



*Nicosia aerial view*

June 30, 2022

09:30-15:30 (EEST)

Cranet Cyprus Academic Conference

# MAPPING THE HR LANDSCAPE



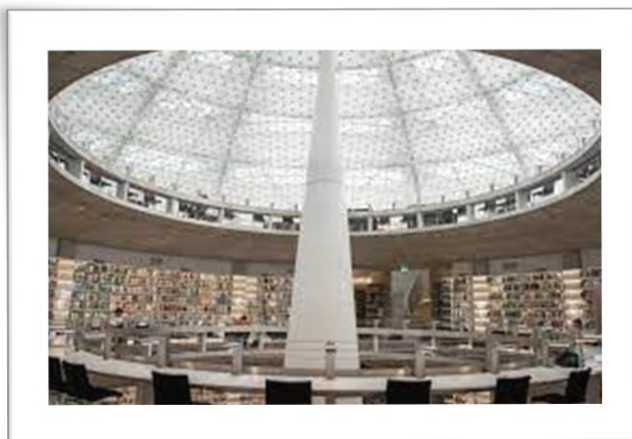
# MAPPING THE HR LANDSCAPE

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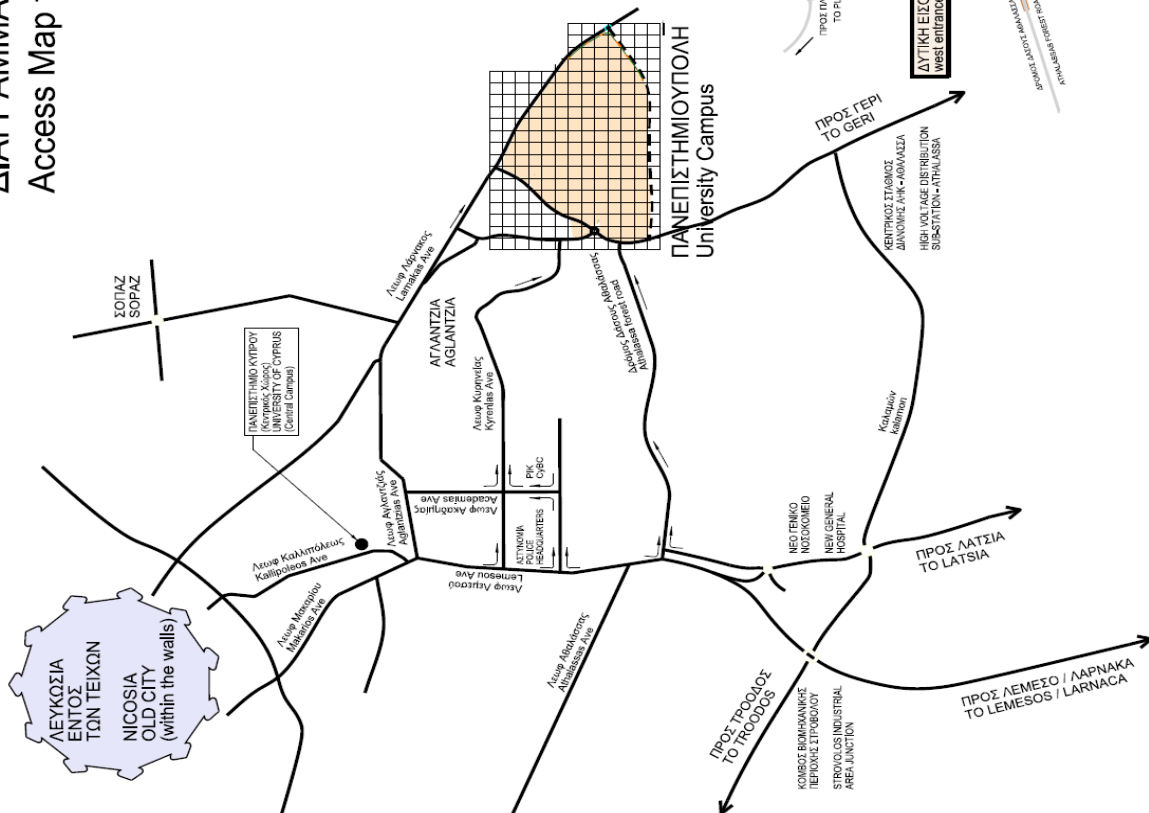
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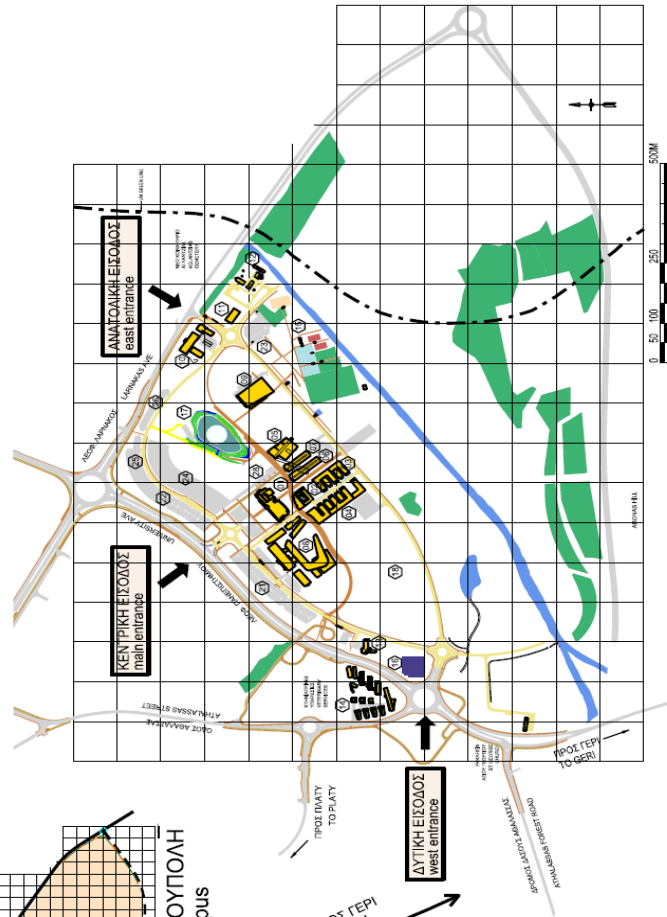


