University Forum for Human Resource Development

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'From Robin Hood to the digital era: HRD as a driver for future creativity, innovation and change'.

BOOK OF ABSTRACTS

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Contents

Stream 1: Leadership Management and Talent Development

#018 - Perceived managerial and leadership effectiveness within Canadian and UK public sector organisations

#099 - Leader-member exchange and team effectiveness: The mediating role of self-efficacy

#132 - Stealing learning paradigms from HRD scholars to develop the leadership agility: Theoretical guideline for integrative approach strategy

#156 - A cinematic analysis of the leadership and talent development behaviors of Robin Hood

#161 - Exploring Meaningful Career through "The Alchemist": Cognitive, Social and Emotional Approaches to Management Learning

#232 - Discourses and politics of HRD in Nigeria's federal civil service: Policies and challenges

#042 - War/Sea Stories as Leadership Development: Storytelling in the US Military and its Implications for HRD

#053 - The future of packaging: A collaborative action learning approach

#073 - Talent development as a strategy corporate leaders of Libyan oil companies can use to peruse sustainable organisational performance: The perspective of the Resource-Based View (RBV) theory

#099 - Leader Self-Awareness: An Integrative Literature Review and a Conceptual Framework for Future Research

#123 - 'No waiting time: that's a blessing!' The Upskilled Talents in the Hidden British Health Sector Organisations: An investigation on Pharmacist Independent Prescriber (PIP) in the NHS Workforce

#148 - Individual antecedents of participation in leadership development activities: Toward a model of role identity

#184 - Managing Talent Development in the Digital Age: A Process Oriented Strategic Approach

#193 - Women, Empowerment and HRD: The Feminization of Political Leadership in Africa

#200 - Clinical leadership and talent development in the European Health sector

#217 - Analysing maritime employment through the lens of career research and Human Resource Development

#220 - Leadership and Values: Rhetoric and Reality. A coaching perspective

#227 - Leaders and their role in organisational change management (OCM): The case of state owned commercialised banks in Bangladesh

#233 - A Critiquing of masculinity leadership syndrome in African organisations: A lens from kitchen to the palace

#243 - The role of talent development for sustaining organisational performance: An examination of outcomes of talent management programs in two UK organisations.

#066 - The impact of the Leadership Development Foundation Associate (LDFA) role at Liverpool John Moores University

#209 - Expert leadership and hidden inequalities in community projects

Title	Perceived managerial and leadership effectiveness within Canadian and UK public sector organisations
Authors	Hamlin R.G. and Whitford, S.
Stream	Leadership Management and Talent Development	ID	018

Abstract

Our study responds to recent calls for manager/leader behaviour research in the field of public administration/management and also to various concerns regarding the failure or questionable effectiveness of so many management and leadership development (MLD programmes in the UK and USA. The empirical qualitative critical incident component of our study explored the behavioural effectiveness of operational managers (leaders) within a public utility company in Canada. A total of 530 concrete examples (critical incidents-CIs) of observed effective and ineffective managerial behaviour were collected from a sample of 28 managers and 28 non-managerial employees. Subjecting these CIs to open and axial coding led to the identification of 50 positive (effective) and 49 negative (ineffective) behavioural categories which were then grouped and classified through selective coding into16 positive and 12 negative broad behavioural categories (criteria) of perceived managerial and leadership effectiveness. A subsequent multiple cross-case/cross-nation comparative analysis of these findings against those resulting from equivalent replication managerial behaviour studies carried out within four public sector organisations in the United Kingdom has revealed high degrees of sameness, similarity and convergent meaning. Perceptions of what behaviourally distinguishes effective public managers from ineffective ones by people within the Canadian public utility sector appear much the same as those of their counterparts in the 'central government', 'local government' and 'healthcare' subareas of the British public sector. The implications of these findings for HRD and MLD practice are discussed, as well as the limitations of the study and recommendations for future research.

Title	Leader-member exchange and team effectiveness: The mediating role of self-efficacy
Authors	Chun-Yu Lin, Pei-En Tseng and Chung-Kai Huang
Stream	Leadership Management and Talent Development	ID	099

Abstract

Self-efficacy is a key element for people to enhance capability and reinforce ability in successful acquirement of new skills, and affect individual and group effectiveness within a team. Through the application of I-P-O theory, this study provides a framework to examine the mediating role of self-efficacy in the relationship between leader–member exchange (LMX) and team effectiveness. Previous studies based on this theory have been conducted in the company settings. For business students, inevitably, they are going to enter workplaces soon in the near future. Therefore, this research intends to better understand whether the framework works for business students. Data were obtained from 251 business-majored students at the HRM courses along with the team-based simulation game activities. The results revealed that (a) LMX is positively and significantly related with team effectiveness, and (b) self-efficacy mediated the relationship between LMX and team effectiveness. Thus, in addition to increasing the quality of exchange and interaction between the team leader and members, it is also vital for business education to enhance students' confidence and competencies, which can further increase team effectiveness. Implications and future research suggestions are also discussed.

Title	Stealing learning paradigms from HRD scholars to develop the leadership agility: Theoretical guideline for integrative approach strategy
Authors	Pakawat Piriyapol

Stream	Leadership Management and Talent Development	**ID**	132

Abstract

As assumption that agile leaders are the key for organisations to survive in this era, this paper reviewed concepts of leadership agility to find the linkage with HRD concepts through paradigms of learning for guiding to the leadership development. This paper applied the concept of ends-ways-means (Lykke, 1998) as the theoretical framework. After getting the end as an understanding of leadership agility from the integrative literature review, this result was discussed to provide the ways for being practitioners' strategy to create the leadership agility development application. Finally, the ways became the means that this paper suggested as the implication for the HRD contribution. In the findings, the researcher found meanings, models, characteristics, skills, levels, and competencies. In the discussion, it can be pointed in two axes. Some HRD and management concepts were matched with the level development as vertical development. Meanwhile, for the horizontal development, five traditional learning theories: behaviorism, cognitivism, social cognitivism, humanism, and constructivism are fit to the four leadership agility competencies on the agility compass. Furthermore, the learning agility construct was discovered as the critical success according to its linkage with experiential learning. Ultimately, this paper illustrated the model of integrative approach strategy for leadership agility development being academic and practical tools for designing training and intervention in the future.

Title	A cinematic analysis of the leadership and talent development behaviors of Robin Hood

Authors	Kenneth R. Bartlett, Soebin Jang, Ying Feng, and Eniola Aderibigbe

Stream	Leadership Management and Talent Development	**ID**	156

Abstract

In acknowledgement, and celebration of the location for the 2019 University Forum for Human Resource Development (UFHRD) Conference in Nottingham, this paper conducted a critical examination of leadership behaviours and talent development practices in a selection of film adaptations of the Robin Hood legend. The theory of dramatism was used to consider how the leadership of the title character in six Robin Hood films spanning 1922-2018 was portrayed. A coding scheme using the GLOBE study six global leadership dimensions and associated 21 primary leadership behaviours was used to examine the acted behaviours in each scene in each film. The results showed that Robin Hood most frequently presented a charismatic/value-based leadership style across all films. A shift from individualistic autonomous and self-protective leadership in earlier films to a more team oriented and humane oriented approach was observed in recent films. The results are discussed in terms of the ability of film to explore issues of leadership. Further, the results highlight how traditional cultural legends are adapted to modern audiences. Robin Hood remains a much-loved element of English folklore while increasingly globally known through film as an outlaw and anti-authoritarian who reflects good leadership directed towards helping those in need.

Title	Exploring Meaningful Career through "The Alchemist": Cognitive, Social and Emotional Approaches to Management Learning		
Authors	Satish Pandeya and Eduardo Tomé		
Stream	Leadership Management and Talent Development	ID	161

Abstract

This paper analyses the celebrated novel "The Alchemist" of Paulo Coelho in context of career development and meaningful work. For doing so we elaborate on cognitive, social and emotional theories about management learning. Fictions and storytelling can offer new insights and knowledge to management learning like any real-life situation. Management learning through fiction has been debated amongst management scholars occasionally but there is dearth of research literature on this linkage. The authors agreed that the success of The Alchemist as bestseller might be related to the way it reflects the essence of some prominent career development theories, namely social construction career theory, career construction theory, life course development approach and psychology of working theory. The authors strongly believe that insights generated through qualitative analysis of the novel on the basis of selected career theories may be very useful for HRD managers in training of managers as effective mentors, coaches and counsellors and designing effective career development systems relevant to boundaryless career world.

Title	Discourses and politics of HRD in Nigeria's federal civil service: Policies and challenges		
Authors	Kelechi Ekuma		
Stream	Leadership Management and Talent Development	ID	232

Abstract

This paper advances knowledge on public sector human resource development (HRD) in a typical developing country's context, using the example of Nigeria. In doing so, the essay critically examines the main discourses that shape the standards and policies for HRD in the Nigerian federal civil service (NFCS) through the narratives of senior civil servants. Senior civil servants have a key role to play in policy decision making and it is important to understand how they develop accounts and versions of people development policies and approaches. The NFCS is a complex organisation, not least because of its decentralised nature, but also as a result of its peculiar operational context and continuous restructuring which have become synonymous with the Service. This implies that there are multiple and often conflicting discourses, policies and approaches to HRD within the NFCS. Public sector HRD itself is a complex process and how people are developed is crucial to the advancement of an efficient public service. Despite these recognitions and in spite of several HRD initiatives geared towards improving the capacity of employees within the NFCS, the politicization of the policy implementation process means that the impacts of such interventions have been very minimal. Synthesising literature in HRD and administrative history and data from semi-structured interviews, the findings here suggest that current approaches to HRD in the NFCS are largely influenced by the dominant narratives of few elites/groups who often capture and personalise the policy space to the detriment of the wider organisation.

Title	War/Sea Stories as Leadership Development: Storytelling in the US Military and its Implications for HRD
Authors	Stephanie K. Erwin
Stream	Leadership Management and Talent Development	**ID**	042

Abstract

The use of storytelling aspects is prevalent in the US military; its impact clearly valued. Its usage is at times formal in training and learning environments or informal and casual as age-old adages, folklore, and mores. However, thus far its usage reflects little academic rigor nor is there much research aimed at storytelling as a leadership development tool within military service. As with any organisation steeped in tradition, history holds overwhelming influence over US military culture. Historical experiences become immortalized and utilized as folklore and epitomes for future leadership development within both academic and professional settings. These, along with a high dependence on case studies, have driven the predominance of US military leadership development. This is particularly prevalent in the military context where actual lived experiences can rarely simulate or prepare for the dynamic and volatile environments which military servicemembers may find themselves. The utilization of organisational traditions, mores, and stories enables leaders to prepare the organisation and its members for such environments in more formalized and sterile learning environments. The author sought to provide conceptual analyses for storytelling and its relationship with US military leadership development and subsequently implications for the Human Resource Development community at large.

Title	The future of packaging: A collaborative action learning approach
Authors	Ben Mitchell, Andy Lima, Olga Munroe and Jeff Gold
Stream	Leadership Management and Talent Development	**ID**	053

Abstract

The retail packaging supply chain is experiencing intense scrutiny following increased public awareness of ocean plastic pollution and criticism of single use plastics. Industry must meet these challenges while maintaining standards in packaging functionality and food protection and remaining economically viable. Solutions are likely to require the input from all areas and levels, including manufacturers, retailers, government, consumers and campaign groups. The success of any innovation must take account of multiple future scenarios that could affect policy implementation and new product development. These complexities require collaboration between stakeholders and academic input is vital to evidence-based leadership and decision-making. This paper describes early findings from a new collaborative group, led by Leeds Beckett University, which is using the Futures and Foresight approach to develop collective goals for tackling the environmental challenge. It seeks to answer the question of how action learning can be used to create a collaborative approach to considering the future of sustainable packaging. The approach focused on allowing groups of stakeholders to find actions to take and questions for their futures against which learning could take place. The early findings report some initial agreements on the challenges that the industry currently faces.

Title	Talent development as a strategy corporate leaders of Libyan oil companies can use to peruse sustainable organisational performance: The perspective of the Resource-Based View (RBV) theory		
Authors	Kholud Ben Salim and Xiaoxian Zhu		
Stream	Leadership Management and Talent Development	**ID**	073

Abstract

Libyan oil companies are facing incessant performance failures, which threaten livelihoods of over 70% of Libyans, thereby posing a critical challenge to the companies' top leadership to devise strategies that can prevent them. In 1980s, HRM researchers led by McKinsey and Company asserted that Talent Development (TD) is a strategy that can help create the internal human resource capacity companies need to achieve superior organisational performance and competitive advantage (Asrar et al., 2018). Subsequent research revealed that applying TD through the RBV theory yields even more superior, efficient and sustainable performance (King, 2017). Therefore, the fact that Libyan oil companies face performance failures instead of attaining superior performance motivates one to pose a broad research question about whether and how their top leadership pay attention to the use of the TD strategy following the RBV theory. Not much empirical research has been done to respond to this question within the context of Libyan oil companies. The primary aim of this paper is hence to present the scope, theoretical framework, and methodological techniques that will be used to answer this research question. The paper further presents the implications of answering this question for Human Resource Development (HRD) theory and practice.

Title	Leader Self-Awareness: An Integrative Literature Review and a Conceptual Framework for Future Research		
Authors	Jaeeun Lee and Seojung Lee		
Stream	Leadership Management and Talent Development	**ID**	099

Abstract

The purpose of this study is to review the extant research concerning the concept of self-awareness, as well as related variables, from a leadership development perspective. To this end, 642 peer-reviewed articles were collected from library databases—Web of Science, SCOPUS, ProQuest, and EBSO—that included the term "leader self-awareness" in the abstract. After screening out duplicate papers, research on non-private organisations, and non-empirical studies, a total of 39 articles were analysed. This paper aims to provide an overview of the concept of leader self-awareness, including its theoretical foundations, its measurement, and its antecedents and consequences, in order to understand how good leaders envision themselves and their impact at their workplace.

Title	'No waiting time: that's a blessing!' The Upskilled Talents in the Hidden British Health Sector Organisations: An investigation on Pharmacist Independent Prescriber (PIP) in the NHS Workforce
Authors	Crystal Zhang, Surina Uppal and Alex Cheong

Stream	Leadership Management and Talent Development	**ID**	123

Abstract

This paper investigates the upskilled talents in NHS workforce and explores public and patients' perception regarding to the development programme of Pharmacist Independent Prescribers. The benefits and challenges of current investment of NHS on developing PIP are discussed through the eyes of public and patients. A mixed method is adopted to collect qualitative data from 102 members of community from West Midlands. Eight themes were identified through the findings. While public awareness and trust of the upskilled competence were considered as problematic, access and convenience were recognized as benefits. Recommendation is provided to health care sector regarding how to address these public perceptions in order to improve the development programme of their hidden talents.

Title	Individual antecedents of participation in leadership development activities: Toward a model of role identity
Authors	Sarah Greeley, Ronan Carbery, Anthony McDonnell and Gillian Barrett

Stream	Leadership Management and Talent Development	**ID**	148

Abstract

The dynamic and constantly evolving nature of today's organisations have created a need to develop more effective leaders. Theoretical research suggests that leader role identity is an initial motivating force in seeking out leadership development opportunities. In addition, the study of individual leader traits and the influence of context have also seen increasing academic attention. In line with previous conceptual work, the model posits that one's level of current or potential leader role identity is an antecedent toward engaging in development. Connecting leader role identity and the motivational individual traits of self-efficacy and learning goal orientation, the inclination to participate in development can be further enhanced or hindered. The model incorporates the situational characteristics of feedback, perceived organisational support and learning context to further predict participation in development. Considering these variables as boundary conditions in developmental participation will serve to clarify the complex process of leadership development. The purpose of this paper is to combine research on role identity, individual motivation and situational constraints into one holistic model of participation in leadership development. For academics, the model paves an avenue for additional empirical research to validate popular theory. It also serves HRD practitioners in implementing more effective leadership development programmes.

Title	Managing Talent Development in the Digital Age: A Process Oriented Strategic Approach		
Authors	Jessica Li and Roland Yeo		
Stream	Leadership Management and Talent Development	**ID**	184

Abstract

New waves of technologies and rapid changes in the global market challenge today's organisation to constantly develop new capabilities in order to compete and survive in this increasingly volatile, uncertain, complex, and ambiguous business environment. Pressured by talent shortage, developing a world class workforce has become an increasingly desirable value proposition for organisational leaders. A book by Mckinsey and Company called "The War for Talent" kicked off the development of the field of Talent Management in 1997. Since then talent development, an important component of talent management, has emerged as a viable solution to tackle talent shortage (Garavan, Carbery and Rock, 2011). Over the years, talent development has gained popularity, especially among human resource development practitioners. It is evident by the name change of the largest employee development professional association in the US, American Society for Training and Development (ASTD). In 2014, ASTD changed its name and became the Association for Talent Development (ATD). Quoting the official reason for this name change, it is to "better meet the needs and represent the work of its dynamic profession (ATD website)". Despite its increasing popularity, the term talent development still lacks clarity in its scope and boundary (Mehdiabadi and Li, 2017) and the knowledge base of talent development is both theoretically and empirically underdeveloped (Bratton and Garavan, 2016).

