

<b>School/Department:</b>	Rotterdam School of Management; Department of Organizational and Personnel Management (OPM)
<b>Project Title:</b>	Exploring networks of stakeholder interactions on the path to navigating the people and profit paradox in Human Resource Management.
<b>Abstract:</b>	<p>UN Sustainable Development Goal 8 calls on organisations and institutions to “promote inclusive and sustainable economic growth, full and productive employment and decent work for all”. A key differentiator between organisations’ success in achieving these potentially paradoxical goals (“people and profit”; Collings et al, 2021) is their approach to Human Resource Management (HRM).</p> <p>Processes of HRM include multiple stakeholders such as employees, managers, trade unions, shareholders, customers, investors, suppliers and members of the community, with potentially conflicting interests (Boxall, 2020; Jackson et al., 2014). For organisations to achieve both people and profit goals there needs to be balance or synergy between these stakeholder needs. But how is balance or synergy created when needs are in conflict, and are situated in a context of complex processes of power, knowledge and shifting external demands?</p> <p>This PhD project aims to explore how networks of organizational actors interact to create balance/synergy among different stakeholders’ HR-related needs. It builds on recent theory about processes of HR co-creation (Hewett &amp; Shantz, 2021) which recognizes that stakeholder needs are shaped by and shape each other through interactions between actors, and on suggestions that, in order to understand the complexity of HRM, we should consider it as a system, a network, or an ecosystem (Jackson et al., 2014; Soltis et al., 2018; Snell &amp; Morris, 2019). It also takes inspiration from research on organisational paradoxes (Smith &amp; Lewis, 2011) to explore the relational and dynamic processes involved in navigating the potential paradox of decent work and economic growth when multiple conflicting needs are involved (Pamphile, 2021; Schad et al., 2016).</p> <p>The project will utilize ethnographic methods through a longitudinal case study in a single organization. The PhD candidate will work as part of a multi-disciplinary research team to carry out field observations, interviews, and collect secondary data to help map network processes within the case organization. Given the exploratory nature of the research, there will be scope for the PhD candidate to shape their research interests through the research process. Expected tangible</p>