*University of Cyprus library*

## ΔΙΑΓΡΑΜΜΑ ΠΡΟΣΒΑΣΕΩΝ ΣΤΗΝ ΠΑΝΕΠΙΣΤΗΜΙΟΥΠΟΛΗ Access Map to the University Campus



- ΥΠΟΜΟΝΗ ΚΤΗΡΙΩΝ ΠΑΝΕΠΙΣΤΗΜΙΟΥΠΟΛΗΣ**
- 01 ΚΤΗΡΙΟ ΣΥΜΒ-ΣΥΓΚΟΛΛΗΤΩΝ Γ. ΛΕΒΕΝΤΗΣ
  - 02 ΧΩΡΟΣ ΔΙΑΔΕΙΞΕΩΣ ΧΩΡΟΥ (DSE 01)
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  - 08 ΚΟΙΝΩΝΙΚΕΣ ΕΠΙΣΤΗΜΕΣ & ΔΙΟΙΚΗΣΗ (GEA 01)
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  - 10 ΚΤΗΡΙΑ ΛΕΙΤΟΥΡΓΙΚΗΣ ΥΠΟΣΤΗΡΙΞΗΣ (ΚΛΥ)
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  - 28 ΧΩΡΟΣ ΣΤΑΘΜΕΥΣΗΣ (ΣΤ 14)
- UNIVERSITY BUILDINGS**
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  - 02 COMMON TEACHING FACILITIES (CTF 01)
  - 03 COMMON TEACHING FACILITIES (CTF 02)
  - 04 FACULTY OF PURE & APPLIED SCIENCES (FST 02)
  - 05 COMMON TEACHING FACILITIES (CTF 02)
  - 06 FACULTY OF ECONOMICS & MANAGEMENT (FEE 01)
  - 07 FACULTY OF ECONOMICS & MANAGEMENT (FEE 02)
  - 08 SOCIAL SCIENCES & MANAGEMENT (FEE 02)
  - 09 INDOOR SPORTS HALL (SPF 01)
  - 10 SERVICES BUILDINGS (SBD)
  - 11 ENERGY CENTRE (EC)
  - 12 OFFICE BUILDINGS (OEB)
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  - 14 RESIDENTIAL A (RS01-14)
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  - 23 PARKING AREA (PRK 04)
  - 24 PARKING AREA (PRK 07)
  - 25 PARKING AREA (PRK 08)
  - 26 PARKING AREA (PRK 09)
  - 27 PARKING AREA (PRK 10)
  - 28 PARKING AREA (PRK 14)