Title	Women, Empowerment and HRD: The Feminization of Political Leadership in Africa		
Authors	Beverly Dawn Metcalfe and Loliya Akobo		
Stream	Leadership Management and Talent Development	**ID**	193

Abstract

Our aim is to explore what socio-cultural features both constrain and offer opportunities for women's political leadership in Africa, through a multi-level model covering macro (international organisations), meso (states, parties and governance machineries) and micro (women's organisations and political activists institutions). A multi-level institutional lenz allows us to probe the intersecting power relations in global and state institutions, and how they shape feminist and broader HRD and public policy agendas. In the paper we will provide a historical overview of the growth of women's movements in Africa and its relationship to political leadership, to help contextualize the three institutional logics we have chosen. The study will provide a summary of sub-Saharan Africa political statistics and then explore in detail Nigeria, Tanzania and Liberia.

Title	Clinical leadership and talent development in the European Health sector		
Authors	Niki Kyriakidou and Kostas Papagiannopoulos		
Stream	Leadership Management and Talent Development	**ID**	200

Abstract

As complexity in health care increases, European Health Management Systems require innovative leaders who can identify needs and current challenges in their practice, shift and adapt quickly, are resourceful and effective, thrive on organisational change, inspire others and make sense out of uncertainty and resistance to change for those they lead. Strong leadership is the key driver of overall organisational performance, and well-constructed talent management systems remain critical to developing and retaining a successful pool of strong healthcare leaders, capable to meet growing demands for high quality, cost-effective care. Additionally, innovative Human Resource practices may result in a great cultural shift within main stakeholders involved in managing health conditions, allowing and promoting new service development and assist in shaping learning and development from clinicians, managers and commissioners. Hence, clinical leaders can exercise leadership and Emotional Intelligence qualities, manage talent within the hospital and make informed decisions since they have expert knowledge at the core of the health organisation they are operating (Kyriakidou and Papagiannopoulos, cited in Turner, 2018). A recently developed program on clinical leadership for Thoracic surgeons, funded by the European Society of Thoracic surgeons, demonstrated a clear impact which doctors have in shaping their medical practice when they exercise their qualities in leading their staff and promote change within their health organisations. The European cases we developed demonstrated that that the greater the involvement of clinicians in the roles of management and governance the more efficient and productive their health care organisations become (Turner, 2017).

Title	Analysing maritime employment through the lens of career research and Human Resource Development		
Authors	Robert Lynch, Ronan Carbery and Anthony McDonnell		
Stream	Leadership Management and Talent Development	**ID**	217

Abstract

The purpose of this working paper is to explore maritime careers, focusing on contemporary career research debates, while also investigating potential HRD implications. With the emergence of extensive literature focuses which suggest numerous limitations in relation to the conceptual building blocks of career models, such limitations pose a number of challenges, particularly for idiosyncratic careers such as the maritime sector. This paper therefore applies these debates to maritime contexts in order to determine their relevance and identify how HRD considerations can play a role in addressing the aforementioned conceptual shortfalls. Career concepts are discussed, placing a key emphasis on career identity, as the proposed conceptual limitations associated with career research centres extensively on an inability to consider the complex and multifaceted nature of an employee's experience as they transition the various stages of their career journeys. Talent development focal points and the potential role they play in self-constructed identities and career experiences are discussed, providing HRD considerations. The paper briefly investigates the proposed "diametric" relationship between career and talent development, and how such a relationship can potentially influence career and professional identities. Finally, the paper combines career and talent development with maritime specific considerations, while also presenting specific HRD implications.

Title	Leadership and Values: Rhetoric and Reality. A coaching perspective
Authors	Helen Rodgers and Ann-Marie White

Stream	Leadership Management and Talent Development	ID	220

Abstract

With calls for a more incisive focus on culture, responsibility and values within the broader governance narrative, policy and literature; Hitlin (2003, p.123) suggests that "we feel authentic when we behave in keeping with our values." Yet at times we often feel at conflict within the ethical paradoxes associated with leadership roles and responsibilities in the workspace (Ciulla, 2018; Boulden, 2016; Francke, 2016). A central idea in our understanding of values within the extant research, is that "values play an important role in action" (Kluckhorn, 1951, Hitlin and Piliavin, 2004, p.364). Moreover, values may be conceived of as an internal moral compass giving meaning to action (Rokeach, 1973). It is the dual aspects of action and meaning that hold relevance within the context of leadership research and leadership development. This qualitative research study adds to the debate about definition and measurement of values in leadership research and leadership development and explores how leaders navigate the varied and challenging terrain of personal and organisational values in relation to action, meaning, judgement and decision making, in leading organisations and in personal career development.

Title	Leaders and their role in organisational change management (OCM): The case of state owned commercialised banks in Bangladesh
Authors	Nehal Mahtab, Niki Kyriakidou and Tanbeen Mahtab

Stream	Leadership Management and Talent Development	ID	227

Abstract

The proposed study is designed to examine leaders and their roles in organisational change management in the context of the State Owned Commercial Banks (SOCBs) operating in Bangladesh. The banking sector organisations in Bangladesh is going through a massive change management process in alignment with the strategy of the present Government to convert the Bangladesh economy to a middle earning country from a low income country. Hence many of the SOCBs introduced a radical change by introducing a separate structure to their main body. The intended research study will help SOCBs to understand OCM and its significance; to examine the role of leadership in the OCM process, to analyse what skills and qualities leaders shall possess to facilitate their OCM process and thus suggest recommendations to face the challenges of OCM.

Title	A Critiquing of masculinity leadership syndrome in African organisations: A lens from kitchen to the palace		
Authors	Sunday Ijuo Ukpata, Nancy Agha, Kenneth C. Nwekpa and Udu A. Ama		
Stream	Leadership Management and Talent Development	ID	233

Abstract

Leadership is simply defined as, "a process whereby an individual influences a group of individuals to achieve a common goal" (Northouse, 2016). This simply explains why the analysis of leadership should neither be taken to mean trait nor behaviour since it involves some deliberate efforts or processes that could be followed to command and propels the influence of others. This paper is an examination and critiquing of the masculinity leadership syndrome in African organisations where by traditions, which Africa and Africans perceived leadership as mainly the affairs of the men folks in which the women are alienated; hence the delineation of the roles of women in the Kitchen while the men have to sit at the palaces to make decisions on rulership and governance and that man is greatly chosen by nature to lead and govern his environment. This they strongly believed in the "Great Man Leadership Theory" Popularized by Carlyle (1940). Africans believed that leadership is an exclusive reserve of the great men and not great women. This age long dogma has adversely retarded the development of creative and innovative skills and abilities of women in most African private and public organisations. We therefore attempted a critiquing of the dogma and fused in a debate that advocates for leadership inclusiveness that will tap-in the reservoir of Human Resource endowments in various African organisations for sustainable development.

Title	The role of talent development for sustaining organisational performance: An examination of outcomes of talent management programs in two UK organisations.
Authors	Oghale Ayetuoma

Stream	Leadership Management and Talent Development	**ID**	243

Abstract

This development paper addresses research gaps on the extent to which Talent Development (TD) programs successfully achieve organisational goals and contribute to an organisation's performance by examining outcomes of TD programs in two UK Public sector organisations. Findings from assessing the organisations' talent development architecture and its role in contributing to organisations' and individual's performance confirms that talent programs impacted firm's financial performance through reduced turnover, talent retention and savings on senior leadership resourcing. It also presents the importance of evaluating talent development programs to measure organisational, individual and environmental impact in order to educate and gain the support of both senior leadership and Line Managers for continuity and successful implementation and realization of outcomes. Research limitations arise as only two case studies in the Public sector have been conducted, all within the UK. Therefore, extension of this research across other sectors and to other countries may provide wider perspectives on and implications for this study. Some of the practical Implications include this study's guidance to Practitioners in the area of Leadership and Talent development to focus on impact measurements and outcomes, and not just the processes when planning and implementing Talent Development programs. Doing this will foster improved contribution to the achievement of Organisational goals, sustainability and performance. The Social Implications of this research findings reveal contribution of TD program to improved well-being, self-esteem of identified talented employees, improved diversity cohesion and organisational social capital particularly in LG. Therefore, showing that findings of this research contributed to a safer working environment and ultimately safer socio-economic environment locally, nationally and globally. This research's originality/value is its presentation of an empirical study that shows the socio-economic role and contribution of TD to organisational performance.

Title	The impact of the Leadership Development Foundation Associate (LDFA) role at Liverpool John Moores University		
Authors	Michael Aiello and Meriel Box		
Stream	Leadership Management and Talent Development	ID	066
Abstract			

This paper reviews one approach to addressing distributed leadership development within the higher education sector. In the UK higher education sector there is a well-established process of employing associate deans to play a range of roles. However, "While the number of associate deans leading cross-curricular and inter-disciplinary initiatives appears to be on the increase, there has been very little research focusing on the exact nature of the role and its importance or otherwise in the leadership and management of universities" (Floyd and Preston, 2018, p.925). This paper is a response to this gap and in particular the specific gap of the explicit use of the associate dean role for leadership development. The Leadership Development Foundation Associate (LDFA) role outlined in this paper is still relatively underdeveloped in higher education. In the case study University, which will be referred to as Univ X, the decision to appoint an associate dean with a leadership development brief for each faculty and operational division was taken in 2016. The role is therefore still in its infancy. The research shared in this paper provides an overview of the rationale for the role, a review of the potential for leading change and an evaluation of the impact of the role within its start-up stage. The start-up experience has produced a number of lessons and insights that should be of interest to the HE leadership and Human Resource Development (HRD) community. Ultimately, the aim of the LDFA process within the case study context is to champion the development of shared and distributed leadership at all levels and through all roles within our university. It is timely to share this approach within the context set for the conference, "From Robin Hood to the digital era: HRD as a driver for future creativity, innovation and change". We believe that the approach outlined has the potential to not only raise leading as a process for all staff but also to challenge stereotypes, silos and customs and practice. The paper addresses practices that can exclude colleagues from leading or reduces the work of professional services staff to that of subservience to academic colleagues. The paper suggests approaches that help to challenge and change such perceptions and practice to ensure parity of esteem between academic and professional services colleagues. As such, the LDFA role, processes and experience shared in this paper are relevant to the Leadership, Management and Talent Development Stream of the conference.

Title	Expert leadership and hidden inequalities in community projects		
Authors	Brendon Paddison and Christine Mortimer		
Stream	Leadership Management and Talent Development	**ID**	209

Abstract

This paper explores the development of a mid-range theory that can be used in organisations when considering how to engage multiple stakeholders in a project that requires expert input. The case study presented here is concerned with a ground-breaking approach to integrate heritage, culture and social benefit through the medium of archaeology and heritage. The findings indicated that the 'expert' as a leader of the project created hidden inequalities in the team, preventing the longer-term social outcomes of the project from materialising. A Realist Evaluation (Pawson and Tilley, 1997a) protocol was developed which created an 'intervention', permitting the non-linear and complex interactions between multiple stakeholders to be observed and evaluated. This allowed for the political, strategic, organisational, operational and individual perspectives to be addressed making it a suited evaluative approach to this type of multiple stakeholder project where the expert is also the leader.

Stream 2: Coaching and Mentoring

#061 - What is happening in coaching supervision? An autoethnographic exploration of the deep structure of coaching supervision

#076 - The relationship between coaching behaviors and managerial job performance as measured in three countries: China, the United Kingdom, and the United States

#216 - A Case study of a formal workplace mentoring program: Perspectives of supervisors

#260 - Coaching and mentoring in the Nigerian Universities: Implications on employee productivity

#104 - Coaching and psychological capital

#150 - Coaching as a mechanism for building resilience within individuals

#160 - Developing graduate entrepreneurs: Exploring the experiences of university entrepreneurs in residence

#189 - How could the formal same gender dyad mentoring for women be adjusted to be a better tool to combat skill shortages in management, from the case study participants' perception?

#191 - It's all very well in theory but does it work in practice? Help I'm a Team Coach!

#198 - Role of mentoring in shifting entrepreneurial identity: a comparative case study of the transitional journey of young entrepreneurs in India and Russia

#219 - A study of the ways that coaching supports navigating organisational complexity through narrative and interpretation

#247 - Action learning and executive and team coaching: Two sides of the same coin or two different coins altogether? Initial thoughts on a first person action research inquiry

#140 - Coaching Professionalisation: What routes are available?

#064 - Similarity and Stability in Formal Mentoring schemes

Title	What is happening in coaching supervision? An autoethnographic exploration of the deep structure of coaching supervision
Authors	Trish Brady and Trish Brady
Stream	Coaching and Mentoring	ID	061

Abstract

This research explored the practice of coaching supervision, primarily from my own view as the coaching supervisor, but also including reflective input from the supervisee (my client and participant researcher). The core research question was 'What is happening in coaching supervision?', and the objective was to answer that question by exploring the fundamental processes observed in supervisor-supervisee interactions. I used an auto-ethnographic approach from dual perspectives, exploring in depth a brief coaching supervision arrangement with an experienced coach. A wide range of inter- and intra-personal processes were observed through analysing the data. Overall, the process reflected key models widely used in coaching supervision and other settings of reflective practice. Exploring more fundamental aspects of process revealed that the dialogue between supervisor and supervisee can be viewed as a social learning process that can be described using concepts developed by Vygotsky and his followers. Further exploring this theme offers the opportunity to consider coaching supervision as part of a social learning system, that can underpin the role of coaching supervision as a core element of organisational learning. These findings have the potential to significantly influence ideas and practice in coaching supervision within HRD practice.

Title	The relationship between coaching behaviors and managerial job performance as measured in three countries: China, the United Kingdom, and the United States.
Authors	Dennis W. Paetzel, Louis N. Quast, Kenneth R. Bartlett, Tasha S. Hart-Mrema, Ava L. Pydych, Meida Surya and Ying Feng
Stream	Coaching and Mentoring	ID	076

Abstract

Managerial coaching is widely used as an approach for employee development. Based on a literature review, we identified managerial behaviours associated with coaching, and used subject matter experts and exploratory factor analysis to compare those behaviours to ones found in an archival database of multisource feedback ratings. This yielded a coaching behaviour scale with three unique sub-factors: Consideration for People, Structuring Tasks, and Encouraging People. This study attempts to determine if there is a relationship between direct reports' ratings of their manager's coaching behaviours and that manager's supervisor's rating of that manager's job performance. We examined this relationship in three countries: China, the U.K., and the U.S. We found that there is a statistically significant relationship between some managerial coaching behaviours and managerial job performance. We also identified differences in the relationship in different countries, and differences when controlling for gender. We suggest that one partial explanation for some of these differences may be culture.

Title	A Case study of a formal workplace mentoring program: Perspectives of supervisors
Authors	Erika J. McMullen, Erika Cooksey, Kristina Moster, and John Murphy
Stream	Coaching and Mentoring	**ID**	216

Abstract

Mentoring has been extensively studied in the literature. Most workplace mentoring research focuses on the perspective of and outcomes for mentees, with recent research acknowledging benefits to mentors. However, given the critical function of supervisors in employee development, it is important to consider their role and perspective in formal workplace mentoring programs. This case study explores (1) supervisors' perspectives of mentoring program outcomes for their employees after mentee participation and (2) the relationship between perceived outcomes and the type and timing of supervisor support provided. The findings show that supervisors who set expectations with their employee before participation in a mentoring program or who discussed with their employee how to use learnings from the program on the job were more likely to report: (1) their employee gained new knowledge and skills from the program and (2) the mentoring program was a worthwhile investment in the employee's development. HRD professionals should proactively involve supervisors in employee development and educate them on ways to support employees participating in a mentoring program. This study adds to the growing body of research exploring the impact of formal mentoring programs and provides a new viewpoint to extant literature by exploring supervisors' perspectives on mentoring programs.

Title	Coaching and mentoring in the Nigerian Universities: Implications on employee productivity
Authors	Ukpata Sunday Ijuo, Rinret Winifred Lukden and Boma Rogers Alison
Stream	Coaching and Mentoring	**ID**	260

Abstract

The term 'coaching' is a process that aims to improve performance and focuses on the 'here and now' rather than on the distant past or future, while mentoring is a system of semi-structured guidance whereby one person shares their knowledge, skills and experience to assist others to progress in their own lives and careers. Mentors need to be readily accessible and prepared to offer help as the need arises - within agreed bounds. The study evaluates the coaching and mentoring activities in the Nigerian University system using a cross sectional survey method to elicit information from staff of selected public and private Universities in Nigeria. The objective is to determine the impact of the University coaching and mentoring programmes on the employee's productivity. Structure questionnaires were administered to a selected sample size 350 academic and non-academic staff. The study is anchored on the facilitating theory – the humanistic approach of Carl Rogers and his collaborators. The tenet of the theory is that learning will occur by the educator acting as a facilitator that is by establishing an atmosphere in which the learner feels comfortable to consider new ideas and are not threatened by external factors. The paper found out the obvious absence of coaching and mentoring programmes in most Nigerian Universities.