	<p>outputs of this project are 3 publications at top-tier journals.</p> <p><b>References</b></p> <p>Boxall, P. (2020). Studying mutuality and perversity in the impacts of human resource management on societal well-being: Advancing a pluralist agenda. <i>Human Resource Management Journal</i>.  <a href="https://doi.org/10.1111/1748-8583.12341">https://doi.org/10.1111/1748-8583.12341</a></p> <p>Collings, D. G., McMackin, J., Nyberg, A. N., &amp; Wright, P. M. (2021). Strategic Human Resource Management and COVID-19: Emerging challenges and research opportunities. <i>Journal of Management Studies</i>.  <a href="https://doi.org/10.1111/joms.12695">https://doi.org/10.1111/joms.12695</a></p> <p>Hewett, R., &amp; Shantz, A. (2021). A theory of HR co-creation. <i>Human Resource Management Review</i>.  <a href="https://doi.org/10.1016/j.hrmr.2021.100823">https://doi.org/10.1016/j.hrmr.2021.100823</a></p> <p>Jackson, S. E., Schuler, R. S., &amp; Jiang, K. (2014). An Aspirational Framework for Strategic Human Resource Management. <i>The Academy of Management Annals</i>, 8(1), 1–56.  <a href="https://doi.org/10.1080/19416520.2014.872335">https://doi.org/10.1080/19416520.2014.872335</a></p> <p>Pamphile, V. D. (2021). Paradox Peers: A Relational Approach to Navigating a Business-Society Paradox. <i>Academy of Management Journal</i>. <a href="https://doi.org/10.5465/amj.2019.0616">https://doi.org/10.5465/amj.2019.0616</a></p> <p>Schad, J., Lewis, M. W., Raisch, S., &amp; Smith, W. K. (2016). Paradox research in management science: Looking back to move forward. <i>Academy of Management Annals</i>, 10(1), 5–64.</p> <p>Smith, W. K., &amp; Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. <i>Academy of Management Review</i>, 36(2), 381–403.</p> <p>Snell, S., &amp; Morris, S. (2019). Time for realignment: The hr ecosystem. <i>Academy of Management Perspectives</i>.  <a href="https://doi.org/10.5465/amp.2018.0069">https://doi.org/10.5465/amp.2018.0069</a></p> <p>Soltis, S. M., Brass, D. J., &amp; Lepak, D. P. (2018). Social resource management: Integrating social network theory and human resource management. <i>Academy of Management Annals</i>, 12(2), 537–573.</p>
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<p><b>Requirements of candidate:</b></p>	<p>Background: Candidates are expected to have background in human resource management, management / business administration, organization studies, industrial relations, strategic management or related disciplines. Experience of qualitative methods of data collection (e.g., interviews, observations) and analysis (e.g., coding, process analysis, qualitative network mapping) is highly beneficial. Candidates are expected to have excellent communication skills in both written and spoken English. They are expected to be the top academic performers in the class and demonstrate integrity, initiative, and interest in the scientific work.</p> <p>Master's degree: Yes</p> <p>EUR requirement: IELTS: 7.5 (min. 6.5 for all subsections) or TOEFL: 100 (internet; min. 23 for all subs.) or 600 (paper); GMAT-test or GRE-test: 85%. <a href="#">Full details can be found here</a>.</p> <p>For more information of the project, please contact Dr. Rebecca Hewett (<a href="mailto:hewett@rsm.nl">hewett@rsm.nl</a>).</p>
<p><b>Supervisor information:</b></p>	<p><b>Prof. dr. Steffen Giessner</b> (promoter); <a href="mailto:sgiessner@rsm.nl">sgiessner@rsm.nl</a>  <a href="https://www.rsm.nl/people/steffen-giessner/">https://www.rsm.nl/people/steffen-giessner/</a></p> <p><u>Publications last 5 years</u></p> <p>Knippenberg, D., <b>Giessner, S.</b>, Sleebos, E., &amp; Ginkel, W. (2021). A motivated information processing perspective on the antecedents of empowering leadership. <i>Journal of Applied Social Psychology</i>, 51(2), 79-89. <a href="https://doi.org/10.1111/jasp.12718">https://doi.org/10.1111/jasp.12718</a></p> <p>Connelly, CE., Cerne, M., Fieseler, C., <b>Giessner, S.</b>, &amp; Wong, SI. (2021). Working in the digitized economy: HRM theory &amp; practice. <i>Human Resource Management Review</i>, 31(1), 1-7. [100762]. <a href="https://doi.org/10.1016/j.hrmr.2020.100762">https://doi.org/10.1016/j.hrmr.2020.100762</a></p> <p>Chartier, C. R., Arnal, J. D., Arrow, H., Bloxsom, N. G., Bonfiglio, D. B. V., Brumbaugh, C. C., Corker, K. S., Ebersole, C. R., Garinther, A., <b>Giessner, S. R.</b>, Hughes, S., Inzlicht, M., Lin, H., Mercier, B., Metzger, M., Rangel, D., Saunders, B., Schmidt, K., Storage, D., &amp; Tocco, C. (2020). Many Labs 5: Registered Replication of Albarracín et al. (2008), Experiment 5. <i>Advances in Methods and Practices in Psychological Science</i>, 3(3), 332-339. <a href="https://doi.org/10.1177/2515245920945963">https://doi.org/10.1177/2515245920945963</a>, <a href="https://doi.org/10.1177/2515245920945963">https://doi.org/10.1177/2515245920945963</a></p> <p>Belschak, F., Jacobs, G., <b>Giessner, S.</b>, Horton, K., &amp; Bayerl, S. (2020). When the going gets tough: employee reactions to large-scale organizational change and the role of employee machiavellianism.</p>