ΠΑΝΕΠΙΣΤΗΜΙΟΥΠΟΛΗ University Campus



# The Conference Venue

The conference will have a hybrid format. To attend online, please use this link:

<https://ucy.zoom.us/j/95301344773?pwd=TTE5eGJ4cG9HSUE1M0w2ZHBZRTFHQT09>



The CRANET Cyprus academic conference will be held at the **University of Cyprus new campus**. The New Campus is located in the east suburbs of Nicosia, within the municipality of Aglantzia, and covers about 1.2 km<sup>2</sup>. The New Campus is a work in progress, where new buildings are under construction. A major part of it, however, has been completed, including administration and teaching spaces, buildings of different Faculties, the social activity center and the center of information (library).

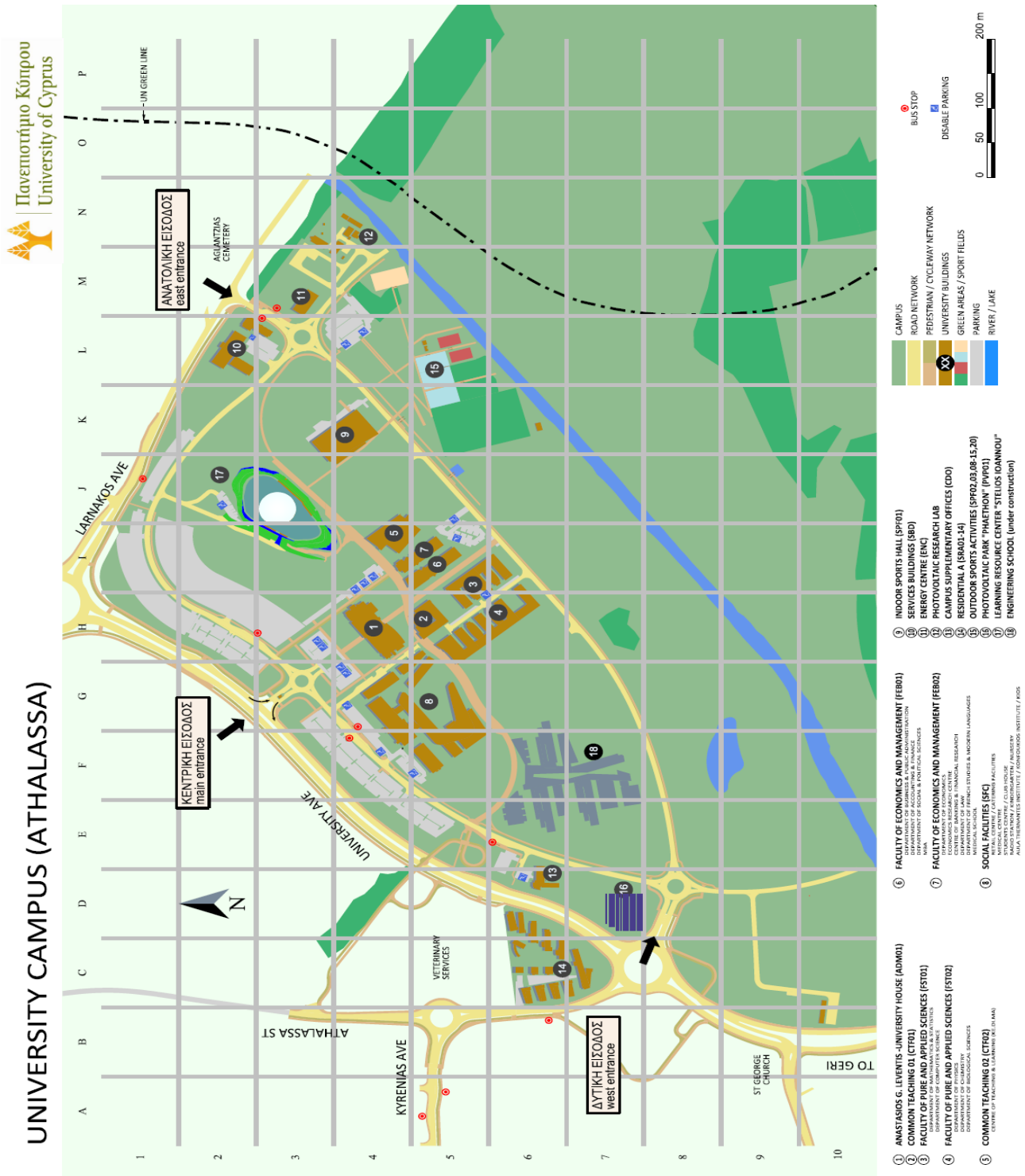
The conference will be held at **University House "Anastasios G. Leventis" - Room B108** (1 Panepistimiou Avenue - 2109 Aglantzia, Nicosia).

