
The Impact of Time-Spatial Flexibility and Household Situation on Dutch Women's Employability and Career Success	Pascale Peters, Rünald Francisca, Beate van der Heijden, Beatrice van der Heijden & Patricia van Echtelt

<b>Teamwork (room 10)</b>	
Teamwork after a Crisis	Kirsten Thommes, Agnes Akkerman & Rene Torenvlied
Effects of team reflecting on team performance: a longitudinal study in Long-Term Care setting	Martina Buljac & Marianne van Woerkom (presenter)
Leader-member exchange: How friendship centrality and task interdependence determine reciprocation via performance	Gerdien Regts & Eric Molleman
Coordinating across boundaries within multiteam systems; the importance of members' personalities	Rick van der Kleij, Thomas de Vries, Frank Walter, Gerben van der Vegt, Peter Essens & Ad Vogelaar

<b>HRM and innovation, innovating HRM (room 11)</b>	
Knowledge-based human resource management: An integrative approach	Steffen Dörhöfer
Examining the relationship between HRM and innovative work behaviour	Andre Veenendaal, Anna Nehles, Martijn van Velzen & Jan Kees Looise
Knowledge sharing and innovative behavior: The influence of work engagement, self-efficacy and high commitment HRM	Judith Konermann, Marjan Vermeulen, Karin Sanders & Piety Runhaar

**Coffee / tea break / 15.00 – 15.30**

Location: Duisenberg Plaza

**Parallel Sessions II / 15.30 – 17.30**

<b>Evidence based HRM - 2 (room 1)</b>	
Turnover and firm performance: the moderating role of knowledge sustaining HR practices	Sophie De Winne, Dries Faems, Johan Maes & Luc Sels
Effectiveness of coherence in small sized HRM. Measurements in a configurational approach	Hilbrand Knol & Maarten van Riemsdijk
The Link between Employee Involvement and Participation (EIP) and Employee Attitudes: The Role of Institutional Embeddedness	Stefan Zagelmeyer
The impact of human resources practices on organizational culture: evidence from the public sector	Karen Somerville

<b>HRM, Performance and Well-being - 2 (room 2)</b>	
How high-commitment HRM affects engagement, commitment, and OCB: the moderating role of task proficiency	Corine Boon & Karianne Kalshoven
HRM and Employee Well-being: The role of Employee Attributions	Karina van de Voorde & Susanne Beijer
'To fit or not to fit, that is the question': HR-line fit perceptions strengthening the HRM-performance relationship	Claudia Vigna, Karin Sanders & Erik Henderickx
Peter van der meer & Rudi wielers  What makes workers happy?	

**International and Comparative HRM - 2 – (room 3)****15.30 – 18.00 (please note: this session has 5 presentations)**

Effective and Ineffective Support: How Different Sources of Support Buffer the Short- and Long-Term Effects of a Working Day	Michal Biron
Convergence and divergence from a multi-level perspective: Managing sickness absence in the Netherlands and Denmark	Emmie Vossen & Nicolette van Gestel
The role of HR in organizational agility: dynamics in an institutional context	Mark Nijssen
Disentangling the brokerage role of expatriates in MNCs: The role of global talent management in facilitating interunit ties	Robert Kase & Sachiko Yamao
Exploring the service paradox in manufacturing organisations: is HR a missing link?	Stewart Johnstone

**Workplace learning and development - 3 (room 4)**

Do Employees Operate Strategically Regarding Their Professional Development? Empirical Data on Learning Motives and Activities	Sophie Hendrix, Rob Poell & Ferd van der Krogt
On the road to dynamic capabilities: The role of leadership and intellectual capital	M. Dolores De La Rosa Navarro, Alvaro Lopez Cabrales & Mar Bornay Barrachina
Developing Leaders through Managerial Coaching	Margarita Nyfoudi, Helen Shipton, Nicholas Theodorakopoulos & Pawan Budhwar
Stimulating teachers' knowledge sharing. Considering the roles of occupational self-efficacy and human resources management	Piety Runhaar & Karin Sanders

