



Universidad  
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EMPRESA Y  
HUMANISMO  
FACULTAD DE ECONÓMICAS  
Y EMPRESARIALES

**Call for papers: Management and change models for conscious, responsible, humane and happy work environments**

**Revista Empresa y Humanismo**

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In the current socio-economic and geopolitical tsunami in the global economy, companies have witnessed an unexpected breakdown of the person-organisation psychological work contract model that existed before the Covid-19 pandemic. One of the ingredients of this change is that it can foster job insecurity, emotional exhaustion, absenteeism, staff turnover or burnout syndrome.

Companies that want to avoid voluntary mass departures must design attractive leadership styles and management models that imbue their employees' lifestyles with the cultivation of an empathetic, positive and happy work climate. Human Resources (HR) managers are challenged to develop change processes and strategies to stem the loss of talent. To this end, it is essential to develop personalised retention strategies, such as flexible working arrangements, attractive remuneration (salary, benefits and incentives) and adequate employee support.

Under this approach, the human capital of companies will become, now more than ever, a source of prosperity, progress, well-being and economic development. The innovation, intrapreneurship, dynamic capabilities and productive efficiency generated in organisations will depend on this workforce. Hence the need for corporate governance that stimulates social responsibility and a spirit of collaboration, as well as the ideas and loyalty of its creative talents.

Today, factors such as work-life balance, job uncertainty, mental well-being, monetary compensation and career growth influence job performance and can lead to a loss of talent in organisations.

Therefore, it would be interesting to develop a leadership style that considers its human capital as an investment, not a cost. It must go hand in hand with an organisational culture underpinned by the principles of corporate social responsibility, ethics and personal and corporate well-being. Let us remember that a happy person in the exercise of their professional activity has a positive influence not only on their productivity, innovation and job satisfaction, but also on their degree of commitment, understanding and loyalty to the organisation.

Corporate social responsibility and the modern philosophy of happiness management can play a vital role in generating companies that enjoy flexible, inclusive, humanistic, healthy and equitable



ecosystems. All of these factors must pivot around the holistic pursuit of people's happiness in their work performance.

This special issue is aimed primarily at researchers studying organisational cultures, strategic management and leadership through the lenses of corporate social responsibility, humanism, happiness management and ethics. These elements are synonymous with progress, productivity, intrapreneurship and business opportunity. Hence the need to ask the question: are organisations that implement more responsible, sustainable and humanistic happiness-based management strategies and organisational cultures more likely to succeed? This answer has yet to be debated in the scientific arena and may be of great interest to academia, the economy and society.

Topics to be discussed in this issue include (but are not limited to) the following:

- 1- Models of organisational change oriented towards the humanism-happiness management binomial.
  - 2- New leadership models for building more humanistic and happier organisations.
  - 3- Human resources strategies and policies to be conscious, responsible, humane and happy in the workplace.
  - 4- Applications of happiness management and Corporate Social Responsibility from the paradigm of business humanism.
  - 5- The role of Corporate Social Responsibility and Happiness Management in decent, ethical and humanistic work.
  - 6- Social Marketing and Happiness Management as guarantors of freedom and social benefits.
- We welcome originals in English and Spanish.
  - Those interested should send by **30 June 2024** an abstract (1000 words maximum) clearly explaining the relevance of the proposed article to the theme of the special issue ([cbozal@unav.es](mailto:cbozal@unav.es)). The editors will review the abstracts.
  - The author(s) will be notified of an invitation to contribute a full paper by **15 July 2024**.
  - Papers must comply with the editorial guidelines of the journal.
  - All articles will be subject to a peer review process. The final decision is final.
  - The invitation to submit a full paper is not a guarantee of final publication.
  - Full papers must be submitted to the magazine website <https://revistas.unav.edu/index.php/empresa-y-humanismo/submission/wizard> no later than **September 10<sup>th</sup>, 2024**. Papers submitted after this date will not be accepted.