## Getting here and around

If you need information on how to get to the University Campus or to the building, please consult the maps included in this booklet. You can also:

- Find it on Google maps [HERE](#).
- Find maps of the UCY campus and Nicosia here: <https://www.ucy.ac.cy/livinginnicosia/en/maps>
- Find information on transportation towards the UCY campus and Nicosia here: <https://www.ucy.ac.cy/livinginnicosia/en/getting-to-nicosia>





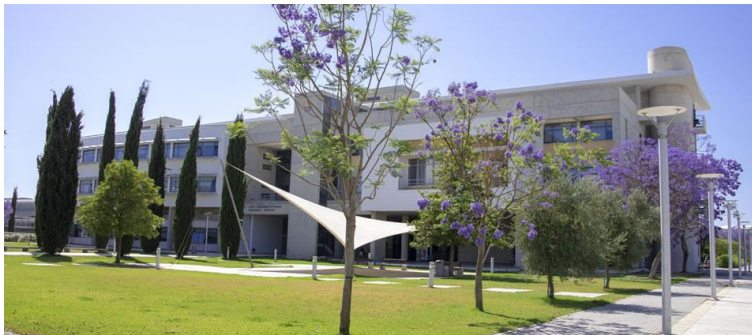
# Overview of the Conference

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University House "Anastasios G. Leventis" - Room B108

To attend online:

<https://ucy.zoom.us/j/95301344773?pwd=TTE5eGJ4cG9HSUE1M0w2ZHBZRTFHQT09>



## Time (EEST)

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- 09:30 – 10:00 || Morning coffee and registration
  - 10:00 – 10:30 || Opening of conference
  - 10:30 – 11:45 || Session 1: Employee well-being: Modes of caring and working
  - 11:45 – 12:15 || Coffee break
  - 12:15 – 13:30 || Session 2: Global perspectives on HRM
  - 13:30 – 14:15 || Lunch break
  - 14:15 – 15:30 || Session 3: HR in (comparative) context
  - 15:30 || Closing of conference
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# Conference schedule

**09:30** ----- Registration & Coffee -----

**10:00 | Opening of conference**

**10:30 – 11:45 | Session 1: Employee well-being: Modes of caring and working**

Multiple identities of employed informal elderly filial carers and their Impact on carer wellbeing

*Elena Maniatopoulou Hadjipanayi, University of Cyprus*

Promoting Well-being in the workplace; The case of Cyprus

*Evie Michailidis, Institute of Development (CARDET Cyprus), Marianna Demosthenous (GrantXpert), Vicky Charalambous (Cardet), Celia Hadjichristodoulou (GrantXpert), Panagiotis Kosmas (Cardet)*

Supporting work from home: Perspective of employees and leaders

*Andrej Kohont, University of Ljubljana*

----- Coffee Break -----

**12:15 – 13:30 | Session 2: Global perspectives on HRM**

Development and change of HRM in light of uncertain socio-economic conditions

*József Poór, Katalin Szabó, Kőműves Zsolt and Szabó-Szentgróti Gábor - MATE University Hungary*

The interplay between time, gender and inclusion during and after the Covid-19 pandemic: The case of men and women HR in Cyprus

*Eleftheria Atta, Pantelitsa Eteokleous, Polina Ellina and Marios Katsioloudes - American University Cyprus*

HRM in Greece: differences between SMEs and large firms

*Eleanna Galanaki, Nancy Papalexandris & Irene Zografou, Athens University of Economics and Business*

----- Lunch Break -----

**14:15 – 15:30 | Session 3: HR in (comparative) context**

Disentangling the effective HR-configuration for organizational performance

*Paul E.M. Ligthart, Radboud University Nijmegen*

Diversity statement existence in organisations – internally or externally motivated action? A multi-level, cross-country research

*Rafaella Kounna, University of Cyprus*

A qualitative exploration of managerial mothers' flexible careers: the role of multiple contexts