**HRM and the ageing workforce - 1 (room 5)**

Ageing, Human Resource Practices and Employability in Primary Education in the Netherlands	Tinka van Vuuren & Judith Semeijn
The informal side of organizational learning climate for lifelong employability	Claudia Van der Heijde, Beatrice van der Heijden, Jan Kees Looise & The Indic@tor study Group
The Relationship between Age, Stress and Learning during Organisational Change	Judith Preston
HRM "richness" and employee outcome linkages: The moderating role of age	Laura Innocenti & Riccardo Peccei

<b>Diversity in organisations - 1 (room 6)</b>	
Diversity Moderating Diversity: The Effects of Gender Variety and Power Disparity on Group Cognitive Complexity	Petru Lucian Curseu & Kimzana Sari
Introducing Professional Diversity	Max Aangenendt, Marinka Kuijpers & Karin Sanders
Is it ethical? A modest proposition for reframing the business case for diversity	Hans van Dijk
The gendered nature of Talent Management in an ICT company	Dagmar Daubner & Claartje Vinkenburg

<b>Contemporary careers: the evidence based perspective - 2 (room 7)</b>	
Exploring eco-careers: does green at home mean green at work?	Jesse Segers & Erik Henderickx
Mass Career Customization - exploring the gendered career consequences of an innovative approach to flexible careers	Caroline Straub, Claartje Vinkenburg & Marco Van Kleef
Enabling the low carbon career: challenges for HR policy and practice?	John Blenkinsopp & Tracy Scurry
The Way To The Top – Career Patterns of Fortune 100 CEOs	Bernard Forgues, Michael Koch & Vanessa Monties

<b>HRM in the public sector – 2 (room 8)</b>	
<b>15.30 – 18.00 (please note: this session has 5 presentations)</b>	
HRM and performance in Dutch primary education	Tessa Janssen
HRM responsibilities in the public sector: The impact of line managers on (the effectiveness of) the HR department	Sophie Op de Beeck & Annie Hondeghem
State and Workplace Work-Life Balance Support in Europe: Comparing the Public and Private Sector	Laura den Dulk & Sandra Groeneveld
Supervisors Implementing HRM: A Multilevel Study Linking Actual HRM, Perceived HRM and Divisional Performance	Brenda Vermeeren (presentation: Ben Kuipers)
Internal labor markets and employee mobility and employability within the Dutch Central Government	Betty Feenstra

<b>HRM in healthcare – 1 (room 9)</b>	
Human resource management in health care: living the dream?	Judith van den Broek, Monique Veld, Paul Boselie & Jaap Paauwe
From intended strategy to employee awareness: the relevance of strategic climate	Monique Veld, Paul Boselie & Jaap Paauwe
Nursing under Inconsistent Organizational Conditions: Evidence of Double Binds?	Max Visser, Beatrice van der Heijden & Hans-Martin Hasselhorn
Another Look at the Association between Performance and Turnover Intentions: Taking the Relational Context into Account	Michal Biron & Corine Boon

<b>Psychological contracts, flexicurity, new ways of working – 3 (room 10)</b>	
Do regulations of temporary agency work matter for the working conditions of temporary workers?	Werner Nienhueser & Wenzel Matiaske
How I-deals contribute to higher motivation to continue working after retirement	Matthijs Bal, Simon de Jong, Paul Jansen & Arnold Bakker
Current psychological contracts: how both employer and employee are changing the employment relationship	Sjoerd van der Smissen, Charissa Freese & Rene Schalk
Who benefits from I-deals? The influence of i-deals on employee attitudes	Charissa Freese, Brigitte Kroon & Guy Moors

<b>Transformation of the HRM function - 1 (room 11)</b>	
Rethinking HR and change agency - lessons from the experience of internal consultancy	Nick Wylie, Andrew Sturdy, Christopher Wright
Capability evolution and value creation in an HR Shared Services context	Marco Maatman, Tanya Bondarouk, Jan Kees Looise
Why a well-designed HR shared service provider fails to create end-user value	Jeroen Meijerink, Tanya Bondarouk, Jan Kees Looise
Antecedents of line managers' HRM implementation effectiveness	Caroline Gilbert, Sophie De Winne, Luc Sels

