

Louvain-la-Neuve, September 25, 2015

Interdisciplinary meeting

Social Production of Job (In)Security in the Post-Industrial Society

Interconnecting work and social psychology, economics and industrial relations

Over the last decades, contemporary European societies have faced new social and economic challenges. Unemployment, non-standard work arrangements, job disparity, precariousness, stigmatization have gained presence and importance in the labour market. Within the very broad debates on social inclusion and exclusion, this conference aims at understanding labour conditions and inequality in the world of work, from different disciplinary perspectives (Industrial relations and management, economics, and work and social psychology).

The conference combines a plenary session and six workshops. The plenary session will bring together experts from different disciplines (work and social psychology, Industrial relations and management, economics). They will address issues of job quality and inequality in the world of work, according to their specific disciplinary background. More specifically, issues related to job quality will be discussed in the light of the literature in non-profit/social enterprise and industrial relations, while discrimination processes and diversity management will be approached from the perspective of work and social psychology. Workshop sessions will open further debates on recent research results.

9h15 – 11h Plenary session: The art of the question

Chairperson: Ginette HERMAN

- **Jörg DIETZ** (Université de Lausanne): *"What Work Psychology Has to Say about Managing towards Employee Well-being and Job Performance?"*
- **Richard HYMAN** (London School of Economics and Political Science): *"Why Industrial Relations?"*
- **Lionel PROUTEAU** (Université de Nantes): *"Quality of Job and Third Sector: an Economic Approach"*

11h15 – 13h Workshop 1. Industrial Relations in Low-Paid Service Sectors

Profound changes have affected European industrial relations systems over the last decades. Among others, a double phenomenon is often pointed out: the erosion of trade unions and the development of low-paid sectors, particularly in services (personal services, call centres, discount retailing, health sectors, etc.). How do trade unions try to cope with these trends? What kind of mechanisms, if any, do they use to improve working conditions in these service sectors? Does collective bargaining take place in the field and, if yes, at what level: local, sectorial, or national? Can one identify a common pathway towards better jobs, or does the diversity of industrial relation systems also impact unions' strategy in service sectors?

Chairperson: Evelyne LEONARD

Speakers:

- **Claudia WEINKOPF** (IAQ/University of Duisburg-Essen): *"Variety of Industrial Relations and Collective Bargaining in German Low-Wage Industries"*
- **Sophie BEROUD** (Triangle/Université de Lyon): *"The Action of the French Unions in Direction of the Precarious Workers: a Disproportional Challenge?"* »
- **Etienne COGNARD** (CIRTES/UCL): *"Social Dialogue and Job Quality in Home Services: A Cross-National Comparison"*

11h15 – 13h **Workshop 2. Selection Process: Applicants and Job Analysis Bias**

Despite anti-discrimination laws, discrimination still exists in the workplace. This workshop focuses on how high status people such as (recruitment) managers discriminate against stigmatized people (e.g., women, ethnic minorities, etc.). In particular, we will investigate the role of biases in job analysis and in assessment of applicants, on which lays the evaluation of adequacy between applicants and jobs. We will also present how managers' features (e.g., ideologies, moral disengagement, etc.) are related to their bias and their prejudice.

Chairperson: Ginette HERMAN

Speakers

- **Eva DEROUS** (University of Ghent): *"Implicit Cues in Resumes: Subtle Effects on Hiring Discrimination"*
- **Emmanuelle KLEINLOGEL** (HEC Lausanne): *"Discrimination and Moral Disengagement: When the Situation Allows Rendering Acceptable the Expression of Prejudice"*
- **Vincent ANGEL** (CIRTES/UCL): *"Not Enough to Compete: Overqualifying the Job Rather Disqualifying the Candidate"*

14h – 16h **Workshop 3. Job Quality, Personal Services and Social Enterprises**

Social enterprises combine entrepreneurial dynamics to provide services or goods, with the primacy of their social aims. They are active in a wide spectrum of activities. Despite growing research in this field, much remains to be investigated and theorized concerning the specificity of work in social enterprises: the question of worker motivation and job quality will be at the core of workshops 3 and 6. Several arguments support the assumption that job quality in social enterprises is specific. Firstly, social enterprises hire workers with specific motivations; accordingly, their employees are supposed to be ready to work for lower wages, and this is associated with particular management practices. Secondly, for some of these enterprises, democratic management style is at the core of the identity, which is translated into specific management practices. Finally, these enterprises partially depend on resources from public authorities and voluntary donations, which is likely to encourage them to invest more resources in job quality. This workshop aims at comparing job quality between social enterprises and for-profit organizations, with a particular focus on low-qualified jobs in the personal service sector.