*Andrie Michaelidou, University of Cyprus*



# Paper abstracts

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## Session 1: Employee well-being: Modes of caring and working

### **Multiple identities of employed informal elderly filial carers and their impact on carer wellbeing**

*Elena Maniatopoulou Hadjipanayi – University of Cyprus*

Scholarship on work and family has evolved both in scope and coverage in the last twenty years, triggered by a continuous diversity of workplaces and families. Relying primarily on work-family conflict theory (WFC), informal care has attracted attention by researchers, policy makers, and society, since it constitutes a major aspect of total long-term care. Few studies have explored specifically informal filial elderly care even though the number of people 65 years old and older is expected to increase significantly in the near future. Few attempts have been made to investigate the role of the multiple identities of the informal elderly filial carers, those being carer identity, employee identity and personal identity. No study has looked specifically at the impact of those identities to carer wellbeing. Carer wellbeing has not yet been clearly defined as a construct on its own merit; references in literature capture it as carers' quality of life, caregivers' burden or strain, but literature is fragmented. We have envisioned carer wellbeing to constitute an amalgam of wellbeing constructs and caregiving experience, incorporating subjective wellbeing (satisfaction with life and affect) and psychological wellbeing. We build on a multiple identity theoretical framework to propose that the three aforementioned identities have an impact on carer wellbeing. Employed informal elderly filial carers specifically often provide informal care over a long period of time, devoting a significant amount of time and energy, daily or weekly, on performing various activities that may be either difficult and/or unpleasant to perform. Finally, we further combine these three identities in different configurations and propose that they vary in the ways in which they affect informal elderly filial carers' wellbeing. Drawing from this configurational framework, we put forth a typology of employed informal elderly filial carers that postulates the possible outcomes for carer wellbeing.

### **Promoting well-being in the workplace; The case of Cyprus**

*Evie Michailidis – Institute of Development (CARDET Cyprus), Marianna Demosthenous (GrantXpert), Vicky Charalambous (Cardet), Celia Hadjichristodoulou (GrantXpert), Panagiotis Kosmas (Cardet)*

The aim of this study was to assess HR professionals' perceptions and viewpoints on the importance of implementing well-being practices in the workplace, challenges they face during these efforts, the needs they might have in implementing wellbeing programmes and their intentions in developing well-being programmes. Data was collected through an online survey. A total of 37 HR professionals from Cyprus completed the online survey. More specifically, HR professionals were asked to rate on a scale from 1 (strongly disagree) to 5 (strongly agree) the extent to which items (e.g. "My organisation

takes employees' well-being seriously") reflect their organisations' overall approach to well-being. Findings indicated that overall, organisations in Cyprus hold a positive approach towards well-being ( $M = 3.95$ ,  $SD = 0.93$ ) in taking positive action on health and well-being, taking employees well-being seriously, and committing resources to promote employee's well-being, and understanding the importance of employee well-being. HR professionals were also asked to rate on a scale from 1 (strongly disagree) to 5 (strongly agree) perceived factors that influence well-being at work (e.g. "Leadership commits resources and effort to promote well-being in this organisation"). Participants scored moderately to high on the Health and Safety ( $M = 3.71$ ) and the Relationships ( $M = 3.64$ ) factors, suggesting that overall organisations perceive these factors as important in promoting workplace well-being. Participants were also asked about factors that hinder their efforts in implementing wellbeing programmes. Findings suggested that lack of leadership commitment and lack of resources were the most frequently reported hindering factors. The majority of respondents expressed an interest in receiving training in wellbeing issues in organizations. Respondents mentioned a number of specific trainings to promote wellbeing at work that they would be interested in attending. The most frequently mentioned trainings were stress management, work-life balance, and anxiety management techniques. In light of these findings relevant workplace wellbeing policy recommendations that will be relevant to policy-makers and decision-makers at the government level (e.g. national and EU MPs, National HR Associations), but could also be used by HR professionals/managers who wish to apply such policies in their organisations, will be presented and discussed in the presentation.