Title	Coaching and psychological capital
Authors	Myungweon Choia and Ho Hwan Park
Stream	Coaching and Mentoring	**ID**	104

Abstract

The purpose of this study was to investigate whether coaching enhances coachees' psychological capital. For this purpose, this study employed a quasi-experimental, nonrandomized control group pretest-posttest research design. Among the 116 undergraduate students who participated in this study, 58 students had a series of one-on-one coaching sessions with professional coaches for around 2-3 months (treatment condition); and another 58 had traditional career counselling sessions (control condition). The analysis indicate that only the participants in the treatment group showed a significant increase in psychological capital.

Title	Coaching as a mechanism for building resilience within individuals
Authors	Ruth Leggett, Angelique Du Toit and Sophie Swanston-Newbrooke
Stream	Coaching and Mentoring	**Stream**	150

Abstract

Organisational environments have increasingly become ambiguous and uncertain with often times unrealistic expectations on individual employees (Casserley and Megginson, 2009). Coaching which has its theoretical roots in psychology has the ability to provide individuals with coping strategies to navigate personal and organisational expectations (Neenan, 2009). The meaning or attitude of an individual is crucial in understanding how well they will cope with adversity. This paper proposes coaching as a mechanism to equip individuals in developing personal resilience. Through the coaching process, the individual is able to build coping strategies with which to resist the prevailing narrative of the organisations, particularly when such narrative may be detrimental to their individual wellbeing. Using a coaching approach, individuals are able to develop a personal narrative with which to strengthen and maintain their boundaries. This paper will examine previous research studies examining the link between coaching and developing personal resilience. The research also includes a small- scale case study with a sample of managers engaged in coaching, to explore their perceptions of how coaching has supported the development their personal resilience.

Title	Developing graduate entrepreneurs: Exploring the experiences of university entrepreneurs in residence
Authors	Chinthaka Aluthgama-Baduge and Duminda Rajasinghe
Stream	Coaching and Mentoring	**Stream**	160

Abstract

This study aims to explore the coaching experience of entrepreneurs in residence in the UK higher education institutions. 'The entrepreneurs in residence' is a relatively new intervention. The individuals who holds these positions appear to claim that they coach the potential entrepreneurs to facilitate to acquire required skills to become successful entrepreneurs. However, this is a relatively under-researched area both within coaching and enterprise/entrepreneurship education. Therefore, we aim to explore individual experience of entrepreneurs of residence (provider of the service) and the students (receiver) perspectives to develop a deeper understanding of how entrepreneurs in residence supports students to gain required understanding, skills and knowledge to become successful entrepreneurs in future. We ask: How entrepreneurs in residence make sense of their intervention / experience in coaching practice? Therefore, our main aim is to explore entrepreneurs in residences' experience to address the previously highlighted research and practice gap. The students' perspectives are used to develop additional understanding of entrepreneurs in residence sense-making. Considering the subjective and contextual nature of the study, and its interest in human experience and hermeneutics, the study is conducted adopting Interpretative Phenomenological Analysis (IPA) as the research methodology. This is a working paper, therefore, there is no empirical data collected but the study aims to contribute to develop understanding of the role of entrepreneurs in residence in the UK universities, i.e. their role in developing future entrepreneurs. This study has potential in influencing policy while informing practice and the literature.

Title	How could the formal same gender dyad mentoring for women be adjusted to be a better tool to combat skill shortages in management, from the case study participants' perception?
Authors	Martina Hammerschmid, Catharine Ross and John Sparrow
Stream	Coaching and Mentoring	**ID**	189

Abstract

A shortage of managers seems to be evolving alongside a shortage of skilled workers. Germany's potential labour force is predicted to decline by more than 6 million people between 2010 and 2025 (BMAS, 2017). The Federal Employment Agency sees women as having the greatest and most easily utilised potential to become skilled specialists. Therefore, in 2005, the state government of North Rhine-Westphalia initiated a mentoring programme called "Cross Mentoring OWL" for the advancement of women in the region of East Westphalia-Lippe (OWL). Presently there is only limited research exploring the effectiveness of female same-gender dyad cross mentoring in counteracting skill shortages in top management. Through a qualitative approach, this study is meant to address this gap and provide an understanding of why women seek same-gender mentoring. This research study's purpose is to present recommendations to the management of the mentoring programme "CrossMentoring OWL" on how to improve the programme so that it better meets the needs of the region in terms of skill shortages in management.

Title	It's all very well in theory but does it work in practice? Help I'm a Team Coach!
Authors	Joanne James, Sharon Mavin and Sandra Corlet

Stream	Coaching and Mentoring	**ID**	191

Abstract

The research aims to contribute to the understanding of team coaching practice in three ways. First by integrating a broader range of perspectives from the extant body of literature to O'Connor and Cavanagh's (2017) conceptual framework. Second, by contributing empirical practice knowledge to the development of the framework we offer conceptualisations of coaching practice that aid in sense making. Third, by providing descriptions of how the coach navigates the emergent complexity and makes moment-to-moment choices about how to act. The framework integrates relational, functional and systemic notions of team coaching and explores how a coach may make choices about where to focus when multiple options continue to emerge.

Title	Role of mentoring in shifting entrepreneurial identity: a comparative case study of the transitional journey of young entrepreneurs in India and Russia
Authors	Chandana Sanyal, Julie Haddock-Millar, Leandro Sepulveda, Robin Owen, Stephen Syrett and Neil Kaye

Stream	Coaching and Mentoring	**ID**	198

Abstract

The paper explores the impact of volunteer business mentoring on identity transition of under-served youth entrepreneurs in two contrasting countries, India and Russia. Entrepreneurial self-identity takes on an heightened importance for a novice entrepreneur, particularly in the early stages of business development when objective assessment of organisational structures, systems, products, services or competitive strategy are yet unknown (Navis and Glynn, 2011). Thus, 'self' becomes the main entity defining the identity of the entrepreneur. We examine the role of the business mentors in shaping this identity. We explore the mentees' internal and external context, including their educational background, socio-economic environment, work experience and personal attributes. This paper contributes to the paradigm of identity as a construct in mentoring and more especially in entrepreneurship mentoring.

Title	A study of the ways that coaching supports navigating organisational complexity through narrative and interpretation
Authors	Amy Stabler

Stream	Coaching and Mentoring	**ID**	219

Abstract

This working paper takes as its premise Western's (2012) call for greater critical exploration of the relationship between coaching for individual change and its implications for organisational or other macro-social change. Using Tsoukas and Hatch's (2001) narrative approach to organisational complexity, the paper explores how four coaches use interpretation and narration as methods of complex meaning making in their dyadic coaching practice with people switching sectors. The paper suggests that coaching, and coaches reflecting on coaching, employs narrative methods to create a space for making meaning about complexity that allows coachees to better navigate organisational uncertainty. It concludes that coaching is an HRD practice that is uniquely suited to the complex future of work.

Title	Action learning and executive and team coaching: Two sides of the same coin or two different coins altogether? Initial thoughts on a first person action research inquiry
Authors	Cheryl Brook and Michele Towell

Stream	Coaching and Mentoring	**ID**	247

Abstract

In this working paper we will explore coaching and action learning programmes, discuss the role of the coach and the role of the AL facilitator, how these roles differ and the ways in which they may be viewed as similar. An understanding of these roles may help organisations to come to decisions about which approach might prove to be a better fit. We aim to develop a first person action inquiry approach to the topic, and to that end we include some personal reflective accounts concerning our practice. This paper aims to make a contribution to debates on the role and development of coaches / facilitators. It also aims to explore the idea of action learning coaching and the possibilities which the idea presents. It is hope that this exploratory paper will be of interest to both scholars and practitioners in the fields of action learning and coaching, including both teachers and developers of HRD and practitioners in organisations.

Title	Coaching Professionalisation: What routes are available?		
Authors	Judie Gannon		
Stream	Coaching and Mentoring	**ID**	140

Abstract

Emerging occupations in the knowledge economy often aspire to be identified as professions, however, the strategies and methods for achieving this demarcation differ from those used by the established and traditional professions, such as medicine, law and accounting. There is considerable conjecture regarding the aspirations by some in the field of coaching for it to be regarded as a profession (Fillery-Travis and Collins, 2017; Bachkirova, 2017; Lane, 2017; Lane, Stelter & Stout-Rostron, 2018) as well as interest in the implications for training, education, regulation and development of coaching arising from professionalisation (Gannon & Myers, 2018). This paper uses insights from the sociology of professions and professionalisation to analyse and evaluate how coaching compares in its claims of professional status alongside other emerging professions. The implications for coaching and key stakeholders involved in its development, as well as the wider HRD professional area, are considered amidst issues of retaining commitments to creativity and innovation in coaching (Ellinger and Kim, 2014).

Title	Similarity and Stability in Formal Mentoring schemes		
Authors	Judie Gannon		
Stream	Coaching and Mentoring	**ID**	064

Abstract

This paper seeks to examine the prevalence and nature of formal mentoring across the UK and ascertain the extent to which forms of institutional isomorphism explain similarity and stability in this HRD practice. The growth of formal mentoring suggests it is an HRD intervention suited to the current economic, social and competitive environment where individuals are expected to value supportive relationships and self-managerialise their key life and career stage transitions (Fogde, 2011; Du Toit, 2014). While individuals may desire personalised learning and development opportunities, a compromise is required where organisations aspire, or need to support the learning and development of many employees simultaneously through specifically designed and coordinated HRM programmes. There has however, been limited attention paid to exploring the variety in formal mentoring provision despite evidence that new and miscellaneous forms of mentoring have emerged in recent years. Various commentators (Mangan, 2012; Garvey, Stokes and Megginson, 2014) have identified for example, the surfacing of; group mentoring, flash mentoring, reverse or reciprocal mentoring, virtual and speed mentoring, which suggest innovation and divergence in formal mentoring provision. However, without a deeper understanding of mentoring scheme provision and the forms of formal mentoring adopted, it is difficult to ascertain to what extent organisations conform to recipes of formal mentoring schemes or seek to develop formal mentoring interventions attuned to their specific needs.

This paper engages with the literature on institutional conformance which state organisations are likely to develop similar formal mentoring schemes in response to the comparable challenges and pressures they face in complex environments (DiMaggio & Powell, 1983). It outlines a mixed methods study, comprising a survey and then semi-structured interviews with mentoring scheme managers and coordinators, in an attempt to explain the level of conformance and idiosyncrasy in formal mentoring schemes. The aspiration is to help those involved in HRD, and specifically mentoring, to understand better what might make formal schemes converge in their structures, norms and operations and where differentiation and tailoring to specific settings can be achieved for elusive problems. This study sets out then, to not only understand the scale and diversity in formal mentoring provision, but also the sustainability of different formal mentoring schemes.

Stream 3: Global, Comparative and Cross Cultural Dimensions of HRD

#021 - Common 'insights' and 'lessons' on evidence-based initiatives for Organisational Change and Development (OCD): A study of critical reflections on change agency practice in Anglo and non-Anglo Countries

#128 - Developing a Global Mindset: Towards incorporating experiential learning for future global leaders

#158 - Constraints facing Creative Enterprises: Implications for Human Resources Development

#159 - The NAFTA region case of Human Resource Development: A very actual question

#164 - A cross-cultural analysis of participative decision-making: Do cultural values define employee participation?

#170 - Positioning Human Resource Development and workplace learning in the context of Adult and Continuing Education

#174 - Rethinking of Human Resource Management Practices in South Asia: An integrated model of dynamic capability and innovation

#242 - Importance of cultural and organisational contexts in the adoption of work-life balance policies: Case studies of Palestinian telecommunication companies

#251 - Post Brexit: building resilience in staff working abroad

#267 - Cultural barriers to voice in surgery: A study of teaching hospitals in Ghana

#045 - Use of social networks by women in the Jordanian banking sector for career development

#054 - The development of foreign subsidiaries' staff via lateral and vertical cross-border employee flows – pilot study results

#094 - The dimensions of talent in Polish organisations

#097 - Comparing HRD research's semantic structure between the U.S. and Korea: A keyword network analysis approach

#203 - A study of career anchors, occupational and job preferences amongst undergraduates in China

#248 - A qualitative study on employment motives and adjustment experiences of newly graduated overseas employees: Focusing on Southeast Asia

#094 - The dimensions of talent in Polish organisations

#114 - Self-initiated Expatriates' experience and adjustment: how they adjusts better to work in Vietnam?

Title	Common 'insights' and 'lessons' on evidence-based initiatives for Organisational Change and Development (OCD): A study of critical reflections on change agency practice in Anglo and non-Anglo Countries		
Authors	Robert G. Hamlin, Jenni Jones and Andrea D. Ellinger		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	021

Abstract

This study addresses the paucity of organisational change and development (OCD)- and change management-related 'best evidence' by conducting a qualitative content analysis and multiple cross-case comparative analysis of: a) 33 critically reflective case histories of specific OCD initiatives conducted within single organisation settings of which most were evidence-based; and, b) various critically reflective perspectives on evidence-based practice (EBP) in the field of change management in general and OCD in particular. The purpose of this study was to glean common insights from the empirical source data that other OCD practitioners have used to help enhance their change agency capabilities to address this overarching question: *Can the 'reality' of Evidence-based Organisational Change and Development (EBOCD) be demonstrated empirically within the world of change management and OCD change agency practice?* The findings offered validation for the 'original' common insights and lessons (CILs) from a previous study but also present 10 emergent 'new' CILs resulting from this study together with the confirmatory 'seasoned' practitioner insights. The results have relevance and utility for managers and human resource development (HRD) professionals who may be leading and/or supporting change initiatives.

Title	Developing a Global Mindset: Towards incorporating experiential learning for future global leaders		
Authors	Pallvi Arora and Divij Suri		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	128

Abstract

The dynamism of the globalised business world seeks to bring forth the need to create global managers who are well accommodated to acknowledge the diversified needs of international business functioning. The growing interconnectedness of the world has basically paved way for preparing managers towards a more complex being who is culturally intelligent and sensitive to understanding the intricacies of the global business world. The present research paper holds immense significance in the present day context as it endeavors to fill in the gap in the global leadership literature and initiate the discussion for the development of the global mindset of students, which till date focuses predominantly upon global leaders only. Thus, the research paper seeks to determine the role of international business education in shaping the global mindset of future global leaders. The paper also adopts Kolb's Experiential Learning Framework (1984) that acts as a facilitator in shaping the intercultural sensitivity that further leads to the development of a global mindset. The paper introduces a conceptual framework for the development of a global mindset among future global leaders using the Experiential Learning Theory. The framework holds implications towards HRD professionals for training and developing future global managers.

Title	Constraints facing Creative Enterprises: Implications for Human Resources Development		
Authors	Hussain Alhejji and Rayed Darwish		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	158

Abstract

The importance of creative enterprises for sustainable economic development has gained the attention of policy-makers and academicians over the past decade. However, constrains facing creative enterprises are hardly tapped. This study explores the contextual factors that hindering the growth and development of creative enterprises and suggest recommendations for research and practice. It aims also to explore how human resources development can play a vital role in overcoming issues facing creative enterprise. The in-depth interviews with key people from the SMEs development agencies in Oman revealed four key categories relevant to understand constrains facing creative enterprises: economic structure, labour law, education system and demographic structure of the labour workforce. The findings showed that although government have initiated several practices to promote the SMEs sector, the salient contextual factors played significant roles in hindering the growth and development of the creative enterprises. Implications for the creative enterprise from a human resources development perspectives are discussed.

Title	The NAFTA region case of Human Resource Development: A very actual question		
Authors	Eduardo Tomé		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	159

Abstract

In this paper we analyse the relations between the U.S.A, Canada and Mexico, on HRD grounds. The aim is to discuss the idea of a "Wall" between the U.S.A and Mexico, on HRD grounds. We compare the HRD systems in the three countries using in a methodology first put forward by Garavan, Morley and McCharty (2016) which we develop, and which in this paper has 3 levels, namely context, programs and outcomes. For so doing we use theories on National HRD, microeconomics, macroeconomics, and Labour movement. We conclude that NAFTA has two very different situations, "a high skill" equilibrium in the U.S.A. and Canada, and a "middle skill" equilibrium in Mexico. Furthermore, the conditions are set for the Mexican citizens to feel attracted by the U.S.A. and Canada. Finally, in order to address the problem of the "invasion" by the U.S.A. from Mexico, sound and clear HRD policies may be put in place and are indicated. The paper should be completed with further detailed analysis on those mentioned policies.

Title	A cross-cultural analysis of participative decision-making: Do cultural values define employee participation?
Authors	Marta Valverde, Mercedes Torres and Ana M. Lucia-Casademunt

Stream	Global, comparative and cross cultural dimensions of HRD	ID	164

Abstract

There is a growing consensus among Human Resources researchers and professionals that a participative environment can enhance job satisfaction, commitment, employee motivation, and productivity. At the same time, globalization has produced that organisations operate in a huge number of culturally diverse countries. Consequently, it is very important to understand national culture as a prerequisite to the implementation of management initiatives, such as employee participation in decision making (PDM). This cross-cultural study tries to bring light to this matter analyzing first the level of PDM in European organisations and second, the influence of national culture (using all cultural Hofstede's dimensions "6D Model") on the direct employee PDM. Factorial and regression analysis were applied to test the proposed hypotheses on a sample of almost 25,000 workers in 31 European countries (from the 6th European Working Conditions Survey). The analysis confirms the PDM is affected by the national culture of the country where the company is located. Besides, the most significant relationship found occurs between PDM, Indulgence and Masculinity.