Chairperson : Florence DEGAVRE

Discutant: Marthe NYSENS

Speakers

- **Avner BEN-NER** (Carlson school of management, USA): *"How Mission Congruence May Motivate Employees and Influence Organization Design in Child Care Centers"*
- **Francesca PETRELLA** (LEST/ Université de la Méditerranée): *« Quality of Job and the Third Sector »*
- **Francois-Xavier DEVETTER** (CLERSE/Université de Lille): *"Can Working and Employment Conditions in the Personal Services Sector Be Improved?"*

14h – 16h **Workshop 4. Managing Diversity at Work**

Many organizations nowadays are struggling with the existing and ever evolving facets of inclusion and diversity. This topic seminar aims at acquiring the necessary knowledge and dynamic skills to manage differences (e.g., gender, minorities at work, older workers) in the workforce appropriately and effectively, to improve the quality of organizational life and wellbeing of vulnerable populations of workers.

Chairperson: Donatienne DESMETTE

Speakers:

- **Stephan BOEHM** (University of St Gallen – Suisse): *"Forging a Single-Edged Sword: Facilitating Positive Diversity Effects in the Workplace through Supportive Climates"*

- **Klea FANIKO** (Université de Genève) in collaboration with ELLEMERS Naomi (Leinden University) and DERKS Belle (Utrecht University): *"Creating the Queen Bee: How Career Experiences of Female Professionals Affect Support for Affirmative Action Policies"*
- **Marie COURTOIS and Ginette HERMAN** (CIRTES/UCL): *"Organizational Multiculturalism and Intergroup Bias"*
- **Patrizia VILLOTTI** (CIRTES/UCL): *"The Influence of Organizational Diversity Ideologies on Work-Related Outcomes: Differences between Minority and Majority Groups of Workers"*

16h15 – 18h Workshop 5. Institutions, HRM and Job Quality

Neo-institutionalists have demonstrated the role that national-level institutions play in determining job quality. However, recent research (notably in new service activities) underlines that variations may occur from one firm to another within a same given institutional context. Following this, it is interesting to look not only at the influence of institutions but also at employers' strategies on job quality. The hypothesis here is that specific managerial strategies, such as 'high road' human resource management strategies, are more likely to favour job quality outcomes. The workshop will examine and challenge the hypothesis.

Chairperson: Laurent TASKIN

Discutant: Isabella BILETTA (EUROFOUND Fondation Dublin ; Irlande)

Speakers:

- **Agnieszka PIASNA** (ETUI - Bruxelles): *"Employee Participation and Job Quality across 27 EU Countries"*
- **Chiara BENASSI** (Royal Holloway, University of London): *"Institutions and Inequality in Liberalizing Markets: Explaining Different Trajectories of Institutional Change in social Europe"*
- **Stéphanie COSTER** (CIRTES/UCL): *"Job Quality and Human Resource Management: Respective Roles of Employer Strategy and Institutions"*

16h15 – 18h Workshop 6. Workers' Motivation and Management Structure in Social Enterprises

Social enterprises combine entrepreneurial dynamics to provide services or goods, with the primacy of their social aims. They are active in a wide spectrum of activities. Despite growing research in this field, much remains to be investigated and theorized concerning the specificity of work in social enterprises: the question of worker motivation and job quality will be at the core of workshops 3 and 6. The aim of this workshop is to understand further what workers' motivations to work in social enterprise are. It is widely acknowledged that SEs workers have particular preferences that do not rely solely on the desire to receive a reward; nevertheless, literature remains unclear about their specific motivation to work in SEs. Recent research conducted at the crossroads of social psychology and economics provides new insights (self-determination theory, person-organization fit, prosocial motivation, etc.). Innovative theoretical and empirical research perspectives arise on this issue; they will be discussed in the workshop.

Chairperson : Marcus DEJARDIN

Discutant: Roland PEPERMANS (Vrije Universiteit Brussel)

Speakers

- **Julie HERMANS** (CIRTES/UCL, UNamur) : *"Success and failure in social enterprise: influence of regulatory focus"*
- **Ermanno TORTIA** (University of Trento) : *"The Protective Function" of Social Enterprises: Understanding the Resilience of Multiple Sets of Motivations"*
- **Olivier BROLIS** (CIRTES/UCL): *"Are Low-Skilled Workers of Social Enterprises Pro-Socially Motivated?"*