### **Supporting work from home: Perspective of employees and leaders**

*Andrej Kohont – University of Ljubljana*

(1) The objective of this study is to analyze working from home (WFH) arrangements implemented during the COVID-19 pandemic. We are focusing on 1. The main challenges and differences in WFH arrangements, compared to regular work before the pandemic. 2. The scope of WFH workload and its potential negative effects on workers' well-being and reconciliation of work and family. 3. Organizational support to workers WFH, including communication with co-workers, IT specialists, and leaders, and required competence to perform WFH. 4. Organization support of work process, including data access, provision of IT, and work supervision. (2) The research is based on the structured interviews with 102 employees and leaders of WFH in the second wave of COVID-19 in Slovenia. (3) Results strongly confirm previous research and emphasize that the pandemic has suddenly completely changed the WFH by placing a much greater accent on work-family reconciliation, communication among co-workers and leaders, work organization, workload, and organizational support. (4) Identified WFH practices developed during the pandemic will help individuals and businesses to optimize WFH and hybrid work, which is on the rise.

## Session 2: Global perspectives on HRM

### **Development and change of HRM in light of uncertain socio-economic conditions**

*József Poór, Katalin Szabó, Kőműves Zsolt and Szabó-Szentgróti Gábor - MATE University Hungary*

Over the past two and a half years, three significant changes have affected and are influencing the HRM systems of organizations and institutions in the world and in Hungary. Unusual closures, uncharacteristic of previous crises, have required and launched an unprecedented wave of action (IMF, 2021). The Covid-19 crisis severely affected Hungary's export-oriented economy, ending a period of steady growth in 2016-2019, during which incomes grew steadily and the unemployment rate fell to a 30-year low (3.4%). After the first wave and the second wave of this crisis, it became clear that the pandemic, with the exception of China's growth (+ 2%), would lead to a very significant economic downturn of (-4-6%) worldwide and in Hungary (-4.5%) as well. Not all companies and organizations have been affected equally by the global Covid-19 crisis. There were winners and losers alike. For example, the year 2020 saw significant profit growth for global tech or online trading companies, while the tourism and hospitality sectors were forced to bear significant losses. This crisis has also highlighted how larger and better-prepared organizations or public institutions have survived this human catastrophe more easily. During the three virus waves, in three survey response periods (1st research: 12.06-31.07.2020; 2nd research: 01.08-15.11.2022; 3rd research: 01.03-20.04.2021), a total of 1,664 Hungarian organizations (companies and institutions) have researched. Nearly one-fifth of the responding organizations in the total sample were state-owned or publicly owned, while half were domestically owned private companies. Based on the responses, we concluded that initially the organization of health care, communication, and home-office was the focus of the work of human resource professionals. In the second and third waves, job security and retention have become more important in the work of HR professionals. During the recovery and reopening from the pandemic, the performance of the Hungarian economy was high (7.1%) in 2021. The fact that a significant part of the examined Hungarian organizations considered the coronavirus crisis not only as a problem but also as an opportunity also contributed to this. Fourth quarter of 2021 based on the responses of 1183 organizations, we examined the effects of Hungarian companies / institutions on the management of their organizations and the work of HRM. Thus, among other things, we have concluded that the era of a low-wage export-driven economy is over. New HRM measures are needed to ensure the survival of organizations and the physical and mental health (wellbeing) of employees. At the same time, the process of recovery from the Covid-19 crisis and the initial recovery may be overshadowed by another crisis that may be triggered by the Russo-Ukrainian war. The war in Europe has had a global economic impact in two months, culminating in rapidly rising inflation in Europe and a shortage of raw materials and growing uncertainty.

## **The Interplay between Time, Gender and Inclusion during and after the Covid-19 Pandemic: The Case of Men and Women HR in Cyprus**

*Eleftheria Atta, Pantelitsa Eteokleous, Polina Ellina and Marios Katsioloudes - American University Cyprus*

As the pandemic has impacted many aspects of individuals' lives, there is certainly a need to explore how it affected the interplay between time, gender and inclusion. Both women and men employees are encountering challenges relevant to work and family spheres. Employees have encountered various psychological problems and companies were required to develop strategies which would accommodate the needs of employees, improve their mental health and control their anxiety and stress during the COVID-19 crisis (Radic, et al., 2020; Gomez, S. M., et al. 2020). It is a fact that the COVID-19 pandemic has magnified gender inequities since the pandemic can be considered as a multiplier of pre-existing gender inequities. The exclusion of women in the workplace can be attributed to a variety of factors such as biases, gender expectations, discrimination as well as workplace culture (Daalen, et al., 2020). The restrictive measures such as closed schools and remote work have intensified individuals' attempts to balance work and family life. These unpaid family responsibilities are aggravated due to work from home, school closures and distance learning for children (Kalyanpur, A., et al, 2020). All the above, contributed to increasing levels of burnout which is still on the rise and is escalating faster among women than men. Precisely, women are even more burned out compared to a year ago (McKinsey & Company, 2021). In this study, we focus on men and women Human Resource (HR) managers and their experiences dealing with time and burnout during and after the pandemic era, while juggling work and family responsibilities. Specifically, the study aims : (a) to explore the ways in which men and women in HR managerial positions in Cyprus dealt with time and burnout during the pandemic; (b) to understand how HR managers in Cyprus responded to the COVID – 19 pandemic restrictive measures; (c) to identify how they are currently dealing with these issues in a post-pandemic era, while juggling work and family responsibilities, and; (d) to investigate the role of men and women leaders towards developing actions/policies of organizations to address the pressing issue of burnout of employees. The results of this study will have important implications for research, practice and policy-making.