Title	Positioning Human Resource Development and workplace learning in the context of Adult and Continuing Education
Authors	Henriette Lundgren and Rob F. Poell

Stream	Global, comparative and cross cultural dimensions of HRD	ID	170

Abstract

Human Resource Development (HRD) describes a comprehensive set of facilitated interventions, while Workplace Learning (WPL) can be seen as a number of less formal and more learner-driven developmental activities. As such, both HRD and WPL can be viewed as related to the field of Adult and Continuing Education (ACE). HRD and WPL as well as ACE have the capacity to reach adult learners who do not currently participate in other forms of lifelong learning or have limited access to formal education. How exactly HRD and WPL should be viewed vis-à-vis ACE is a matter of debate, to which we intend to add in this paper from the perspective of HRD and WPL. The purpose of this paper, then, is to position HRD and WPL in the context of ACE. To this end we provide an overview of the key definitions, perspectives, dynamics and outcomes currently characterizing HRD and WPL. In the final paper, we will present four conceptual frames that help us view these fields from different perspectives: *constructivism, self and identity*, *situated learning and development,* and *critical cultural analysis*. We focus (for this abstract) on comparing HRD and WPL with ACE highlighting their interactions, frictions and challenges. The paper finishes with a number of ideas to overcome these frictions and challenges.

Title	Rethinking of Human Resource Management Practices in South Asia: An integrated model of dynamic capability and innovation
Authors	Gertrude I. Hewapathirana and Satish Pandey

Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	174

Abstract

The ongoing debate, that South Asian region being the fifth largest economy having well educated young workforce over 830 million is still lag behind in HRM/HRD innovations, incites us to explore current HRM/HRD systems, practices and policies to assess a way out to rethink and redevelop HRM/HRD practices that can lead to innovations and competitiveness. A review of the literature including case studies of successful companies in India and several countries in the region shows, despite many social, cultural, political and policy constraints, several leading firms are integrating best practices, employee-oriented HRM/HRD systems and policies to achieve competitiveness. In this paper, we propose a dynamic capabilities-based conceptual model of HRM/HRD that can integrate policies and new initiatives for dynamic capability building at top leadership, middle-management, and employee levels in South Asian organisations. It is worthwhile to explore indigenous HRM/HRD practices that have been successful for generations to learn what HRM/HRD practices are appropriate for different contexts? We have attempted to argue our model on the basis of case studies of some successful SA organisations which have proved their worth in terms of HR innovations, talent development and knowledge development, and performed well in global competition.

Title	Importance of cultural and organisational contexts in the adoption of work-life balance policies: Case studies of Palestinian telecommunication companies		
Authors	Mahmoud Abubaker		
Stream	Global, comparative and cross cultural dimensions of HRD	ID	242

Abstract

This paper explores the nature of Work-Life Balance (WLB) policies offered within a developing country (Gaza, Palestine), by two telecommunication companies. The cultural context is described, in which two semi-public companies have developed a particular set of family-friendly policies. Then ideas are explored on why the adoption of Work-Life Balance (WLB) policies in these organisations may have taken a particular pathway, and may resemble organisations in other Muslim and Arab countries. Using the value assumptions of critical realism, two qualitative studies have been undertaken in which 17 managers, and 32 employees were interviewed in the two companies. These interviews were then subjected to standard qualitative analysis. Reasons for the provision WLB benefits identified by respondents were often different in kind and degree from those found in studies in Western countries. Furthermore, perceived reasons for the introduction of these benefits differed between groups of employees, namely managers and professional employees. Generally, WLB benefits supported women in an Islamic and Arabic culture, in ways which were resonant with this cultural setting, but which also reflected both local trade union pressures, government regulations, and international influences. This study, the first of its kind in a Muslim, Arabic culture deserves replication with both qualitative and quantitative methodologies. If the findings of this initial study are replicated, there may be important implications for both public and private management, and for international firms investing in Arab countries. This interpretation is a value-based approach, resulting from the subjective analyses of the researchers, and further generalisations must be based on replication studies. The findings of this study do have important implications, since they appear to show that the ethos and range of WLB benefits, and the reasons for their implementation can be quite different when Arab and Western countries are compared. These initial results, if replicated, could be an important guide for international investors considering WLB benefits in Arab countries. This is a pioneering study, using a critical realist methodology, and the research model could have wider implications for cross-cultural studies of Work Life Balance.

Title	Post Brexit: building resilience in staff working abroad		
Authors	Christine Mortimer		
Stream	Global, comparative and cross cultural dimensions of HRD	ID	251

Abstract

The ability of UK based Academics to function within collaborative partnerships across the globe is becoming an important part of the UK Universities internationalisation agenda particularly when considering the possibilities of Brexit and its implications on Higher Education in the UK. This paper offers an auto-ethnographical academic expatriate and flying faculty experience detailing some of the challenges faced when moving to work in a 'UK environment positioned abroad', specifically in China. These challenges, if not considered by HR can contribute to a shortening of the assignment, well-being issues for the individual, possible staff losses and financial loss to the organisation (Foster 1997; Wang and Varma 2017). Using the theoretical perspective of 'Network Capital' within a framework of Mobilities and power dynamics between individuals (Cresswell, 2010; Sheller, 2016), this paper will explore the interchanging nature of network capital (Elliott and Urry, 2010; Urry, 2012) and its effect on the personal mobility capital of transnational staff. It will offer HR personnel with alternative understandings of the problems faced by those with international teaching responsibilities and possible support strategies that could assist individuals and support developing resilience.

Title	Cultural barriers to voice in surgery: A study of teaching hospitals in Ghana		
Authors	Emmanuel Kwasi Mawuena, Jean Kellie and Nicholas Snowden		
Stream	Global, comparative and cross cultural dimensions of HRD	ID	267

Abstract

Employee voice is crucial to organisational effectiveness and harm prevention in acute settings, such as surgery. Although voice is inherently cultural, little research focuses on it from a cultural perspective, especially from the viewpoint power regimes and developing countries. This paper seeks to understand cultural implications for the voice of Health Care Professionals (HCPs) on patient safety in surgery. Analysing 60 interviews of surgical professionals reveals that strong cultural respect for authority of age and rank undermines voice on patient safety. Associated with these norms are sociocultural tags for non-conformists. These restrain young people and subordinates from speaking up towards the elderly and/or superiors by rank. Although age authority allows elderly subordinates to speak up to superiors by rank, silence is strengthened with age and rank authority disparity typical between young subordinates and elderly superiors. In terms of enculturation, individuals' exposure in home upbringing and training shape these cultural inclinations. High-power distance regimes of training institutions therefore strongly inculcate or reinforce the phenomenon during training. Human Resources Development (HRD) in high-power-distance countries to drive cultural change among practitioners and training institutions. It also informs sensitive team selection and appropriate role assignments in teams to mitigate against cultural barriers to voice.

Title	Use of social networks by women in the Jordanian banking sector for career development.		
Authors	Sa'ad Ali, Catharine Ross and s. Layla Al-Resheq		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	045
Abstract			

Although social capital and networking has been identified as important for women's career development, there is little literature focusing on women's use of these outside the West. This working paper addresses this gap by presenting preliminary findings of a study of women in the banking sector in Jordan, a country where the practice of Wasta – favouritism based on family and tribal networks – is said to be prevalent. It finds that the women need to use social networks to develop their careers. However, they seek to use only what they define as 'good' Wasta, when the individual is perceived by the women as deserving and the use of the network is perceived to benefit the organisation. Moreover, unlike in some other countries of the Middle East the women are able to develop their own networks and are not reliant on those of male relatives. However, there are limitations to their use of those networks which potentially reduce their effectiveness for career development.

Title	The development of foreign subsidiaries' staff via lateral and vertical cross-border employee flows – pilot study results		
Authors	Joanna Purgal-Popiela		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	054

Abstract

Expatriation, considered as a method of developing an assignee's knowledge and skills, has been present in the IHRM literature for several decades. Performing tasks in an unknown context, establishing relationships abroad, or coping with other cross-cultural challenges constitute an inspiring and complex 'field experience', which, according to the experiential learning theory, is crucial for individual learning. From an organisational point of view – or more specifically, the knowledge-based view of the MNC - the utility of the abovementioned method stems from its potential for providing knowledge about worldwide company activities, enhancing global mindset, developing flexibility and other competencies necessary for performing global operations and fulfilling pivotal roles that clearly contribute to competitive advantage on a global scale. Despite the acknowledgement of global mobility as a valuable learning opportunity, most conceptual and empirical studies within this field have focused on long-term assignments, performed by parent country nationals sent from headquarters to foreign subsidiaries. Simultaneously, the forms and directions of cross-border staffing flows are becoming more and more diverse, as are their participants. There is a gap in knowledge on whether and how international assignments (more specifically, upward and lateral outflows) are used to develop the staff of subsidiaries. Accordingly, the initial study carried out by the author among 31 former assignees (i.e. HCNs sent to headquarters and other corporate units from five Polish-based subsidiaries belonging to different MNCs operating in various industries), is aimed at reducing the aforementioned gap by providing insight into their learning experience. It contributes to individual learning outcomes, specifically, perceived changes that occur due to the assignment and pertain to various resources of career capital (Inkson, 2001). This learning experience is understood as being a multifaceted phenomenon consisting of three components: individual decisiveness and control over the learning process, exposure to new knowledge, and learning activity. It reflects the Motivation-Opportunity-Ability framework, where motivation is propelled by decisive participation, opportunity pertains to the accessibility of new knowledge, and the ability to learn is demonstrated in the undertaking of various activities supporting successful learning.

Title	The dimensions of talent in Polish organisations
Authors	Alicja Mis
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	094

Abstract

In modern world employees are a source of competitive advantage of organisations as they make a special contribution to their market success. They are of considerable value for organisations due to the uniqueness of their "achievement" which results from a gift that they were endowed with. This gift is referred to as talent in psychology and it constitutes a category that is more and more commonly operationalized for the purpose of organisations. According to Vaiman (2001), the key arguments as for the issue of talent are the needs of organisations related to their human capital which determines the market position of a company. N. Dries on the other hand indicates two categories of risk faced by modern organisations: affluence risk (a declining number of expert human capital) and productivity risk (costs of maintaining older employees) which make them search for more sophisticated solutions. Moreover, as was pointed out by A. Pocztowski et al. (2012) the significance of talent increases due to the fact that in companies' development the importance of knowledge grows as well as individual creativity that results in innovative strength of a company. The above-mentioned facts as well as the awareness that talented employees are rare and unique commodities make it difficult to identify, retain and develop them. The difficulties are even greater when the designatum is undefined. Thus, there seems to be an urgent need to clarify the key term.

Title	Comparing HRD research's semantic structure between the U.S. and Korea: A keyword network analysis approach
Authors	Jeong-Ha Yim, Chungil Chae and Cindy L. Crowder
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	097

Abstract

The purpose of this research is to investigate similarities and differences of the semantic structure of HRD studies between Korea and U.S. using keywords network that comes from the recent four years HRD publication in each country. A total of 1,106 keywords from 414 articles were used for further analysis. From the U.S. journals, we collected 550 keywords from 176 articles published in the two journals from 2014 to 2018. From the Korean scholarly community, we collected 623 keywords from 238 articles published in the two journals from Korean Citation Index in the same timeframe with the U.S. There were 67 common keywords that U.S. and Korea shared. In this study, relevant important keywords of each country were identified, and the semantic intellectual structure was analysed and compared. The quantity and productivity of both country's HRD research were similar. Recent HRD studies in both countries showed that they have an effective network connection structure. However, the semantic configuration of the keyword network was quite different between the two countries. The findings of this study not only provide structural information but also enable researcher to compare semantic research structure of HRD.

Title	A study of career anchors, occupational and job preferences amongst undergraduates in China		
Authors	T.J. McCabe, Ronan Carbery, Haiyan Song, Martin McCracken and Sarah Greeley		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	203

Abstract

The study examines the career anchors and explores the occupational and job preferences of undergraduates in China. We examine and take into consideration demographic factors and issues around the cultural environment and context. We then report the findings of a survey, measuring and examining the values of undergraduates in China, in relation to their career anchors, occupational and job preferences upon graduating and entering full-time employment.

Title	A qualitative study on employment motives and adjustment experiences of newly graduated overseas employees: Focusing on Southeast Asia		
Authors	Kim Mi-Young		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	248

Abstract

The purpose of this study is to understand and to clarify the motivation and experiences of newly college graduated Korean overseas employees in Southeast Asia. The qualitative study was conducted and a topical analysis method was applied to organize interview materials. Nine new overseas employees (four males and five females) who started working in Southeast Asia (six in Vietnam, two in Thailand and one in Indonesia) were interviewed. This study found that new overseas South Korean workers decide on overseas employment due to the difficult domestic job environment and the potential for development in the Southeast Asian market. The study participants were working as manager of local workers. The unskilled new employees were feeling the burden of managing experienced local workers in the business adaptation. And they experienced difficulties with Korea's vertical organisational culture, excessive work and holiday shortages there. Based on the results, companies need to prepare sufficient job training for the newly graduated employees and afford welfare support and reduction of overtime work. The study findings could be used as basic data to government's overseas employment policies and educational programs implement.

Title	The dimensions of talent in Polish organisations		
Authors	Alicja Miś		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	094

Abstract

Across different streams of literature I identify a number of dimensions in defining the term talent. Taking everything into account I realize that there is no one widely accepted theoretical definition – in organisational perspective. Problem is important for the organisational practice and is viewed as crucial challenge faced by XXI century firms. The aim of the presentation is – on the base of empirical findings – to point out the specificity of talent meaning in Polish enterprises.

Title	Self-initiated Expatriates' experience and adjustment: how they adjusts better to work in Vietnam?		
Authors	Seok-young Oh and Kyoungjin Jang		
Stream	Global, comparative and cross cultural dimensions of HRD	**ID**	114

Abstract

The main purpose of the research is to identify how 'self-initiated expatriates' (SIEs), who has been voluntarily employed in foreign job position of multinational companies of home country (Jokinen et al., 2008), have participation in their workplace learning activities and adjust to their work. The sub purposes of this study are to first, explore what types of employee characteristics (i.e. cultural intelligence (Schmidt and Hunter, 2000; Ang et al., 2007), entrepreneurship (Selmer and Lauring, 2012), and language proficiency (Peltokorpi, 2008; Froese and Peltokorpi, 2013) facilitate their workplace learning activities and help expatriate adjustment through the learning. Second, the study aims to identify how the workplace context factors (i.e. autonomy, role clarity, and workplace support (Feitosa et al., 2014)) facilitate the learning activities and their work adjustment.

The study adopted a mixed-method approach (Reio and Werner, 2017), starting with qualitative study followed by a quantitative study because few study has been conducted to identify in-depth understanding of recent Korean SIE work adjustment process and low response rates has been reported in previous Korean literature (Seo et al., 2015). Qualitative interview conducted with semi-structured questions to explore perceptions of SIEs (n=9), who have from one to eight year-SIEs experience, about adjustment processes, for instance, motivation to apply the job position and personal experience to overcome obstacles that hinder adaptation. Quantitative survey had been conducted to examine the effects of personal and workplace contextual factors, which is based on the findings of Qualitative research, on their workplace learning activities and work and cultural adjustment (n=120). The target sample is Korean young people who had been employed by Korean MNC firms in Vietnam – most of them were selected by the program A supported by private corporate foundation and Korean government. Both online and paper based survey were conducted.

The qualitative research founds that strong motivation to expatriate, self-initiative actions based on proactive and open mind, and the attitude of embracing the difference are recoganised as personal adjustment factors, while program participation in OEA (oversea employment assistance) program for local language and management skills; firm, managers, and colleagues' supports are critical context factor for their work and cultural adjustment). Overall, participants recommend self-initiated expatriation mainly because of the learning, career and entrepreneurial opportunities in the host country but warned people who only fantasize about working abroad might face the harsh reality of working and living in a foreign country.

The quantitative research founds SIEs' entrepreneurship, cultural intelligence, learning transfer effects of OEA programs and supportive work environment are positively associated with their workplace learning activities, while their job characteristics and supportive work environment positively influence the role clarity. In the work adjustment process, the workplace learning is positively related to the role clarity and they jointly associated with cultural adjustment. Several implications in the context of study (Korean SIEs in Vietman context) are suggested for scholars and professionals on the findings

Stream 4: Employee Engagement

#059 - Examining the effect of self-compassion on positive psychological capital and work engagement among Korean employees

#083 - The impact of workload and proactive personality on principals' work-to-family conflict and job satisfaction

#101 - Exploring employee engagement and leadership from employee perspectives

#119 - Re-engaging Employees and Commitment in the Banking Industry: a case study of the Nigeria Banking Industry

#124 - The impact of the psychological contract on academics' discretionary effort

#176 - Types of labor contract and its importance on commitment and engagement: A case study from Portugal

#056 - Motivation Profiles across different Career Stages

#058 - Linking employees' motivation to performance: The mediating role of Burnout

#105 - Developing employees' innovative capacity and voice: The think-a-thon experiment

#117 - Working in uncertainty: How financial professionals proactively shape their work

#141 - The crucial role of line management training in the implementation of employee engagement initiatives

#194 - A literature review of professional development and engagement in post-1992 University staff

#255 - A binary approach to manage working conditions to improve employee engagement and performance

#257 Employee engagement in times of bullying

Title	Examining the effect of self-compassion on positive psychological capital and work engagement among Korean employees
Authors	Lee J. and Jung B.

