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IIAS EUROMENA 2022

Joint Conference on Next Generation
Governance and Young Global
Public Administration

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Rome, Italy

June 27-July 1



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Joint Conference on Next Generation Governance and Young Global Public Administration

Public Sector HRM and Leadership in the Context of South Asia

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Over the past thirty or more years, there has been a growing recognition that context is crucial in understanding the effectiveness of human resource management (HRM), in particular, in relationship to its impact on organizational performance (Paauwe, 2004; Boxall, Purcell & Wright 2007; Farandale and Paauwe, 2018). Inspired by this contextual approach, there is a growing recognition of the specificity of HRM in the public sector context (Knies, Boselie, Gould-Williams and Vandenabeele, 2018; Leisink and Knies, 2018; Vermeeren, 2017; Steijn and Knies, 2021). Under New Public Management and New Public Governance reforms, public organizations continue to adopt private sector practices and undergo significant reform processes to enhance efficiency and public service delivery (Brown, 2004). However, public sector scholars hold a distinctive view regarding HRM in the public sector and argue that it is too simplistic to assume that what works in the private sector context can also be applied to the public sector (Knies et al. 2018; Boselie et al. 2021). Leadership plays a vital role in adopting HRM in public sector organizations, addressing both the external pressures of politics and multiple stakeholders, as well as the internal issues of adoption and implementation of HR practices for effective management of employees. Additionally, a country's political-administrative culture, socio-economic structure and institutionalized environment play a significant role in adopting HR reforms (Khilji, 2004;



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Farandale and Paauwe, 2018; Leisink, Borst, Knies and Battista, 2021; Parry, Morley and Brewster, 2021). *Since research on HRM is dominated by a focus on Western countries, we specifically want to invite scholars to bring forward relevant concepts and evidence of HRM and leadership in the public sector in South Asian countries.*

The region of South Asia comprises Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka, which are all currently members of SAARC, a regional cooperative association founded in 1985. According to the Asian Development Bank report (2017), South Asia remains one of the fastest-growing regions in the world. While these countries have historical, political, social and cultural connections, important regional challenges of political uncertainty, poor governance, corruption, bureaucratic centralized structures and high-power distance cannot be ignored. Research in the region highlights a centralized HRM in their civil service and a heavy reliance upon historical and cultural tradition, and governmental rules in adopting HRM reforms (Suhail and Azhar, 2016; Pandey, Hewapathirana, and Pestonjee, 2016). However, not much is known about HRM reforms and leadership trends in the public sector in this region.

In integration with the conference theme of “Next Generation Governance and Young Global Public Administration: Mobilizing People, Skills and Energies for a Sustainable New Normal,” we encourage scholars to focus on the following:

- How have HR practices changed in the past decades in the South Asian public sector to enhance organizational and employee performance? What are the trends of HR reforms in the public sector in the South Asian countries? To what extent are high-performance work practices, which the line managers implement, adopted in the public sector? What is the impact on performance outcomes?
- What impact does the role of national, economic, social, and cultural context play in shaping HR practices in the public sector in this region? What is the role of political/organizational leadership in adopting sustainable HR practices?
- How are public sector organizations in South Asia affected by the COVID 19 pandemic? How have they embraced the “*New Normal*,” such as alternating periods of office-work, isolation and social distancing? What is the impact of adoption of new ways of working on



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the wellbeing and performance of public employees? Is there convergence or divergence in the public sector HR models adopted during the recent pandemic crises?

We strongly welcome theoretical research papers that discuss innovative, conceptual contributions, as well as empirical research papers that discuss local experiences and comparative analyses using different research methods including qualitative, quantitative, and mixed-research.

Please submit an abstract of maximum 500 words including name, institution, contact details, topic, purpose of the envisaged paper, methodology and main findings.



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Submission Instructions

- Please create or retrieve an existing account here: <https://www.conftool.org/iias-euromena2022/>
- Go to “Your submissions” and select a track
- Please follow the specific instructions given in the call-for-paper
- If prompted, add an attachment

Calendar

- The deadline for abstract submissions is set on April 18;
- Registrations will open by April 19;
- Notification of acceptance will be made by May 1st;
- The deadline for full paper submissions is set on May 29;
- The conference will take place on June 27-July 1.

Open Access

- Participants can opt in for the Open Access program of IIAS;
- Their full papers will be reviewed and channeled to partner journals of the IIAS.

Registration

- Participation in the conference is conditional upon the payment of registration fees;
- The rates and all useful information will be communicated soon on <https://iias-euromena-conference2022.org>;
- The registration fee cover: participation in the conference, in a reception, in a dinner



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