## **HRM in Greece: Differences between SMEs and large firms**

*Eleanna Galanaki, Nancy Papalexandris, and Irene Zografou – HRM Laboratory, Athens University of Economics and Business*

Our aim in this study is to use empirical data from 2 large- scale surveys run in Greece in 2021 to explore the differences in the way Human Resource Management (HRM) is implemented across Greek firms of different sizes. Human resources are a critical success factor for any firm, regardless of their size. Therefore, the practice of HRM is fundamental for the survival and development of all organizations, mirroring a universalistic approach (Way, 2002). During its early years of development,

HRM was mainly focused on application in large firms and attention to HRM practices in smaller organizations has only recently started to attract attention (Sheehan, 2014). This body of literature seems to support that smaller firms cannot and should not mimic the managerial practices applied by their larger counterparts, because they share some different traits and thus face different challenges (Harney & Alkhalaf, 2020). This is due mainly to resource scarcity (Cardon & Stevens, 2004), low economy-of-scale and scope effects, informality in their modus operandi (Klaas, Semadeni, Klimchak, & Ward, 2012) and high dependence on personal ties and relations (De Grip & Sieben, 2009), as well as high occurrence of family businesses the smaller the size of the firm is. In this study we adopt the Eurostat definition of firm size (micro, small, medium, and large) and apply it to make comparisons between the HRM practices applied in the four firm size categories. We draw on a dataset gathered in 2021 from 290 SMEs and 196 Large firms operating in Greece. Data were gathered with the Cranet Research Network (<https://cranet.la.psu.edu/>) methodology, where the level of analysis is the business and respondents are the senior manager dealing with HRM issues within each firm. Specifically, the study will cover differences between SMEs and large firms in the following: Existence of HRM department or professional; Application of HRM outsourcing in 10 HRM functions (Payroll and benefits, Pensions, Training and development, Workforce outplacement/reduction, Human resource technology, Recruitment, and Selection); Historical trend in workforce size; Use of employee recruitment practices; Use of employee selection practices; Use of flexible working practices (Weekend and shift work, Overtime, Contract work, Part-time work, Flexitime, Temporary/ agencies, and Remote work/ Teleworking); Application of employee appraisal system and identification of appraisers at a 360 degree around the appraisee; Evaluations of effectiveness of training, with a particular focus on-the-job training; Types of employee rewards provided; Involvement of the family in management of the family businesses; Levels of absenteeism and employee turnover and generational composition of the workforce; and Overall business performance level.