**Diner / 18.45 – 23.00**

Location: Der A kerk, A-kerkhof 2

Best paper and best dissertation award will be presented during the diner



# Day 2 November 11<sup>th</sup> 2011

## Parallel Sessions III / 9.00 – 11.00

<b>Evidence based HRM - 3 (room 1)</b>	
Workplace Pay Policies and Workers' Behaviour in Italian Manufacturing Firms	Edoardo Della Torre, Luca Solari & Matteo Pelagatti
Reward Effectiveness from a Line Managers' Perspective: The Role of Devolvement, HR Support, and Level in the Organization	Bart Verwaeren
Core debates regarding the conceptualization and operationalization of HR practices	Susanne Beijer, Jaap Paauwe, Riccardo Peccei & Marc van Veldhoven
A Longitudinal Study of the Impact of HRM on Employee Attitudes and Behaviour	David Guest & Neil Conway

<b>HRM, Performance and Well-being - 3 (room 2)</b>	
Unemployment Experience, Unemployment Anticipation and Job Satisfaction: Evidence from European Labour Markets	Thomas Lange
Effects of the high potential label on performance, career success and commitment: A matter of communication?	Nicky Dries
Team's PsyCap and happiness at work predicting team's performance	Isabel Sousa, Teresa Proença, Arménio Rego
Employee-organization relationships, HRM practices and employee reactions: The moderating role of job complexity	Mieke Audenaert, Alex Vanderstraeten & Dirk Buyens

<b>HRM, Performance and Well-being - 5 (room 3)</b>	
The effect of employee voice on employee well-being and organisational performance: Multiple perspectives and their implications	Riccardo Peccei, Howard Gospel, Helen Bewley & Paul Willman
Time-pressure and Creativity: Opening the Black Box	Darja Carl, Bernard Nijstad & Frank Walter
HRM implementation levers: a multiple case study of the implementability of HRM tools	Ben Emans, Marijke Postema, Gerald Weering, Ad Peelen & Arnoud Boeve
Performance management culture and system features in higher education: relationship with performance management satisfaction	Adelien Decramer, Carine Smolders & Alex Vanderstraeten

<b>Workplace learning and development - 4 (room 4)</b>	
Transformational leadership and workplace learning: The role of employee self-construal	Huadong Yang, Monique Rijn & Karin Sanders
Antecedents of the Motivational Climate at Work: The Role of Commitment-Based Human Resource Management and Perceived Supervisor Support Climates	Christina Nerstad, Glyn Roberts, Astrid Richardsen & Anders Dysvik
Organizational Human Resource Management Philosophy and Firm Performance: The Role of Knowledge Stock and Knowledge Sharing	Nagarajan Ramamoorthy (Presentation: Na Fu)
The effect of talent management and talent differentiation: When there is a different perception of talent by the individual	Marielle Sonnenberg, Vera van Zijderveld & Jaap Paauwe

<b>HRM and the ageing workforce - 2 (room 5)</b>	
How the impact of the availability and usage of HR practices changes with age	Dorien Kooij, Josje Dikkers, Paul Jansen & Annet de Lange
The role of perceived HRM practices on commitment, job performance and the preference for early retirement among older employees	Sophie Hennekam
Engaging Older Workers; the Role of a Supportive Climate	Dorien Kooij & Karina van de Voorde
Post-retirement work modalities: how do employees want to continue working after retirement?	Polat Tugba (presentation: Matthijs Bal)

<b>Diversity in organisations - 2 (room 6)</b>	
The Impact of Age Diversity on Employee Job Satisfaction and Affective Commitment: Evidence from Two High-Tech Firms	Danut Casoinic
Developing a HRM training program on the management of chronically ill employees for HRM professionals and students	Joke Haafkens & Claire Hogenhout
Diversity policies and work-related outcomes within the Dutch public sector: The moderating role of transformational leadership	Saniye Celik, Sandra Groeneveld & Tanachia Ashikali
The effect of age, gender and education on work ability: considering diversity of the organisation	Mark de Lat, Karin Sanders, Lex Burdorf & Marike van Kalken