Stream	Employee Engagement	**ID**	059

Abstract

Recently, scholarly interest in psychological constructs, such as meditation, mindfulness, and self-compassion, has increased. Of special interest is the empirical verification of whether an employee's positive mental state leads to positive attitudes and activities in the workplace. The purpose of this study was to define the concept of self-compassion and evaluate its importance in the workplace. To accomplish the latter, the effect of self-compassion on work engagement was examined, as well as the mediating effect of positive psychological capital on the relationship between self-compassion and work engagement. Data were obtained from 358 employees in various organisations who completed an electronically-administered survey delivered through a company that operates the survey platform. The hypothesis was confirmed using a structural equation model. The results of the study confirmed that self-compassion consists of six sub-factors, and two higher-order factors: attitudes of self-compassion and self-criticism. The self-compassion of employees was shown to have a significant effect on positive psychological capital and an indirect, significant influence on work engagement mediated by positive psychological capital. In other words, a benevolent employee has high positive psychological capital expressed as efficacy, hope, resilience, optimism, and high self-compassion. Such a high degree of psychological capital characterizes employees who devote themselves to their jobs and put considerable energy into them. Some implications of these findings for HRD practitioners and future research are discussed.

Title	The impact of workload and proactive personality on principals' work-to-family conflict and job satisfaction
Authors	Chun-Yu Lin, Hsin-Yi Chien and Chung-Kai Huang

Stream	Employee Engagement	**ID**	083

Abstract

This article investigates the impact of workload and proactive personality on principals' work-to-family conflict and job satisfaction. Until now, not much research has been conducted to investigate primary and secondary school principals' work-to-family balance in Taiwan. Chen (2014) pointed out that increased workload pressure can even decrease the principal's retention. Therefore, this study aims to further conduct a structured survey on the primary and secondary school principals in Taiwan in order to better understand the relationships among their workload, work-to-family conflict, job satisfaction, and proactive personality. This research framework, is based on five hypotheses, using the Effort-Recovery model (E-R) from the stress theory to construct the research model in order to examine the impact of workload on principals' job satisfaction. This study has distributed 252 surveys to primary and secondary school principals in Taiwan, among which 247 were efficient. Through structural equation modeling (SEM), the finding reveals that workload correlates with work-to-family conflict and proactive personality affects both work-to-family conflict and job satisfaction. Research findings can be provided to the principals of Taiwan on how to adjust the human resources development staff to assist the principal.

Title	Exploring employee engagement and leadership from employee perspectives
Authors	Vivat Haetrakul and Pawinee Petchsawang

Stream	Employee Engagement	ID	101

Abstract

Employee engagement has drawn the attention of academics, researchers and practitioners over the last three decades (Shuck and Wollard, 2010). Previous research shows a positive influence of employee engagement within the general workplace that leads to positive working outcomes, reduced turnover, and workplace satisfaction. However, fewer studies have been conducted taking an inductive approach in understanding employee experiences regarding engagement at work, especially with its relation to leadership. The purpose of this qualitative research, using a phenomenological approach, was to explore employee engagement experiences with regard to their employee-leaders relationship. Qualitative research was adopted to explore the phenomena by following visual analysis and semi-structured interview methods. Two interview questions, followed by probing questions, were used to gain insights. A thematic analysis approach was adopted to analyse the findings. Six participants were selected from various backgrounds, with outstanding performance records, to gain a focused understanding of their experiences. The study reveals that employee engagement is not a one-way interaction, and thus the mere position of leadership does not provide a magic wand to improve quality of engagement. Instead, employee engagement follows a two-way interaction.

Title	Re-engaging Employees and Commitment in the Banking Industry: a case study of the Nigeria Banking Industry
Authors	Vivian Ikechukwu-Ifudu and Jan Myers

Stream	Employee Engagement	ID	119

Abstract

The main research objective of this study is to explore how the concept of employee engagement is understood and explained in organisations undergoing continuous scrutiny and major change due to a consolidation process. While the paper takes a reflective and historical perspective based on individuals' experiences of the Nigerian banking crisis and its associated effects, its focus is on commitment and re-engaging employees after downsizing. An explorative research design was adopted. Methods of data collection included semi-structured interviews, with participants from four banks in Nigeria. Interviews were conducted with 20 employees to explore the concepts of and the relationship between engagement and commitment. The results showed that the employees lack commitment and are struggling to fully engage in the banks. Therefore, it is necessary for employers and managers to be attentive to employees and do whatever necessary to re-engage their employees for better performance.

Title	The impact of the psychological contract on academics' discretionary effort		
Authors	Alan Johnston		
Stream	Employee Engagement	**ID**	124

Abstract

Discussions around the psychological contract remain a prominent subject amongst the academic literature, however little has focussed on academics themselves. This paper considers the psychological contract of academics and in particular the impact it has on discretionary effort. The research undertaken involved a phenomenological study amongst 18 Business School academics from 9 UK Universities. Data was collected via interview and questionnaire to find meaning from within the construct. Findings suggest that academics have a relational psychological contract and that discretionary effort is internalised and intrinsic, suggesting a high work ethic amongst academics. However the paper raises the question as to whether this internalisation is a result of managerial processes or whether is a free choice. The findings of the paper should be of concern to academics interested in the psychological contract but will also be of interest to line managers and human resource departments within higher education institutions.

Title	Types of labor contract and its importance on commitment and engagement: A case study from Portugal		
Authors	Eduardo Tomé		
Stream	Employee Engagement	**ID**	176

Abstract

In this paper we present the results of a quantitative study done in a company located in Portugal. The focus of the analysis was the relation between Organisational Commitment and Work Engagement and the type of Labor Contract. According to the theory both the commitment and engagement are reinforced by long and permanent contracts; also in long contracts the psychological bond with the organisation is stronger. The model is as simple as it is important because in a time of economic uncertainty organisations try decrease costs by hiring less permanent workers; this in turn may decrease organisational commitment and work engagement, through a lesser form of psychological contract and therefore be detrimental to the organisation itself, in terms of returns; the question becomes even more important when the same organisation may have workers with short and long term contracts side by side performing exactly the same tasks. The results of the study confirm our worst expectations – workers with short term contracts feel less committed and are less engaged; also, they feel less linked with the organisation in affective terms and they mainly stay there by calculation. This finding is important and should be taken in consideration by managers and policy makers – in the long run, commitment and engagement are essential to the survival of organisations, the well-being of workers and the prosperity of societies, so in the long run, short term contracts are not at all the path to prosperity.

Title	Motivation Profiles across different Career Stages
Authors	Ana Sabino, Francisco Cesário and Rita Catarino

Stream	Employee Engagement	**ID**	056

Abstract

Nowadays organisations are faced with different challenges specifically the need to manage employees in different career stages and with different motivation's levels and types. These diversities compel organisations to create HR practices that can get to all range of employees considering their career phase and motivation. Grounded in self-determination theory (Ryan and Deci, 2000) and Evans' career stages (1986), we aim to identify and to characterize motivation profiles in order to verify if there is any relation between a specific motivation profile and a career stage. The present study is quantitative, exploratory and cross-sectional. The sample is composed of 204 professionals working in the banking sector in Portugal. In terms of motivation profiles, emerged four profiles. Profile 1 comprises 65 participants that are controlled motivated, Profile 2 refers to the ones (n=60) that are autonomous motivated; Profile 3 is the least representative (n=21) that comprises the participants that are demotivated; and finally, Profile 4 is composed by 58 participants that are controlled and autonomous motivated. Lastly, practical and theoretical results implications were discussed.

Title	Linking employees' motivation to performance: The mediating role of Burnout
Authors	Sofia Saca and Ana Sabino

Stream	Employee Engagement	**ID**	058

Abstract

Now-at-days, companies are getting every time more concerned about their performance on the market and on increasing their output while maintaining a steady input. Organisations are becoming increasingly aware of the importance of employees in gaining and maintaining competitive advantage. In other words, there is a general apprehension of boosting sales through rising employee productivity. Thus, the main goal of this study is to provide a clearer understanding of how employee negative state of well-being at the workplace defined as Burnout, mediates the relationship between employee motivation and employee performance. Furthermore, we will analyse the direct link between employee motivation and employee performance and then we will study if the employee burnout partially or totally explains this relationship. The study is characterized by its quantitative research nature and the analysed sample consisted of 147 employed participants whose data was collected through a semi-structured questionnaire shared online. The main results indicate that there is not a significant relationship between employee Motivation and Performance as well Burnout. Lastly, practical and theoretical results implications were discussed.

Title	Developing employees' innovative capacity and voice: The think-a-thon experiment
Authors	Marcia Carvalho de Azevedo Francine Schlosser and Deborah McPhee

Stream	Employee Engagement	**ID**	105

Abstract

The modern context of increasing technological complexity and uncertainty demands that knowledge workers exercise intuition, creativity, flexibility and social skills. Because knowledge accumulates over time, innovation includes the voice and ideas of older as well as younger workers (Ang and Madsen, 2015). Consequently, it is imperative that organisations seeking industry leadership find ways to engage knowledge workers of all ages with varied skills and experiences. Much attention has been paid to the innovative culture of high-profile tech startups employing young professionals. Overlooked are the issues facing older established companies with cultures that require change, not invention. Our research considers a case study of inclusive employee engagement. An established technology services company developed an annual event with the objective to engage employee voice in innovation, creative thinking and cross-department collaboration. We identified two key recommendations to HRD to signal their attention to employee voice and to encourage employee engagement in innovation. The first is improved transparency and communication surrounding the suggested ideas and the second is generating additional methods to support innovative ideas within the company to engage a broader section of employees post-event.

Title	Working in uncertainty: How financial professionals proactively shape their work
Authors	Leonie Jacob and Regina H. Mulder

Stream	Employee Engagement	**ID**	117

Abstract

The aim of this working paper is to investigate perceived environmental uncertainty (PEU) as predictor of components of proactive work behaviour (PWB), namely innovative work behaviour and job crafting, and to gain first insights into mechanisms that can explain this relationship. A cross-sectional study with 87 finance professionals was carried out. For data collection, a vignette-based questionnaire was used. For hypotheses testing, multiple linear regression models were analysed. Findings indicate that PWB is differently predicted by PEU depending on the outcome an employee wants to achieve. There is evidence that person-vocation fit and cognitive-motivational processes are indirect predictors of PWB. The study contributes to HRD research as it gains further insights into situational antecedents influencing PWB and provides information on the supporting and inhibiting conditions at work in which PWB occurs.

Title	The crucial role of line management training in the implementation of employee engagement initiatives.
Authors	Sarah Pass, Konstantina Kougiannou, Derek Watling, Maranda Ridgway and Catherine Abe

Stream	Employee Engagement	**ID**	141

Abstract

Employee engagement has long been a popular topic in the public and private sector (MacLeod and Clarke, 2009). However, few studies that have explored everyday experiences of employee engagement and the impact of line managers' behaviour and actions on employee engagement (Pass, 2018). To overcome this gap in knowledge, case study research was conducted in organisations 'rolling out' employee engagement initiatives, with a focus on line management training and development. Analysis of the data highlighted the need for harnessing a learning organisation (Hasson et al., 2013; Hoon et al., 2013) with a positive and supportive workplace environment (Shuck et al., 2014). The mechanisms of training and development need to be in place and line management perception of training needs to be positive (Shuck et al., 2014). If line managers are not engaged with the initiatives they are charged with implementing, then their behaviour and attitude will 'rub off' on their team. Findings emphasise the importance of fulfilling line managers' cognitive and emotional engagement in the implementation of employee engagement initiatives to ensure that behavioural engagement is fulfilled. A key driver in achieving cognitive and emotional engagement is the importance of developing positive and supportive workplace climates.

Title	A literature review of professional development and engagement in post-1992 University staff.
Authors	Hazel Kershaw-Solomon, Julia Claxton and Nicholas Beech

Stream	Employee Engagement	**ID**	194

Abstract

Over the last 50 years there has been much turmoil in Higher Education following a series of Government enquiries. This has resulted in a market environment being created with regard to tuition fees, research income and teaching standards. In an effort to respond to these changes and remain competitive, Universities require staff to gain doctorate qualifications, engage in more research and become professionally accredited as Teacher Fellows using the United Kingdom Professional Standards competency framework. The author of this paper is interested in how academic staff can be encouraged to engage with this accreditation process, expected of them. To this end a literature review of antecedents of employee engagement and of effective implementation of competency frameworks is presented and transforms into a conceptual model of engagement. This model highlights the importance of organisational and individual engagement antecedents and interestingly team antecedents which is a current area of research on employee engagement.

Title	A binary approach to manage working conditions to improve employee engagement and performance
Authors	Tolulope Fadipe, Aditya Jain and Stavroula Leka

Stream	Employee Engagement	**ID**	255

Abstract

Arguably, engagement has become one of the most significant concepts in the management field in recent years. Despite this, there is no systematic review that combines and synthesizes the evidence-base relating to engagement. This is quite surprising considering the fact that, within practitioners' setting, engagement has caught the interest of employers who are ardent on finding new ways of leveraging high levels of performance in their organisations. In addition, large numbers of consultancy firms now offer services such as employee engagement surveys, and there are widely cited case studies purporting to show how raised levels of engagement can lead to organisational profitability and competitiveness (Bailey et al., 2017). To allay some of the challenges plaguing employee engagement, this paper views its promotion through the prisms of Knowledge Management (KM) and Psychosocial Risk Management (PRM) which are concepts relating to managing knowledge, psychological and social factors in the workplace. These concepts are particularly important towards promoting engagement because their objective is equally to improve organisational performance and sustainability through addressing aspects of work organisation, design and management, which includes people. To effectively manage performance therefore, KM and PRM are at the core of people processes, function and management, part of which is people engagement.

Title	Employee engagement in times of bullying
Authors	Stephen Kumako, Stavroula Leka and Aditya Jain

Stream	Employee Engagement	**ID**	257

Abstract

Workplace bullying is an extreme occupational stressor that may affect the target employee's psychological well-being. Workplace bullying occurs when one or more employees are frequently and repeatedly targeted with negative acts at work over a longer period (e.g., 6 months). These unwanted negative acts can be enacted by various organisational actors. Workplace bullying is a negative social stressor that results in negative consequences for the affected employee, witnesses, the organisation as well as significant others. Workplace bullying may be detrimental to employee health and well-being. Indeed, research has shown that individuals with good psychological well-being have both positive psychological functioning as well as subjective positive feelings. Furthermore, employee psychological well-being may affect the organisation, as employees need positive mental health to be able to perform their job roles, improve productivity and achieve organisational goals. In the current study, the relationship between workplace bullying and individual outcomes (i.e. engagement and burnout) respectively were investigated. Psychological well-being, a proximal outcome of workplace bullying was posited and tested as a mediating variable between workplace bullying and these outcomes.

Stream 5: Diversity and Equality Issues in HRD

#026 - Perceptions of single employees in Thailand towards family-friendly benefit schemes: Underlying inequality based on marital status

#134 - Explicit lookism in Chinese job advertisements: Analysis of female-dominated and male-dominated jobs

#135 - Work ability index and Human Resource Development for an ageing workforce: Lessons learned from a Hungarian research program

#154 - Changing Blues: How national demographics should influence change in UK policing

#235 - In an ever-changing world can diversity management strategies lead to enhanced business performance?

#238 - Perceived work-life balance: Exploring the experiences of professional Moroccan Women

#028 - Getting a better understanding from women in the workplace – what do they perceive are the workplace barriers, and what do they think we should be doing about them?

#047 - Knowledge sharing in gendered spaces: Implications for HRD research and practice

#221 - The Reflexive-Relational: The coalescence of HRD practices to enable multigenerational interdependence in the workplace

#231 - Exploring employees' perceptions of comparable worth and the gender pay gap in UK universities

#245 - Rethinking Gender Gap in competition: Qualitative study of women elite leaders

Title	Perceptions of single employees in Thailand towards family-friendly benefit schemes: Underlying inequality based on marital status
Authors	Witsarut Srisiwaset
Stream	Diversity and Equality Issues in HRD **ID** 026

Abstract

Thailand has encountered two main demographic changes: the growth of single population and the era of aging society. These changes have significant impact on several socio-economic contexts in Thailand including but not limited to current and future workforce. Despite these influential trends, most companies in Thailand seem to focus primarily on married employees when it comes to family-friendly benefit schemes. This study is therefore intended to understand perceptions of single employees towards company's focus on family-friendly benefit schemes which might underlie inequity in workplace based on marital status. Surprisingly, single employees participating in this research did not perceive unequal opportunity to enjoy and different approaches their company implement such benefit schemes as underlying inequality based on marital status. Four themes emerged from analysis of thick description: subjective inequality, status quo, previous exposure, and access to information. Implications for HRD were also discussed in the hope to expand both academic and practical HRD horizons.

