

# HR and Employment Workshop: Giving Employees Voice in HR Analytics and AI-assisted HRM

## Call for Papers and Project Presentations

Artificial intelligence (AI) makes inroads into organizations and changes work and HR practices, affecting both employees as well as the HR profession. HR analytics, a major development in this context, is making HRM more data-driven, with Generative AI (GenAI) in particular already being used to augment HR activities and automate administrative tasks (Budhwar et al., 2023). Beyond first applications of AI that are now gaining momentum (e.g., in the form of avatars or virtual reality), digital technologies more generally have affected how organizations recruit, train, and motivate employees (for an overview, see e.g. Garg et al., 2022). Moreover, these technological advancements are reshaping traditional work arrangements, giving rise to phenomena such as remote work, hybrid models, and the platform economy, which challenge conventional organizational boundaries as well as their control mechanisms and regulation (Doellgast, 2023).

This technological transformation presents both opportunities and challenges for HR professionals. While HRM has historically grappled with establishing its strategic importance within organisations (e.g., Cayrat & Boxall, 2023), these advancements create novel opportunities for more strategic HRM while at the same time challenging the professionalization project of HR professionals. As their impact extends directly to employees, who face emerging concerns such as technological surveillance, data privacy issues, and technostress, all of which affect their overall wellbeing (e.g. Edwards et al., 2024). These developments have sparked important ethical debates (Tursunbayeva et al., 2021) and placed HRM at a critical juncture where multiple strategic directions must be carefully evaluated. Furthermore, these changes have mobilized trade unions and employee representatives to actively engage in negotiations regarding AI implementation and adoption in the workplace.

In light of recent transformative developments (Deadrick & Gibson, 2007; Minbaeva, 2021), the focus of this workshop is on contemporary challenges and opportunities shaping the field of HRM. We seek to explore whether and how the HRM profession as well as employee representation have evolved—and must continue to evolve—to address the pressing (and often grand) challenges facing contemporary workplaces and societies. In order to do so, we invite submissions that bridge the gap between academic research and HR practice (Rynes et al., 2007). Next to research papers, we also invite HR practitioners to share insights into their current projects and challenges to foster a dialog and understanding between the domains. We invite submissions papers and project presentations that address AI and its implications for HRM and employees as well as the employment relations. The workshop will explore three key themes:

- **Transformation of HRM and the (HR) profession:** The integration of technologies such as AI, machine learning, and automation is transforming traditional HR functions (Loscher & Bader, 2022), streamlining routine tasks like payroll and employee inquiries while enabling data-driven decision-making. HRM requires new skills in overseeing complex systems and ensuring data literacy while respecting employee privacy. We seek contributions that examine how HR adapts to these roles by leveraging people analytics (Diefenhardt et al., 2024), how HR professionals navigate the challenges deriving from HR analytics and AI-assisted HRM tools together with



employees and their representatives like works councillors (Kochan et al., 2024) and prepare for the future of work in a technology and data-driven landscape.

- **Evolution of the Workplace and Work.** As digital technologies as well as work models evolve, HR is tasked with managing the complexities of hybrid and remote work (Lauring & Jonasson, 2024), fostering employee wellbeing as well as a cohesive culture across dispersed teams, and addressing challenges like virtual onboarding and engagement. The globalization of talent pools and the rise of non-standard work arrangements (e.g. freelance and gig work) further complicate traditional practices, requiring innovative approaches to inclusivity, benefits, and career progression (Keegan & Meijerink, 2023; Retkowsky et al., 2023). Additionally, HR must navigate the automation of work as well as required re-skilling of employees and align these efforts with corporate social responsibility and organisational goals. We invite contributions that tackle these issues both empirically and conceptually.
- **Contextual HRM and Employment Relations.** HR research and practice often overlook the importance of organisational and cultural contexts, creating gaps between theoretical models and their usefulness for and practical implementation in organisation (Johns, 2017). For instance, approaches like high-performance work systems may not be equally effective across countries or feasible for smaller organisations (Boxall & Macky, 2009) and regulatory frameworks of AI need to be considered within the borders of the firm, the national context and beyond. To partially close this gap, we welcome submissions that put contemporary developments into context, emphasize the role of context in shaping HRM practices and strategies (Farndale et al., 2023), explore comparative HRM and labour relations (Nienhüser & Warhurst, 2018), or propose frameworks that align academic research with real-world applications in diverse organisational settings.