### Session 3: HR in (comparative) context

#### **Disentangling the effective HR-configuration for organizational performance**

*Paul E.M. Ligthart - Radboud University Nijmegen*

Insight in the relationship between HR and performance is essential for both practitioners and researchers (Rynes, Giluk & Brown, 2007). Scholars exploring this strategic HR area of “performance management” seek to guide managers in managing employee efforts and measuring performance outcomes, such that organizational performance is maximized (den Hartog, Boselie & Paauwe, 2004). This generated a massive sub stream in the literature on performance management, proposing bundles or configurations of HR practices to have synergic effects on organizational performance (e.g., Jiang, Lepak, Hu and Baer 2012, Gooderham, Parry & Ringdal 2008, Arthur, 1994; Huselid, 1995; Becker & Gerhardt, 1996; Delaney & Huselid, 1996). The configuration approach as developed by Delery and Doty (1996) has entered the field and in this paper we use this approach in establishing the set of practices that relates to high and low performance of companies. We use regression and fuzzy set analysis as proposed by Ragin (2000) and Fiss (2007) to analyze what characteristics of a bundle (size, composition) drives the bundle-effect on organizational performance. We investigate the bundle-effect for calculative and communication bundle of HRM practices in more than 1500 companies. We add to the analysis the coverage dimension, i.e. to what extent the practice is applied to all categories of personnel. In general, we found that high performing companies have established a more elaborated set of HR practices than poor performing companies. Specific sets of HR practices are found to be related to specific performance indicators. The findings using fuzzy-set analysis (fs\QCA) reveal interesting drivers for internal consistent HRM-bundles or configurations, e.g. a selective sizeable set of practices for a bundle. It appears to be that a noticeable, broad-based coverage of practices (multiple staff categories), and horizontal and vertical fit of specific configurations of HRM-practices is associated with specific strategies and outcomes (higher and lower business performance). An important outcome is based on the specific methodology used. Whereas OLS provides on average effects of HRM-practices across different configurations, fuzzy-set analysis points at multiple pathways associated with an outcome. The implications for practice is that it is not necessary to look for elaborated bundles of practices but for sufficient bundles of practices that delivers the desired performance.

#### **Diversity Statement Existence in Organisations – Internally or Externally Motivated Action? A Multi-level, Cross-country Research**

*Rafaella Kounna - University of Cyprus*

The present study introduces a theoretical, multi-level framework to explore the factors that determine the likelihood of diversity statement's existence within organisations. Drawing variables from the relevant literature and using the 2017 Cranet dataset, this framework was tested by using data from 9 countries in order to capture the existence of organisational diversity statements in

international frameworks. Results show that the main factors that can function as incrementors of diversity practises within organisations include the organisational strategic orientation, which signifies the inclination of organisations to align their strategic goals with the normative tendencies of the society they are operating in, so as to endorse and maintain a positive public image. Also, cultural dimensions including power distance and uncertainty avoidance which highlight that organisations that operate in hierarchical societies and societies that are prone to making risks for the sake of progress and innovation are more likely to have established diversity statements. And finally, the national GDP; which proves that this research comes in accordance with previous studies and signifies the strong interconnected relationship between diversity and economic growth. This framework enriches the knowledge regarding diversity statement's existence from an organizational perspective by capturing the relevant conditions under which organisations are more likely to develop those statements. Findings have implications for both managers and researchers; while this study aims in adding to the cross-country comparative research regarding diversity statements by investigating the relevant internal and external forces that are significant to their existence within organisations.

#### **A qualitative exploration of managerial mothers' flexible careers: the role of multiple contexts**

*Andrie Michaelidou, University of Cyprus*

This study explores the lived career experiences of women managers with children in Sweden. Drawing on existing theory on flexible careers which proposes that multiple contexts – institutional, organizational and individual - shape employees' career decisions, we conducted a case study within a large engineering company in Sweden with 34 career mothers in dual-income households. We show that the institutional context in Sweden, with its shared parental leave, is an important element in the women's career decisions by directly mandating the fathers' engagement with childcare and home roles and indirectly fostering a family-supportive organizational culture. We theorize that the family context needs to be incorporated into existing theoretical models and specifically demonstrate how continuing shared childcare roles between the parents is critical to mothers' career outcomes. We evidence the various ways in which fathers engage with home responsibilities and how that influences the mothers' career decisions. Furthermore, we argue that there are cascading consequences of the institutional environment down to each contextual level and that the importance of the different contexts varies according to the work-care regime. We therefore challenge recent research which claims that the industry ecosystem is the crucial force in shaping women's careers.

## Useful links

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- To arrange low-cost transportation to and from the airport (€9 per person):  
Airport Shuttle (Kapnos): <https://kapnosairportshuttle.com/>
- Within the city there is **bus service** that you can use to get to the University of Cyprus (or anywhere else). Bus line **33** connects Solomou Square (city center) with the University of Cyprus.
- Within the city center, you can also use private taxis (at approx. €10 per ride).
- For more information regarding the city of Nicosia, its history and attractions, please visit <https://www.visitnicosia.com.cy/>.
- Emergency service (ambulance, police, fire service): CALL 199 or 112.

## More information and help

If you need more information or need some sort of assistance, before, during or after the conference, please contact us directly at [cranetcyprus@gmail.com](mailto:cranetcyprus@gmail.com). If you need urgent assistance, call

- Christiana: (+357) 22893659 or
- Eleni: (+357) 22893613



# MAPPING THE HR LANDSCAPE