Title	Explicit lookism in Chinese job advertisements: Analysis of female-dominated and male-dominated jobs
Authors	Yuanlu Niu, Malarvizhi Hirudayaraj, Xu Xu, and Cynthia Sims
Stream	Diversity and Equality Issues in HRD **ID** 134

Abstract

The purpose of this study was to examine the existence of explicit lookism over a wide range of female-dominated and male-dominated occupations in China. The authors examined the content of 2000 online job advertisements to determine the extent of lookism prevalent in the employment process. Using multivariant analysis the authors to investigate the relationship between other occupational characteristics such as salary range, work experience, and educational qualifications and the occurrence of explicit requirements of physical attributes in job advertisements in China. The findings indicated that lookism exists in online job advertisements for both female-dominated and male-dominated occupations in the Chinese workplace. However, more female-dominated occupations have requirements of physical appearance than male-dominated occupations do. In addition, jobs that promise a high salary range or require lower levels of education, skills and work experience have higher physical requirements.

Title	Work ability index and Human Resource Development for an ageing workforce: Lessons learned from a Hungarian research program		
Authors	Zsolt Nemeskéri, Iván Zádori, Antal Tibold and Gábor Szécsi		
Stream	Diversity and Equality Issues in HRD	ID	135

Abstract

Older workers are a decisive part of the workforce of modern societies, their number will increase significantly in the coming decades. Dealing with the challenges of older labour force is becoming an increasingly important part of the HRD processes of companies. We need more complex actions to help more effective management of human resources and prepare the company for future challenges in time. The purpose of the paper is to explore the differences of the perception of workability among the employees of a Hungarian company (Hungarian Post) and draw conclusions in connection with future HRD practices.

Title	Changing Blues: How national demographics should influence change in UK policing		
Authors	Janet Astley		
Stream	Diversity and Equality Issues in HRD	ID	154

Abstract

This paper considers the necessity of continuous organisational change within the UK police service in order to make it more attractive to females and minority groups. Workforce changes have seen an increase in females entering the service and aspiring to senior positions as well as other less well represented ethnic and social groups. As society changes, with the greater integration of multi-cultural and diverse representation into the workforce, there is a need for the service to reflect and represent the changing demographics of the UK. In the past, the traditional 30 year-long vocational career path has been potentially prohibitive to females considering a career in policing. There has been significant improvement in the representation of women across all ranks, however, the numbers of high-ranking females remain limited at 26.8% (56 females out of a total of 209 Chief Officers), lacking true representation of wider society at the most senior levels of policing. This paper seeks to indicate how HRD interventions can unlock the perceived barriers to females entering and progressing their careers within the service, retaining talent and influencing policy and practice to address the existing gender imbalance. Utilizing a mixed methods approach of questionnaires, focus groups and analysis of qualitative data from 35 in-depth interviews with senior ranking female officers in a variety of UK forces the opportunities for change are identified. The discourses that emerged from the data indicated the significance and depth of change required in both the attitudes of those who work within the police service as well as the attitudes and behaviours of the public the service serves. It seeks to identify the internal impact that will result should such moves to shift the organisational culture occur and to consider the detrimental effect upon police recruitment should the service fail to engage in such change processes.

Title	In an ever-changing world can diversity management strategies lead to enhanced business performance?		
Authors	Errol Hemans		
Stream	Diversity and Equality Issues in HRD	**ID**	235

Abstract

If human resource development (HRD) is at the forefront of shaping and changing outcomes, and increasing performance within the business environment, then diversity management must be an integral part of disrupting the ethos of business as usual. The paper will seek to identify the catalyst for change which the organisation could incorporate into its HRD strategies to reflect its stakeholders. The research will establish to what extent it is the case of one glove fits all, is appropriate, or is it a case of adopting a fit for purpose approach. Can diverse teams generate higher levels of creativity, and if there is a statistical correlation between having diverse teams and enhanced business performance. Integrated diversity and equality performance indicators are a critical means of assessing and measuring the contribution that HRM diversity management strategies contribute to performance management. However, if organisations continue to adopt a bunker mentality this will inevitably lead to their demise.

Title	Perceived work-life balance: Exploring the experiences of professional Moroccan Women		
Authors	Siham Lekchiri and Barbara A.W. Eversole		
Stream	Diversity and Equality Issues in HRD	**ID**	238

Abstract

The present study aims to understand how professional Moroccan women working in various sectors perceive their current work-life balance. While gender equity and women's empowerment have been rising in the past few years in Morocco, there may still be challenges faced to fulfil both personal and professional roles. An exploratory approach to the study has been employed in order to unveil the various barriers hindering women's work-life balance within the Moroccan organisational context. Using structured interviews, participants were given an opportunity to review what they believe is important in achieving a good work-life balance. A total of 45 women participants have voluntarily engaged in an interview that lasted between 30 to 45 minutes. Findings from this investigation revealed that the overwhelming women's family responsibilities and the requirements of their professional obligations lead to a disproportionate burden on them, resulting in difficulty to manage both roles successful, therefore causing an imbalanced work-life. The study offers valuable insights on how women view their current WLB and reflected on possible mechanisms to improve it. Understanding women's perceptions of their own WLB can facilitate the identification of strategies and policies geared towards the retention of women in the workforce, and Moroccan organisations can develop and implement strategies and policies that are geared towards creating a workplace that is more supportive of women's professional and personal goals.

Title	Getting a better understanding from women in the workplace – what do they perceive are the workplace barriers, and what do they think we should be doing about them?
Authors	Jenni Jones

Stream	Diversity and Equality Issues in HRD	**ID**	028

Abstract

The purpose of this research is to better understand the experiences of women within the workplace, and specifically what they perceive helps/hinders their career progression, from both a personal and organisational point of view and what they think would better enable them into the future. It is recognised that there are more women in the workplace now but that women are still marginalised and discriminated against in relation to pay, opportunity and career progression. How can it be that women make up 52% of the workforce globally but only 24% are in senior management positions? Worse still, 33% of all businesses globally do not have any women within their senior management teams. In the UK, 47% of our workforce is women with 21% in senior positions. To find out more about women's experiences in the UK workplace, 2 focus group sessions were held within a Healthcare organisation and 23 semi-structured interviews were held with a legal organisation. Feedback was gained in respect of the key issues; in particular highlighting what helps and hinders their career progression and what would help enable them further into the future.

Title	Knowledge sharing in gendered spaces: Implications for HRD research and practice
Authors	Caitriona Hughes and Corina Sheerin

Stream	Diversity and Equality Issues in HRD	**ID**	047

Abstract

The modern labour market is competitive, dynamic and highly differentiated in terms of cultural values and norms with organisations facing more challenges, regulation and scrutiny whilst also dealing with frequent change. This places pressure on organisations to be adaptable and learn on an on-going basis. Knowledge sharing is therefore essential in organisations today and Moreno, Ávila, and Garcia-Contreras (2018), emphasise the benefits that information sharing, and management brings not just to economies but also organisations. Situated within gendered labour spaces, this paper draws from two distinct yet related theoretical frameworks, that of Nonaka (1994) and Kissack and Callahan (2010) to explore the interactions between knowledge sharing and diverse organisational cultural contexts. This provides a unique perspective to the examination of knowledge sharing in organisations not present in the extant literature. The initial results from this study indicate that male dominated occupations have very particular organisational cultures wherein patriarchy and homosocial behaviours permeate. Such spaces create barriers and blocks for women in the exchange and sharing of knowledge. A conceptual framework is presented building on Nonaka's (1994) modes of knowledge creation and Kissack and Callahan's (2010) perspective on the reciprocal nature of culture.

Title	The Reflexive-Relational: The coalescence of HRD practices to enable multigenerational interdependence in the workplace		
Authors	Joanna Smith		
Stream	Diversity and Equality Issues in HRD	**ID**	221

Abstract

Multi-generational workplaces may become more common as the retirement age in the UK is extended. The arrival of the millennial generation in work has been considered so distinct as to require new ways of working and managing people. This paper notes these reported differences and the challenges of working multi-generationally. Primary findings from interviews with millennials and survey comments from older workers, suggest concerns with both older and younger workers, but a commonality in possible solutions. Flexibility, generational diversity training, collaborative working, peer and reverse coaching and well-being initiatives are suggested. My personal proposal is for a new approach to intergenerational working, the reflexive-relational. As a working paper this needs further research, but draws together reflective learning and generational opportunities to benefit workplace organisations.

Title	Exploring employees' perceptions of comparable worth and the gender pay gap in UK universities		
Authors	Camille Heslop-Martin		
Stream	Diversity and Equality Issues in HRD	**ID**	231

Abstract

This paper explores employees' perceptions of comparable worth or 'pay equity' relative to the gender pay gap (GPG) in UK universities. Strategies will be developed through Human Resource Development (HRD) to ensure effective implementation of comparable worth policies and to narrow the GPG. Comparable worth has been a debate for many years. Women when likened to men with comparable abilities, knowledge and skills are undervalued and less likely to be employed in senior positions. The UK 1970 Equal Pay Act makes it mandatory for women and men to receive equal pay for the same or similar work. Despite the legislation to protect men and women doing comparable work for equal pay, the GPG stubbornly exits. Theoretical literature including Bourdieu's concept of capital will be drawn on to understand comparable worth and its impact on the GPG. From a pragmatist lens, a two phased mixed methods explanatory sequential study will be applied in a cross-sectional study of university employees across job functions. The paper will contribute towards advancing the academic literature with a new body of knowledge in the field of HRD on the extent to which comparable worth exists in organisations and the impact on GPG.

Title	Rethinking Gender Gap in competition: Qualitative study of women elite leaders		
Authors	Sharon Mavin and Marina Yusupova		
Stream	Diversity and Equality Issues in HRD	**ID**	245

Abstract

This paper offers an alternative theorisation of competition to problematize claims that 'women shy away from competition much more than men.' Drawing upon an empirical study of women leaders in UK hyper-competitive contexts (81 executive and non-executive directors in FTSE 100/250 companies and influential leaders from a UK region), we highlight: the multiplicity of meanings attached to competition and a variety of forms that competition can take; the flexibility and plasticity of how competition is experienced and evaluated; and, the inseparability of competition from context and other social processes. We offer a more nuanced theory of competition as a processual social phenomenon characterised by multiplicity, fluidity and dependency on context. We juxtapose this with research into competition which claims a gender gap between men and women. The study disrupts claims about a gender gap in competition, points to the limitations of sex-based expectancy theory and stereotype-based studies of competition and provokes a rethinking of competition in organisations and leadership.

Stream 6: Workplace Learning, Training & Development

#030 - A search for training manager competencies

#071 - Skills audits: An integrative literature review

#072 - Is lean 'mean' or an employee dream: The impact of lean principles upon Human Resources employees

#080 - Learning organisation in Mexican contexts: The importance of learning organisation on employees' job satisfaction and work behaviour

#086 - Knowledge conversion to enhance workplace learning, training and development

#112 - Knowledge workers' organisationalcommitment and turnover intention: The role of organisationallearning culture and leader-member exchange quality

#147 - Artificial Intelligence: Attitudes towards new technology in a human resources function: implications for training and development

#151 - The mediating effects of organisational socialization on the school to work transition of early careerist Healthcare administrators

#192 - Higher Degree Apprenticeships: Bridging 'Knowledge' and 'Action' in the Workplace: A case study example

#212 - Fostering curiosity for creativity and innovation

#259 - Investigating the impact of Training, Learning and Development on Financial Performance of SMEs in the UK

#010 - The agency of effective feedback strategies in human development

#017 - Economic growth and human capital investment in the Nigerian economy: An error correction mechanism model

#048 - The impact of national and international standards on HRD

#130 - Smart learning in the workplace

#145 - How self-interest behaviors influence agency in organisations

#149 - Developing a multi-dimensional framework to identify positive transfer of training

#182 - The rise of popular Neuroscience: Lessons for Human Resource Development

#190 - Measuring leadership for learning at work

#196 - Employees perceptions on the employer influence on the outcomes of a degree apprenticeship work-based learning programme

#202 - Gigs, jobs, or careers? Career motivations and development opportunities for app-workers in the emerging Gig economy

#234 - From training events to continuous learning: An action research transformation

#121 - Design thinking and development of empathy and agency through reflective learning processes: High touch creativity in the new technological age

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U F H R D

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Title	A search for training manager competencies		
Authors	Darlene F. Russ-Eft		
Stream	Workplace learning, training and development	ID	030

Abstract

The paper explores the human resource development (HRD) and related literature concerning competencies needed by training and HRD managers. Two questions guided this work: (a) What are the competencies needed by training managers? and (b) What are the methods used to determine those competencies? A literature search was undertaken focused primarily on the HRD literature. The paper compared the results from several different studies of competencies and identified the similarities and differences in those findings. It also discussed the methods used in the various studies. Following the results, implications for HRD practice and research are presented.

Title	Skills audits: An integrative literature review		
Authors	David McGuire and Orla McVicar		
Stream	Workplace learning, training and development	ID	071

Abstract

Skills audits have been a largely neglected topic within the HRD literature. Yet, research shows that increasing the skill levels of individuals, companies and nations is critical to boosting economic growth and productivity (Illeris, 2018). The twin goals of optimising skills and ensuring adequate skills coverage to meet future growth ambitions are vital to improving flexibility and resilience for both organisations and society. The purpose of the paper is to examine the use and prevalence of skills audits to improve individual, organisational and societal outcomes. The paper takes the form of an integrative literature review and analysed literature published between 1990 and 2018 for the keywords "skills audit", "skills assessment", "skills analysis", "skills inventory" and "skills mapping". The paper concludes that skills audits offer organisations the opportunity to better understand their talent pool and align employee skills to organisational outcomes. Likewise, at a societal level, skills audits afford local government the opportunity to map out the geographic dispersion of skills and formulate evidence-based vocational education and training programmes. They encourage discourse on regional development priorities amongst employers, local councils, professional bodies and employment support agencies.

Title	Is lean 'mean' or an employee dream: The impact of lean principles upon Human Resources employees

Authors	Jessica Cooker, Xiaozheng Zhang and Valerie Caven

Stream	Workplace learning, training and development	ID	072

Abstract

From an interpretivist perspective, this research intends to explore the impact that lean principles have directly upon the HR employees, questioning if lean is considered 'mean' from an employee's perspective. It is to see if the HR department experienced productivity gains through the introduction of the 'leaner' practices and investigate the impact these practices have had upon the employees. The research will answer two research questions: (1) How does the implementation of lean management techniques influence the HR department in terms of value enhancement and waste reduction? (2) How do HR department employees perceive the impact of the lean principles and practices on employees' roles and future within the organisation? This research looks at a case study of a multinational heating appliances manufacturing organisation, Heating Co. Altogether eleven face-to-face semi-structured interviews were conducted. Content analysis was used to analyse the data. The research findings suggest that lean management has positive impact on the HR department.

Title	Learning organisation in Mexican contexts: The importance of learning organisation on employees' job satisfaction and work behaviour

Authors	Chun-Yu Lin, Maria Jose Piñon Ulloa, Chung-Kai Huang and Li-Yang Lin

Stream	Workplace learning, training and development	ID	080

Abstract

This research presents the theoretical framework and the results of the research project "learning organisation in Mexican contexts: the importance of learning organisation on employees' job satisfaction and work behaviour". The research subjects are Mexican employees who work in private companies in Mexico. The business world is moving as fast as the organisation of the companies. Thus, Mexican organisations have to make an important decision in order to compete among the others. Understanding how an organisation deals with their employees is important in order to know the team's capacity to accomplish objectives set by the organisation. The analysis of the data was carried out using the SPSS statistical package software and the Amos Structural Equations Modelling to find out the reliable constructs to measure learning organisation and the two outcomes, organisational cohesiveness and organisational commitment with job satisfaction using as a mediator. There is a need to evaluate all these variables together and detect their relation in Mexico. The results indicate that learning organisation and employees' job satisfaction are two crucial aspects for the existence of organisational commitment and organisational cohesiveness. All of the direct and indirect associations between the constructs were found to be positive and significant; therefore, all hypotheses in this research were supported. The thesis concludes with a discussion of the implications of these findings, recommendations for managers and human resource area.

Title	Knowledge conversion to enhance workplace learning, training and development		
Authors	Bukola Adetonwa, Sally Sambrook and Clair Doloriert		
Stream	Workplace learning, training and development	ID	086

Abstract

The purpose of this paper was to investigate how tacit knowledge can be converted into explicit knowledge to enhance workplace learning and development. We achieved this through conducting participative action research in a large, multinational healthcare organisation in the United Kingdom, which we call X4. This involved gathering a wide range of organisational documents and interviewing employees. Our findings illustrate multiple sources of knowledge creation/conversion including: personal experience; communication with colleagues/ peers; shared experiences; combining tacit and explicit knowledge; training and development, and the role of ICTs. Our findings reveal various drivers of knowledge creation/acquisition that enhance the effective sharing/conversion of knowledge, including: breaking down barriers, establishing an open information and blame-free culture, absence of ambiguity and developing a strategy for effective communication by having a clear communication structure. Our findings demonstrate that workplace learning and development and knowledge acquisition/dissemination are symbiotically related, with one enhancing the other and vice versa.