## Date and Venue

The workshop will be held on 15 May, 2025. It will be hosted by the Interdisciplinary Institute for Management and Organisational Behavior, Department of Management at WU Vienna University of Economics and Business in Vienna, Austria. You will find all details soon on <https://short.wu.ac.at/HRE-Workshop>

## Workshop and Submission

The HR and Employment Workshop brings together management and labour perspectives on contemporary challenges HRM and employees (as well as their representatives) face. The workshop aims at bridging the divide between research and practice by bringing together scientists and practitioners, trade unionists, and politicians in the field of HRM as well as employment relations. Thereby, we want to create opportunities to connect with other experts in the field of HRM and employment relations, to gain insights into current research and share best practices.

In accordance, we invite two types of submissions to our workshop: research paper submissions and practice project submissions. **Research paper submissions** may draw on a broad range of theoretical approaches and methodologies, including conceptual as well as qualitative and quantitative empirical studies. Paper submissions follow the conventional academic format of presenting a research project. **Practice project submissions**, on the other hand, offer the opportunity to discuss, showcase or soundboard past, current or projected issues with a broader audience to gain feedback and additional insights. They should include a brief description of the practitioner's context (e.g. the organisation and some background information) before describing a current challenge faced, a project or best practice aimed at addressing the contemporary challenges outlined in the call for papers.

Please read the following information carefully regarding the submission format. If you have any questions, please contact Julius Lechner ([Julius.Lechner@wu.ac.at](mailto:Julius.Lechner@wu.ac.at)).

### **General Submission Information**

- **Submission Platform:** All submissions must be made via the workshop submission portal (opens 10 February on <https://short.wu.ac.at/HRE-Workshop>) by **16 March**, 2025.
- **File Format:** Accepted file formats are PDF or Word (.docx) for paper submissions and PDF, Word (.docx) and PowerPoint (.ppt) for practitioner submissions.
- **Review Process:** All submissions will undergo a peer review process. Authors will be notified by **26 March**, 2025.
- **Presentation Requirement:** Accepted submissions must be presented at the workshop. Authors of accepted submissions are expected to participate at the workshop and to present and discuss their submissions.

### **Research Paper Submission**

- **Purpose:** These submissions should present completed or in-progress academic research projects that align with the themes outlined in the call for papers.
- **Length:** Extended abstracts should not exceed 2,000 words, including references, tables, and appendices.
- **Structure:** Submissions should follow a conventional academic format, including an introduction, methodology, findings, discussion, and conclusion.
- **Formatting:** Submissions must adhere to [Academy of Management style guide](#).

### **Practice Project Submission**

- **Purpose:** These submissions should present planned, in-progress or completed projects from practitioners. Project descriptions should contain an overview of the practical context, such as an organisation's background, and outline a projected, current or past challenge(s), project, or good practice(s) related to the workshop theme.
- **Length:** Submissions should be between 500 and 1,500 words (1-3 pages/slides).
- **Structure:** The submission should include:
  - *Introduction and context:* Briefly describe the organisation or professional environment.
  - *Description of the problem/project:* Clearly articulate the challenge, intervention, or good practice and its alignment with one or more themes in the call for papers.
  - *Outcomes and reflections:* Discuss outcomes, lessons learned, and broader implications.

## **Scientific Committee**

(alphabetical order)

**Verena Bader**, WU Vienna

**Virginia Doellgast**, Cornell University

**Markus Helfen**, University of Labour

**Sven Horak**, St. John's University

**Stephan Kaiser**, Bundeswehr University Munich

**Mila Lazarova**, Simon Fraser University and WU Vienna

**Stefan Lücking**, Hans-Böckler-Stiftung

**Brian Matthews**, WU Vienna

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## **Organizing Committee**

**Verena Bader, Julius Lechner\***, **Marco Rapp, Astrid Reichel & Wolfgang Mayrhofer**

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