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	<p><b>Dr. Rebecca Hewett</b> (daily supervisor); <a href="mailto:hewett@rsm.nl">hewett@rsm.nl</a>  <a href="https://www.rsm.nl/people/rebecca-hewett/">https://www.rsm.nl/people/rebecca-hewett/</a></p> <p><u>Publications last 5 years</u>  <b>Hewett, R.</b> (conditionally accepted) Dissonance, reflection and reframing: Unpacking the black box of motivation internalization. <i>Journal of Management Studies</i>.</p> <p>Clinton, M., <b>Hewett, R.</b>, Conway, N. and Poulet, D. (2021) Lost control driving home: A dual-pathway model of self-control work demands and commuter driving. <i>Journal of Management</i>. Online preview. <a href="https://doi.org/10.1177/0149206321997912">https://doi.org/10.1177/0149206321997912</a></p> <p><b>Hewett, R.</b>, and Shantz, A. (2021) A theory of HR co-creation. <i>Human Resource Management Review</i>. Online preview.</p>



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Publications last 5 years

**Shantz, A.**, Sayer, M., Byrne, J., Dempsey-Brench, K., & Kavanagh, S. (2021). In the eye of the storm: Turbulent times and the MBA. In Sonia Taneja (Ed.), *Proceedings of the Eighty-first Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

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Booth, J.E., **Shantz, A.**, Glomb, T.M., Duffy, M.K., & Stillwell, E. (2020). Bad bosses and self-verification: The moderating role of core self-evaluations with trust in workplace management. *Human Resource Management*, 59(2), 135-152

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	<p>Bailey, C. &amp; <b>Shantz</b>, A. (2018). Building an ethically strong organization. <i>MIT Sloan Management Review</i>, 60(1), 75-82.</p> <p>Alfes, K., <b>Shantz</b>, A., &amp; Ritz, A. (2018). A multilevel examination of the relationship between role overload and employee subjective health: The buffering effect of support climates. <i>Human Resource Management</i>, 57(2), 659-673</p> <p><b>Shantz</b>, A., Wang, J. &amp; Malik, A. (2018). Disability status, individual variable pay, and pay satisfaction: Does relational and institutional trust make a difference? <i>Human Resource Management</i>, 57(1), 365-380</p> <p>Soane, E., Booth, J. E., Alfes, K., <b>Shantz</b>, A., &amp; Bailey, C. (2018). Deadly combinations: How leadership contexts undermine the activation and enactment of followers' high core self-evaluations in performance. <i>European Journal of Work and Organizational Psychology</i>, 27(3), 297-309.</p> <p><b>Shantz</b>, A. (2017). Coming full circle: Putting engagement into practice. <i>Organizational Dynamics</i>, 46(2), 65-66.</p> <p>Bailey, C., Madden, A., Alfes, K., <b>Shantz</b>, A., &amp; Soane, E. (2017). The mismanaged soul: Existential labor and the erosion of meaningful work. <i>Human Resource Management Review</i>, 27(3), 416-430.</p> <p>Alfes, K., Antunes, B., &amp; <b>Shantz</b>, A. (2017). The management of volunteers – What can human resources do? A review and research agenda. <i>International Journal of Human Resource Management</i>, 28(1), 62-97.</p> <p>Saksida, T., Alfes, K., &amp; <b>Shantz</b>, A. (2017). Volunteer role mastery and commitment: Can HRM make a difference? <i>International Journal of Human Resource Management</i>, 28(14), 2062-2084.</p> <p>Yarlagadda, R., Bailey, C., <b>Shantz</b>, A., Bri�ne, P., &amp; Zheltoukhova, K., (2017). Purposeful leadership for the future police service, <i>International Journal of Emergency Services</i>, 6, (3), p200-208</p> <p>Alfes, K., <b>Shantz</b>, A. &amp; van Baalen, S. (2016). Reducing perceptions of overqualification and its impact on job satisfaction: The dual roles of interpersonal relationships at work. <i>Human Resource Management Journal</i>, 26(1), 84–101.</p> <p><b>Shantz</b>, A., Alfes, K., &amp; Arevshatian, L., Bailey, C. (2016). The effect of HRM attributions on emotional exhaustion and the mediating roles of job involvement and work overload. <i>Human Resource Management Journal</i>, 26 (2), 172-191.</p>
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Erasmus University Rotterdam, the Netherlands  
CSC PhD 2022 Project Description  
Application to: [EuccChinaOffice@eur.nl](mailto:EuccChinaOffice@eur.nl)  
Application deadline: Friday Mar 4, 2022



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