Title	Knowledge workers' organisationalcommitment and turnover intention: The role of organisationallearning culture and leader-member exchange quality		
Authors	Chun-Yu Lin, Tzu-Hsuan Tong and Chung-Kai Huang		
Stream	Workplace learning, training and development	ID	112

Abstract

This study intends to explore the impact of organisational learning culture on leader–member exchange (LMX) quality, organisational commitment, and turnover intentions for knowledge workers in Taiwan. The significance of this study is to integrate organisational learning culture, LMX, organisational commitment, and turnover intention. In addition, this research aims to use knowledge workers in Taiwan as the research population. This study can help HRD scholars to verify how the organisation supports and what the result of organisational learning culture is to the individual, team and organisation. It also helps to test whether the organisation can improve the performance through learning. Surveys were distributed to private companies located in Taiwan. A total of 399 valid responses were received. Structural equation modelling (SEM) was used to test hypotheses. There were two main results were found. First, organisational learning culture was negatively related to turnover intention. Second, the mediate effect of LMX and organisational commitment between the relationship of organisational learning culture and turnover intention does exist.

Title	Artificial Intelligence: Attitudes towards new technology in a human resources function: implications for training and development
Authors	Wilfried Niehueser and George Boak		
Stream	Workplace learning, training and development	**ID**	147

Abstract

This paper explores the attitudes of employees in a company dedicated to strategic recruitment towards the introduction of Artificial Intelligence (AI) into their work processes. The research question is: What are the attitudes of the employees of Global Talent Stream Inc towards the introduction of AI technology, and how could these attitudes be influenced to encourage future acceptance of AI? Data was gathered from employees of the organisation by interview and by survey. The use of AI is a topic attracting increasing interest and speculation, but there is as yet little empirical research on factors affecting its introduction and use. The introduction of AI considerably improved the speed and efficiency of recruitment processes. The research found that those employees who had used the new technology were positive about its effects, indicating that it was easy to use, robust, and highly productive. A proportion of employees who had not, at the time of the research, used the new system, were less sure that it would improve their ability to do their job. Implications for introducing such a system, and for employee training, are discussed.

Title	The mediating effects of organisational socialization on the school to work transition of early careerist Healthcare administrators
Authors	Mark Bonica and Cindy Hartman		
Stream	Workplace learning, training and development	**ID**	151

Abstract

In this exploratory study, we examine the lived experiences of 12 graduates from a traditional, undergraduate program in health administration over two years as they made the school to work transition (STWT). The participants were interviewed periodically about their experiences, with a particular focus on the process of socialization into their organisation and chosen career. The success of the STWT was measured from the perspective of the individual in terms of career exploration and adaptation, from the perspective of the organisation in terms of commitment and engagement, and from a joint perspective in terms of promotion. Recommendations are made for improving outcomes for organisations based on the data.

Title	Higher Degree Apprenticeships: Bridging 'Knowledge' and 'Action' in the Workplace: A case study example
Authors	Sarah Fidment, Tim Davidson-Hague and Glyn Littlewood		
Stream	Workplace learning, training and development	**ID**	192

Abstract

This working paper illustrates a case study example of how Sheffield Hallam University has designed and developed a work-based learning framework, which Sheffield Business School has subsequently used to support the design, development and delivery of a Chartered Manager Degree Apprenticeship. The paper focuses on a level 4 HR module and the implementation of work-based learning principles.

Title	Fostering curiosity for creativity and innovation
Authors	Maria Cseh, Crocco, S. and Safarli C.

Stream	Workplace learning, training and development	**ID**	212

Abstract

Driven by the rapid pace of globalisation and technological advancements, organisations are paying increased attention to the potential for creativity and innovation of their employees and are looking for learning and development programs that could foster these precious attributes and processes. Over the last 50 years, the quest for understanding these constructs has led to their connection to curiosity. The purpose of this conceptual paper is to explore the unfolding relationship between curiosity, creativity, and innovation and to discuss ways in which curiosity can be fostered in organisations to enhance creativity and innovation. Findings show a variety of ways that curiosity is related to creativity and innovations including as a motivational mechanism for creativity and as a way of developing organisational innovation, and ways to foster curiosity. Findings also showed the need for HRD research to understand curiosity and its nurturing in adults, and its implications for organisations.

Title	Investigating the impact of Training, Learning and Development on Financial Performance of SMEs in the UK
Authors	Ali Sajjadi, Julia Claxton and Nick Beech

Stream	Workplace learning, training and development	**ID**	259

Abstract

This research has investigated the statistical relationship between companies' approaches toward 'Training, Learning and Development' and their financial performance. The data for companies' approaches toward TLD was collected through a survey and the data for their financial performance was collected from FAME database. In total, 146 SMEs from different sectors across the UK participated in this research. Statistical tools such as T-Test, Mann Whitney U Test, Correlation Analysis and Multiple Regression Analysis were used to investigate the relationship between TLD and financial performance of SMEs. Some of the relationships, which are proved at a significant level, are as below: Companies, which are more committed to TLD, are likely to make more Gross Profit. However, they are not necessarily making more Net Profit. Moreover, companies, which are spending more on TLD, can potentially make more Gross Profit but their profit margin is becoming smaller. With regard to type of training 'On the Job Training' seems to be more effective training method for non-manufacturing companies. 'Classroom based Training' inside the organisation seems to be more effective training method for manufacturing companies. In addition, unplanned training can potentially be more effective in the Non-Manufacturing sector in compare to Manufacturing sector.

Title	The agency of effective feedback strategies in human development
Authors	Oluseye Abiodun Babatunde		
Stream	Workplace learning, training and development	ID	010

Abstract

Many times feedback is taken for granted in communication tasks. This neglect causes ineffective and ineffectual communication yet it is the goal and desire of every communicator to achieve increased clarity and coherence. When feedback is taken for granted, meaning becomes elusive. Feedback is the only surefooted way to measure the effectiveness of communication. Feedback is an important ingredient in any communication endeavour and anybody that is desirous of achieving success in any communication task must take it seriously. Unfortunately, this final yet important line of communication seldom receives the desired and scholarly attention. This paper therefore seeks to look at this vital element of communication often glossed over. This paper looks at communication skills and strategies for achieving effective feedback.

Title	Economic growth and human capital investment in the Nigerian economy: An error correction mechanism model.
Authors	Mukail A Akinde and Akinde, A. S.		
Stream	Workplace learning, training and development	ID	017

Abstract

The paper investigated the relationship between Economic Growth and quantum of Human Capital Investments with a view to ascertaining whether the proxies of Human Capital exerted positive shock on Nigerian Economic Growth. Researches had confirmed that the developed and emerging economies invested massively on Human Capital. Consequently, the growth rates of these countries appear to be faster than the developing nation like Nigeria, which relies mainly on the availability of natural resources. The paper collected time series data from the Central Bank of Nigerian Statistical Bulletin from 1981 to 2017. The analyses revealed that the data was non-stationery at levels. This necessitated the use Error Correction Methods (ECM) with robust econometrics tools such as Augmented Dickey Fuller (ADF), Philip Peron (PP) and Granger Causality Tests. The Multiple Regression Results portend that the proxies of Human Capital, the explanatory variables exerted significant positive shock on the proxy of the explained variable at first difference. It means that the proxies of investment in human capital exerted significant positive shocks on economic growth. It is therefore recommended that government at all levels should endeavour to increase their expenditures on education across all levels up to the minimum threshold of 26% of the budget as recommended by United Nations Educational, Scientific and Cultural Organisation (UNESCO) to drive the economy towards the path of speedy growth.

Title	The impact of national and international standards on HRD		
Authors	Heather Short and Valerie Anderson		
Stream	Workplace learning, training and development	ID	048

Abstract

This research explores the impact of national and international standards on Human Resource Development (HRD). This exploratory paper focuses on the experiences, perceptions and learning of those involved in the social construction of standards and standardisation processes in order to address three research questions. The research is grounded in institutional and organisational excellence theories and adopts a qualitative approach, based in social constructivism. Thematic analysis of the data obtained from the resultant thirteen semi-structured interviews leads to a discussion of awareness of standards, standards adoption including constraints and impact of standards. Findings indicate that that the potential impact of British Standards Institute (BSI) Human Resource (HR) standards have, so far at least, been over-estimated with little awareness of them among practitioners. This highlights a 'standards-practice' gap with those involved in the HR standardisation process appearing to not allow for the flexibility and innovativeness required in organisational practice. Consequently this, partially at least, explains the apparent absence of institutional isomorphism in the HR arena. This further suggests that more research in this area would be useful.

Title	Smart learning in the workplace		
Authors	Karen Johnson and Aleshia Hayes		
Stream	Workplace learning, training and development	ID	130

Abstract

Constantly emerging technologies have significantly altered instruction and learning. While many of these technologies are currently utilized in the workplace for training, many companies are not referencing the concept of 'smart learning'. The changing nature of work, together with heightened competition and constant changes in a complex globalized economy have propelled organisations to place greater emphasis on learning as a primary way to sustain a competitive advantage. Changes in demographics and skills demands contribute to the intensifying nature of workplace learning. Yet, research on smart learning in the workplace is very limited. The purpose of this working paper is to determine the progress of the academic literature on smart learning in the workplace by conducting an integrative literature review. This will inform future efforts in workplace training with the qualities that compose the 'smart' element of smart learning.

Title	How self-interest behaviors influence agency in organisations
Authors	Rose Baker and Malar Hirudayaraj
Stream	Workplace learning, training and development	**ID**	145

Abstract

Members of organisations have self-serving behaviours. This meta-analysis provides generalizable implications for HRD practice related to workplace relationships between a principal and an agent primarily viewed from a top-down and pragmatic lens of work delegation (Allen, Fischer, Swanson, 2008). Forecasts of agency and personal benefit in work relationships were seen as early as Adam Smith's The Wealth of Nations (1994 [1776]). To explain the economics of agency, self-serving behaviours were examined within relationships to further depict how self-interest influences personal and organisational benefit (Ross, 1973). The principal-agent relationship has mostly been studied from the effect of the contract on the principal-agent relationship and its outcomes (Azevedo and Akere, 2011; Egan, Turner and Blackman, 2017; Kolodinsky and Bierly, 2013). This meta-analysis answers the research questions (a) Do self-interest behaviours in principal-agent relationships influence the type of contract implemented for work delegation? and (b) Are there differences in the examination of self-interest behaviours in principal-agent relationships based upon the view of the study as positivist agency theory, where the organisation's structure limits the self-serving behaviour, compared to an examination of the principal-agent agency theory perspective that draws in other theories to explain the relationship such as stewardship theory, stakeholder theory, or resource-dependency theory.

Title	Developing a multi-dimensional framework to identify positive transfer of training
Authors	Peter Greenan
Stream	Workplace learning, training and development	**ID**	149

Abstract

This paper explores the possibility that multiple dimensions of transfer of training can be distinguished based on four already identified core purpose of Human Resource Development (HRD). This wider framework can support maintenance of transfer and considerably substantiate the training intervention so enhancing both individual and organisational performance. Secondary analysis of studies (n=77) focusing on transfer of training, goal setting theory and relapse prevention have been analysed using NVivo software. Findings address the scholarship to date and identify the dominance of the functionalist paradigm. Thematic analysis has also highlighted the focus on generalisation over maintenance when considering positive transfer. Conclusions are that practical utility and future research should focus on a qualitative, interpretivist perspective in keeping with the contextual differences faced by contemporary organisations. A conceptual framework is proposed along with a functional tool for practitioners to adopt into their performance management procedures.

Title	The rise of popular Neuroscience: Lessons for Human Resource Development		
Authors	Carmel Kostos		
Stream	Workplace learning, training and development	**ID**	182

Abstract

This working paper considers the rise of neuroscience in HRD practice discourse. It explores the perspectives of a representative sample of the HRD practice population to understand how research from neuroscience influences the HRD practice of facilitating learning in organisations. The initial findings suggest the word 'neuroscience' is used in HRD practice as a generic, catch-all term to broadly classify anything related to the study of how the brain functions. Professional associations play a key role in influencing HRD practice discourse and have promoted the value of engaging with insights from neuroscience. Scientific explanations from neuroscience were rendered useful to strengthen HRD methods and bolster HRD's credibility. HRD practitioners in this study employed translations of neuroscience research from sources in their practice community, rather than from academic sources. This working paper draws some tentative conclusions to shed light on how HRD practitioners engage with and theorize about new influences emerging in practice discourse. Lastly, this paper contributes to the ongoing scholarly debate about the nexus between academic research and HRD practice.

Title	Measuring leadership for learning at work		
Authors	Daniel Lundqvist, Andreas Wallo, Henrik Kock and Alan Coetzer		
Stream	Workplace learning, training and development	**ID**	190

Abstract

An important question for managers is: How do you create conditions in the work environment that facilitate individual, collective and organisational learning? In this working paper, we argue that there is a need to further develop the constructs and models originating from previous research so that we can more accurately assess how leadership influences the learning of employees. This will also help to clarify the role and contribution of leadership to a learning environment. The purpose of this paper is, thus, to investigate how leadership for learning in a work context has been assessed in previous research. To achieve this purpose, we conducted a narrative review of studies that have used or developed instruments for the purpose of measuring the effects of leadership on learning at work. The review also identifies important issues to consider when assessing the relationship between leadership and learning in a work context. The findings of our review and preliminary conclusions should be informative for both researchers and practitioners.

Title	Employees perceptions on the employer influence on the outcomes of a degree apprenticeship work-based learning programme
Authors	Joanna Booth and Sophie Mills
Stream	Workplace learning, training and development **ID** 196

Abstract

The purpose of this research is to explore employee perceptions of the actions and attitudes of senior members of their employing organisations in relation to their completion of a work-based learning programme (WBLP). Set within the context of the current UK Degree Apprenticeships agenda, research participants were employed in UK organisations within the health and beauty sector and were included in a cohort of students enrolled on a Chartered Management Degree Apprenticeship (CMDA). This paper offers important insights and implications for both WBL theory and practice in relation to the challenges and opportunities facing employees undertaking WBLPs.

Title	Gigs, jobs, or careers? Career motivations and development opportunities for app-workers in the emerging Gig economy
Authors	James Duggan, Ultan Sherman, Ronan Carbery and Anthony McDonnell
Stream	Workplace learning, training and development **ID** 202

Abstract

While emerging literature is beginning to address the dearth of knowledge surrounding the intricacies of work and the experiences of workers in the gig economy, little is known about the nature and scope of human resource development (HRD) practices in this domain. This working paper calls for a specific, delineated focus on career motivations and the provision of training and development opportunities for workers participating in a specific form of work in the gig economy, namely 'app-work'. Accordingly, this paper considers the individual factors that are likely to motivate app-workers in pursuing and remaining in roles, which seem to be predominantly precarious with little commitment existing between workers and organisations. Additionally, we consider the potential unsustainability of these roles in the context of app-workers' long-term careers, particularly focusing on the apparent lack of any formal HRD processes. Drawing on preliminary findings from on-going qualitative interviews with app-workers in a variety of roles, emerging themes and trends are presented and described. Finally, in combining established and emerging HRD theory with preliminary empirical evidence, we consider the potential wider implications of these emergent trends within the gig economy for the future of HRD theory and practice.

Title	From training events to continuous learning: An action research transformation
Authors	Kesiena Mercy Clement-Okooboh
Stream	Workplace learning, training and development	**ID**	234

Abstract

This study was carried out in an environmental services organisation based in Ireland. This study aims to examine the transformation process embarked upon to encourage continuous learning. Firstly, this study presents how the promotion of a continuous learning approach in the organisation was adopted. Secondly, it examines the experiences of the workforce as the changes occurred. Thirdly, it highlights the importance of performance support and how this had reinforced the transfer of learning in the workplace. Most organisations approach to continuous learning meant people would work in different ways. Introducing and promoting the notion of the 70:20:10 model in terms of workplace learning – 70% of learning is on the job, 20% from coaching and mentoring and 10% from formal training (Jennings, 2011).

Title	Design thinking and development of empathy and agency through reflective learning processes: High touch creativity in the new technological age
Authors	Elizabeth Bennett
Stream	Workplace learning, training and development	**ID**	121

Abstract

Complex organizational problems and the integration of new, sophisticated technologies requires HRD to consider tools and techniques that develop creative ability and human-centred design. This paper reviews HRD-related literature on design thinking, using concepts from reflective practice. The literature indicates that reflection is integral to all design thinking phases, as is empathy and agency. These have the ability to not only transform the creative thinking abilities of people but change collective theories-in-use and organizational culture.

