



Call for Papers

Special Issue:

Human Resource Management in Family Firms

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Over the last years, family firms have received growing attention in management research. This interest is due in part to the fact that family firms account for the majority of businesses and employment worldwide (IFERA, 2003). There is an emerging body of literature that compares family firms and nonfamily counterparts in their behaviour and performance (Chrisman, Chua & Kellermanns, 2009; Miller, Lee, Chang & Le Breton-Miller, 2009), indicating that family firms survive significantly longer, take a longer term view and are more likely to invest in the business (Duran, Kammerlander, van Essen & Zellweger, 2016; LeBreton-Miller & Miller, 2006; Gedajlovic, Carney, Chrisman & Kellermanns, 2012). Since Astrachan and Kolenko (1994) emphasised HR practices as a neglected factor in family business research, scholars have started to explore HR practices along with their impact on and consequences for family firms (Barnett & Kellermanns, 2006; Hauswald, Hack, Kellermanns & Patzelt, 2016; Kim & Gao, 2010). This body of research on compensation systems, succession practices or selection indicates that the need for professionalising HRM in family firms is widely evident (De Kok, Uhlaner & Thurik, 2006; Engel, Hack & Kellermanns, 2015).

As family firms are complex or 'Janus-faced' in character (Miller, Wright, Le Breton-Miller & Scholes, 2015), HRM in family firms needs special attention; however, research is still in its infancy or growth stage. With this Special Issue of the *German Journal of Human Resource Management* we invite works from scholars who draw on and develop insight into HRM in family firms. Contemporary HRM research increasingly explores paradoxes evolving from competing strategic demands (Aust, Brandl & Keegan, 2015; Jarzabkowski, Lê & Van de Ven, 2013) and work taking this view may also family firm HRM research. Studies on control and commitment HRM systems (Hauff, Alewell & Hansen, 2014) or on an ethic stance in HRM (Guest & Woodrow, 2012; Kidwell, Hoy & Ibarreche, 2012) also provide inspiration for HRM in family firms. Further, studies might highlight how family firms take advantage of their

socioemotional wealth to recast the HRM (Cruz, Firfiraay & Gomez-Mejia, 2011; Strike, Berrone, Sapp & Copngiu, 2015). And research on methodological challenges (Guest, 2011; Hoon, 2013; Ridder & Hoon, 2009) stimulates new research on HRM in family firms. We invite submissions that are conceptual, empirical (qualitative or quantitative, or mixed) or methodological in nature. The focus of the papers may include but is not limited to:

- **Practices of HRM in family firms:** Do family firms use different practices of HRM than non-family firms (e.g., more informal, cultural or complex)? How do different bundles of HR practices relate to the pursuit and achievement of financial or non-financial goals? Are family firms more effective in the design of high-performance work systems than non-family firms?
- **HRM and family firm growth, development and change:** How can HR systems contribute or hinder processes of organisational change and development in family firms? How does HRM help family firms to develop, re-align or change strategic and operational goals? How does the usage of HR practices change throughout the family-firm life cycle? How do family firm specific events such as ownership, management succession or the integration of non-family managers impact HR systems (and vice versa?)
- **HR managers and practitioners in family firms:** What HR roles do HR managers encounter in relation to line managers, top management team and family members? How do HR professional roles change and what are the boundaries of HR managers' responsibilities?
- **Theory of HRM in family firms:** How can current theorizing in the broader social sciences (e.g., organisational theory) inform HRM research in the area of family firms?

We welcome submissions that take the unique characteristics of family firms into account and that move beyond the idea of one-size-fits-all 'best practices' by addressing how family firms develop HR practices, take advantage of them, and bundle their practices into HR systems. By exploring these areas we hope to sharpen the theoretical underpinnings of the debate on HRM in family firms. Moreover, we seek to contribute to an understanding of if/how family firms use HR practices to proactively address environmental dynamics, demographic change or innovation.

Submissions

In order to be considered for publication in the Special Issue, an extended abstract of 1,500-1,800 words (or a preliminary paper) should be submitted by **October 31st, 2017**. The editors will decide on invitation of full papers and send feedback to the authors by December 18th, 2017. Full manuscripts (max. 10,000 words) must be submitted by **April 30th, 2018**. The manuscripts will undergo a double-blind review process. Feedback from editors based on the reviews can be expected until July 15th, 2018. Finalised papers are due **September 30th, 2018**. The expected publication date of the Special Issue is February 2019.

Submitted papers must be unpublished and not submitted to other journals. Abstracts and full papers should be written in English and should be submitted via <https://mc.manuscriptcentral.com/ghrm>. The submission guidelines of the *German Journal of Human Resource Management* can be found on <http://ghrm.sagepub.com>.

The German Journal of Human Resource Management (GHRM)

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Editors of the Special Issue

Christina Hoon is Professor of Family Business Research at University of Bielefeld where she specialises in HRM, leadership, and strategy in family businesses. Her research interests center on HR practices, strategy process and methodological challenges with a focus on family business research. Her work has been published in journals including the *German Journal of Human Resource Management*, *British Journal of Management*, *Strategic Organization*, *Organizational Research Methods*, etc.

Andreas Hack is Professor of HRM and the co-director of the Institute for Organization and HRM at University of Berne, Switzerland. He held the Chair for Family Businesses and was director of INTES Institute of Family Businesses at WHU. His major research interests focus on innovation, leadership and HRM in Family Businesses, especially the perception of family businesses by employees, banks, sub-contractors or other members of the stakeholder group. He has published in journals such as *British Journal of Management*, *Journal of Family Business Strategy*, *Entrepreneurship Theory and Practice*, *Family Business Review*, etc.

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