<b>Contemporary careers: the evidence based perspective – 1 (room 7)</b>	
Self-Managed Careers and Career Success: The Moderating Role of Career Interventions	Chen Fleisher, Svetlana Khapova, Paul Jansen & Marco van Kleef
Building a theoretical framework for strategic talent management in Dutch universities	Marian Thunnissen & Ben Fruytier
"Up or out", fit and careers of young professionals	Maarten De Haas & Wendelien van Eerde
The Importance of Big Five Personality Traits and Profiles for Career Success. An empirical comparison	Judith Semeijn, Beatrice van der Heijden & Alain De Beuckelaer

<b>Power and Leadership – 2 (room 8)</b>	
Employee Flexibility in SME's: The influence of Leadership and Business Type. A Multi-Level Analysis	Jos Mesu, Maarten van Riemsdijk & Karin Sanders
The role of vertical conflict in the relationship between leader self-enhancement and leader effectiveness	Niels Van der Kam
The Impact of Empowering Leadership on Career Self-Efficacy and Career Satisfaction: A Multilevel Investigation	Torsten Biemann, Michael Cole & Kathrin Breuer
Testing the 'Backlash Effect'; of Gender Stereotypes: Personality, Gender and Status Inconsistency	Renee de Reuver & Michal Biron

<b>HRM in healthcare – 2 (room 9)</b>	
HRT and organisational performance. Experiences from an HR change process at a large hospital	Gill Widell
A Longitudinal Study of Clinical Health Professionals' Reasons for Staying In, Leaving, and Returning to Employment in the English National Health Service	John Loan-Clarke, John Arnold, Crispin Coombs, Ruth Hartley & Sara Bosley
Taking care of older workers?	Klaske Veth, Ben Emans, Beatrice van der Heijden, Annet de Lange & Hubert Korzilius
Quality and efficiency: with and by our employees	Relinde de Koeijer, Robbert Huijsman & Jaap Paauwe

<b>Psychological contracts, flexicurity, new ways of working – 1 (room 10)</b>	
Every Man for Himself: What I-deals in a department do to HR climate on employment conditions and employee attitudes	Brigitte Kroon & Karina van de Voorde
Organisational outcomes of individualised HRM practices: results from a large-scale employer survey	Luc Dorenbosch, Karolus Kraan & Marianne van Zwieten
The Psychological Contract and Employee Attitudes in Relation to Work-Family Demands:	Sumaiya Syed, Rene Schalk (presenter) & Charissa Freese
I judge, therefore I am	Guido Klüth

<b>Transformation of the HRM function - 2 (room 11)</b>	
Change and the HR function: a longitudinal analysis of the evolution of HR's roles in the context of two commercialised public sector agencies in the United Kingdom	Francesca Andreescu
To share or not to share, that is the question! When does sharing of HR services maximize the perceived service value?	Jeroen Meijerink, Erwin Hofman & Hinse Hemels
Corporate Change and Performance in Organizations: The Moderating Role of Human Resource Management Centrality	Rita Cunha, Manuela Correia & Marc Scholten
'HR Transformation and Technology : Why Language Matters'	Helen Francis & Martin Reddington

### Coffee and tea break / 11.00 – 11.30

Location: Duisenberg Plaza

### Keynote speaker / 11.30 – 12.30

Location: Lecture hall 15

Keynote speaker: Sara Rynes

Title: *"The Path to Evidence Based Management: Major Challenges and Some Solutions"*

### Presentation Dutch HRM network award / 12.30 – 12.45

Location: Lecture hall 15

### Buffet Lunch / 12.45 – 13.30

Location: Duisenberg Plaza

### Informal meeting / 13.30 – 15.00

Location: lecture hall 15

Title: *"HRM research and HRM education: Evidence-Based HRM in executive programs"*