Stream 7: Strategic Capabilities and HRD

#096 - National Accounting for Human Capital

#106 - Causal relationship between HRM and organisational performance: Evidence from the public service organisation

#138 - Revisiting the competing value framework: From-Past-to-Present transformation for organisational paradigms-HRD matrix

#014 - The success of collaborative learning approach: The case of Sampran Model Orathai Gunaseelan, Sironart Thanklang

#051 - The impact of machine learning on future HRD practice and research

#118 - Antecedents of major organisational changes and employees' behavioural reactions: The mediating role of psychological contract fulfilment

#127 - Changing the view of work: Making the case for sustainable employment

#178 - A case for cognitive diversity research in HRD

#244 - The learner as co-producer of learning and development in organisation

Title	National Accounting for Human Capital		
Authors	David L. Passmore, Mihee Park and Chungil Chae		
Stream	Strategic capabilities and HRD	ID	096

Abstract

Human capital, the potential to produce goods and service, is an intangible asset that contributes to economic growth and prosperity just as tangible assets do, such as land or capital. Yet, the inability to account for intangible assets such as human capital has resulted in under appreciation of the role of investment in these assets in promoting growth and prosperity. In this paper we outline cost-based, income-based, and the indicators approaches to conduct national accounting for human capital investments.

Title	Causal relationship between HRM and organisational performance: Evidence from the public service organisation		
Authors	Yousif El-Ghalayini		
Stream	Strategic capabilities and HRD	ID	106

Abstract

The relationship between human resources management practices and organisational performance has been invigorated by the notion that these practices results in enhanced individual and organisational performance. None the less, the literature on HRM-performance relationship has focused on private sector organisations and there has been very limited research on public service organisations. This article focuses on the relatively understudied public organisation. On the basis of a large public-organisation-wide survey, the impacts of HRM practices on organisational performance are assessed. This mixed-methods study examines the effects of HRM practices on individual worker attitudes in public organisation by reporting the results of a staff survey and follow-up interviews conducted on a cross-section of one of the largest UN agencies. The agency has a quasi-governmental role, delivering essential public services including education, healthcare, social services, and emergency aid. The empirical evidence has shown that the effects of specific HRM practices, such as training and development, outperform other practices, such as staffing and recruitment. The results also indicated that HRM practices have synergistic and complementary effects on each of the employee attitudes that exceed their individual effects. The paper concludes that although there are significant positive effects of some bundles of HRM practice and worker attitudinal outcomes, there are other factors that may positively or negatively moderates the effectiveness of these practices, raising thus the question of reverse causality.

Title	Revisiting the competing value framework: From-Past-to-Present transformation for organisational paradigms-HRD matrix
Authors	Jantrapa Pimchaikula and Pakawat Piriyapolb
Stream	Strategic capabilities and HRD	**ID**	138

Abstract

The Competing Values Framework (CVF) is one of the most influential and widely used models in the area of organisational study. The CVF consists of two opposite dimensions. The first dimension differentiates effectiveness criteria that emphasize flexibility, discretion, and dynamism from criteria that emphasize stability, order, and control. The second dimension differentiates effectiveness criteria that emphasize internal focus, integration, and unity from criteria that emphasize external focus, differentiation, and competition Together these dimensions form four quadrants – hierarchy, market, clan, and adhocracy. Despite the CVF is mainly focused on organisational cultures or shared values, there are also other aspects disguised in this framework which are strategy, structure, systems, style, staff, and skills that are different from one and other quadrant. This study; therefore, brought the 7S Model to review and illustrate the CVF in the aspect of whole organisational paradigms. In the discussion part, the authors suggested HRD approaches which are leadership development, training development, and organisation development that match each type of organisational paradigms through the Organisational Paradigm-HRD Matrix. This study was worth performing as it helped increase knowledge to the academic field and proposed practical approaches for organisational leaders and HRD practitioners.

Title	The success of collaborative learning approach: The case of Sampran Model Orathai Gunaseelan, Sironart Thanklang
Authors	Naphachara Wongchankitaa
Stream	Strategic capabilities and HRD	**ID**	014

Abstract

To achieve the business sustainability in a long term, most of corporations and companies have been influenced to implement social responsibility activities toward the collaborative management of organisational stakeholders. In order to succeed in business perspectives, the alliance and collaboration strategy with stakeholders have become more practical. This includes suppliers, venders, employees, government agency, community, customers or even competitors. To establish a bonding relationship with stakeholders, mutual conceptualization to change and grow together is essential for a long-term gain. The best way to nurture it is to develop a healthy value chain. The Sampran Model has proved to be practical solutions through the collaboration learning strategy they have implemented, even though the process was not considered to be easy at the initial stage to engage all parties involved. An approach of individual problem-solving was not a successful tool for three crucial partnerships: farmers, organic product consumers, and the hotel business. By conducting the interviews with all stakeholders, observing the behaviours and analysing the data from the hotel organisation, three themes are emerged to support the collaborative learning approach; trusts, synchronized objectives and innovative solutions. The Sampran Model has proved that the collaborative learning platform is the solution that has helped these three crucial partnerships: farmers to leverage their capability to get away from a vicious cycle; the hotel business to sustain both financial results and reputation and; the consumers to get the quality, reasonable price and healthy products. The collaborative business relationship has been integrated with the learning strategy effectively from the Sampran Model.

Title	The impact of machine learning on future HRD practice and research		
Authors	Patricia Harrison, Lynn Nichol and Jeff Gold		
Stream	Strategic capabilities and HRD	**ID**	051

Abstract

Based on the growing tendency of organisations to adopt technologies associated with artificial intelligence and specifically machine learning, the paper seeks to answer to what extent do Learning and Development (LD) practitioners incorporate both the learning of humans and machines within their areas of responsibility? We will report the findings from a series of exploratory interviews with such practitioners in order to begin the conversation within the HRD academic community. We provide a brief overview of literature on HRD/LD's work with technology before considering machine learning, which involves the use of an algorithm to analyse data from which a pattern may be formed for using in decision-making. We consider the development of key technologies associated with the 4th industrial revolution and highlight recognized dangers, exemplified by the potential for perverse results, predictions and the replacement of humans with machines. We outline our methods based on key questions for LD practitioners. Findings showed key themes relating to Emerging Awareness; Responding; Division between IT and HRD; Role of HRD; HRD and Ethical Implications. We conclude that in many ways, machine learning was still something of a black box for HRD/LD and our enquiry was prompting speculation and possibilities. We also highlight a role for HRD/LD to facilitate collaboration between stakeholders based on human-centred values in relation to the 4th industrial revolution.

Title	Antecedents of major organisational changes and employees' behavioural reactions: The mediating role of psychological contract fulfilment		
Authors	Ambreen Malik, Muhammad Naseer Akhtar and Usman Talat		
Stream	Strategic capabilities and HRD	**ID**	118

Abstract

Drawing upon Social Exchange Theory and Sensemaking Theory, the present study is aimed at examining the causal relationship between antecedents of organisational change (transformational changes TC, frequent changes FC, personal impact of change IC, and successful changes in the past SPC) as a cause and change recipients' behavioural reactions (resistance CR, disengagement CD, acceptance CA, and proactiveness CP) as consequence via the mediating role of perceived fulfilment of psychological contract PCF. The evolving nature of transformational changes over a longer span requires rigorous and continuous surveillance of processes and procedures along with training and development of human resources i.e. change recipients. Therefore, this study longitudinal research design where the data will be collected from employees (faced with major organisational changes working at commercial banks in Pakistan) at two points in time i.e. during change and post-change to see the changes in behaviours over time. The study will be useful for change agents, leaders, and managers to formulate strategic change agenda for their upcoming or ongoing organisational changes and help them identify different reactions towards change.

Title	Changing the view of work: Making the case for sustainable employment		
Authors	Sarah E. Minnis		
Stream	Strategic capabilities and HRD	**ID**	127

Abstract

The concept of sustainable employment while used in government reports and research literature, predominantly in the United Kingdom (UK) and other European countries, has not taken hold as a way of defining employment in the human resource development (HRD) literature. Built on the foundation of concepts of employability and employee agency and shaped by human capital theory as well as protean and boundaryless career concepts, sustainable employment presents a relevant and holistic way to understand employment. Based on a review of the relevant literature and identifying critical concepts underpinning the topic, this paper will argue that sustainable employment is an effective way of defining employment situations, better positions employees as agents of their own career development and employment progression, and should be used more broadly to describe employment within HRD.

Title	A case for cognitive diversity research in HRD		
Authors	Lauren Shields and Torrence Sparkman		
Stream	Strategic capabilities and HRD	**ID**	178

Abstract

Diversity and its impact on team performance has become a popular topic for academics in many fields. To date, much of the research has focused on surface level diversity. Scholars in the fields of psychology and management have begun to recognize the affect that deep-level diversity characteristics, specifically cognitive diversity, have on team performance. It has been found that differences in cognitive styles can have significant benefits and consequences for teams. The field of human resource development (HRD) has yet to study cognitive diversity and how it impacts teams. This article examines the existing empirical research on cognitive diversity's impact on team performance, suggests areas where HRD scholars can provide further insights, and provides suggestions on how to incorporate this research into HRD practice.

Title	The learner as co-producer of learning and development in organisations		
Authors	Thomas Garavan		
Stream	Strategic capabilities and HRD	**ID**	244

Abstract

The role of learners in the development of learning and development solutions in organisations has typically been passive in nature. Learners have been viewed as consumers of learning and development programmes created or developed by Land D professionals. Their involvement may not go beyond some form of training and development needs analysis. Increasingly organisations are involved in some form of co-production of learning and development with learners. This may involve the co-design of learning and development solutions, co-decision making about how the learning and development will be organised, co-delivery of learning and development and the use of the expertise and knowledge of learners and the c-evaluation of learning and development activities.

Stream 8: Learning in Small and Medium Enterprises (SMEs)

#007 - An exploration of HRD and innovation in SMEs

#049 - How informal e-learning drives creativity, innovation and change in Small and Medium Enterprises (SMEs)

#222 - Human Recourse Development, employee competencies and innovation capacity building of Small and Medium scale enterprises (SMEs) in Nigeria

#258 - Artisanal creativity and innovation as a panacea for HRD, change and economic transformation in Nigeria

#063 - How next-generation family leaders informally learn in family-SMEs: An exploratory study

#065 - Digital competence and SMEs: Review of the relevant literature

#103 - Collective reflection in an SME: Learning through talk

#113 - The promoting of 'Learning Organisations' for SMEs in Korea

#226 - Organisational identification: Facilitated training interventions as an employee Organisational Identification marker in SMEs

#270 - Training and development investment of what and how? TandD investment determinants among South Korean SMEs

#188 - Evolution of perception of HRD on the example of Small and Medium sized Enterprises in Poland

#213 - The case of SME's in the HRD field: A question of disconnections

Title	An exploration of HRD and innovation in SMEs		
Authors	Judith Woods (née McKnight), Martin McCracken and Ian Smyth		
Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	007

Abstract

As a means of exploring, the role of HRD in innovation within SMEs this research sought to identify the types of HRD interventions taking place and ascertain the impact such interventions had on SME innovation performance. The findings identified organisational culture as an important factor contributing to the nature of HRD and employee development within SMEs. To this end it was discovered that in most cases employees had bought into the mission and values of the SME and thus were intrinsically motivated to self-initiate learning and development. Such insights raise an interesting question in relation to the role of HR in HRD. With evidence of employees taking control and ownership of their own development is there a need for HR to perform this function and thus could it be proposed that HR should instead focus their efforts on enhancing the effectiveness of their recruitment and selection and well as induction / socialization processes?

Title	How informal e-learning drives creativity, innovation and change in Small and Medium Enterprises (SMEs)		
Authors	Heather Short		
Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	049

Abstract

This research explores how informal e-learning is used in Small and Medium Enterprises (SMEs), particularly as a driver for future creativity, innovation and change. The exploratory research seeks to address three research questions and is grounded in theories relevant to interaction in the context of e-learning. A rigorous review of literature in the domain of informal learning, particularly e-learning, in the context of SMEs reveals this to be an under-investigated area. However there are indications that similarities exist between informal e-learning and both the requirements and practice of SMEs. This leads to the adoption of qualitative research undertaken through three ethnographic case-studies in three SMEs of varying sizes and in different industries/sectors in southern England. Thematic analysis of the resultant data ethnographic fieldwork highlights inhibitors to e-learning in SMEs, but also indicates the prevalence of informal e-learning in the research organisations, although this is often unacknowledged due to its contextualisation. There are also suggestions that owner-managers and employees views of such learning differ. Consequently, by addressing the research questions, this research contributes to both academic knowledge and practice although it also indicates that further research is needed.

Title	Human Recourse Development, employee competencies and innovation capacity building of Small and Medium scale enterprises (SMEs) in Nigeria
Authors	Anza, Calvin Nyianshima, Undie, Unung Philip, Mngutswen, I. Hyacinth and Iyortsuun Akuraun Shadrach

Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	222

Abstract

Human Resource Development (HRD) has over the years been empirically proven to be a sure way to innovative capacity building. Management continually works towards enhancing human resource development practices. Despite this supposed benefit coupled with the abundant human resource availability, Nigerian businesses especially the Small Scale Enterprises (SMEs) have been unable to build the needed innovative capabilities, which has manifested in the high dependence of the country on other nations for goods and services among others. The Nigerian SMEs which complements the large firms boasts as a significant employer of labour, employing human resource practices. This research identified four dimensions of HRD and examined how they are put to practice in SMEs, and also, ascertains its relevance to achieving innovative capacity building. The study adopted a cross sectional survey research design and collected data through the use of 466 copies of questionnaire. Hypotheses were tested using Hierarchical Regression analysis. The study found out that, all the four dimensions of HRD (resource investment in HRD, employee exposure to HRD, management support for HRD and perceived benefit of HRD) positively correlates with innovative capacity building. This implies that, more investment in, exposure to, management support for and employees' favourable perception of HRD would enhance employee competence and impliedly lead to innovative capacity building of SMEs.

Title	Artisanal creativity and innovation as a panacea for HRD, change and economic transformation in Nigeria
Authors	Ukpata Sunday Ijuo, Musah Leah, and Rinret Winifred Lukden

Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	258

Abstract

Artisanal creativity, skills and innovations have remained as very reliable vehicles for providing solutions to so many worrisome human problems within the rural communities as well as the urban cities all over the world. Artisanal businesses exist under the Small and Medium sized enterprises (SMEs). This study evaluated how the ambidextrous functions of Artisans are critical in the concept of human resources development in the formal and informal sector of the Nigerian economy; and yet, the government and corporate agencies are seemingly unwilling to integrate them into technical and formal education for better learning and socio-economic transformation? The study adopted a descriptive research survey by conducting oral interview across 800 heterogeneous ethnic male and female groups of artisans selected randomly within Makurdi metropolis – the State capital of Benue State of Nigeria. The study was founded on two fundamental theories: 1. Creativity as a creation of new meanings (Nietzsche, 1988; Darrida, 1967; 1972); and 2. The theory of User driven innovation by Von Hippel (2005) which focuses on the individual innovator who tends to be an end user with an idea to improve a product or service. The study concluded that the training of the artisans through formal and informal learning methodology will enhance human resource development in both SMEs and the formal organisations alike. As Artisans functions in ambidextrous parlance and are symbiotic and mutually reinforcing in the discourse of HRD concept in the formal and informal sectors.

Title	How next-generation family leaders informally learn in family-SMEs: An exploratory study
Authors	Michael Mustafa and Carole Elliott

Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	063

Abstract

How do next-generation family leaders informally learn in family-SMEs? Drawing on both situated learning and stewardship theory, this study examines the informal learning characteristics of next-generation family leaders and the family-SME characteristics which condition it. Drawing on empirical evidence from four family-SMEs, we identify three main features of next-generation family leaders learning, namely it's experimental and relationally focus as well its slow and episodic nature. Additionally, Family-SME specific characteristics such as the family long-term orientation, highly unstructured work environments and job tasks, the family's attitudes towards gender and leadership were found to influence such informal learning.

Title	Digital competence and SMEs: Review of the relevant literature
Authors	Elena Hubschmid-Vierheilig, Monika Rohrer and Fotis Mitsakis

Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	065

Abstract

In the new digital world, globalisation as well as automation have reduced the number of routine, low-skills jobs. Instead, we see a rising demand in jobs with tertiary education and a shift in an enhanced skills set that could enable organisations to seek new opportunities and product innovations. Therefore, the European Union (EU), and various national governments, emphasised on the need of digitally capable graduates to satisfy organisational needs (Bilal et al., 2017; European Union, 2015; Stifterverband für die Deutsche Wissenschaft, 2018; Staatssekretariat für Bildung, Forschung und Innovation SBFI, 2017). As SMEs make out a large proportion of most national economies, it is worthwhile exploring how SMEs value digital competences on behalf of potential recruits (graduates).

Title	Collective reflection in an SME: Learning through talk
Authors	Bernadette McDonald

Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	103

Abstract

Workplace learning has long been a focus in HRD, with continuous professional development at the heart of learning. For the legal profession in the UK CPD was synonymous with mandated hours of primarily instructor led training until 2017 when reflective practice became the dominant factor. The aim of this research was to both consider the development of solicitors reflective output by way of structured reflective sessions, whether such output increased when reflecting collectively, and leading to individual and collective learning and the theoretical conceptualization of reflection in the workplace itself. Adopting an action research methodological approach in order to gain insight into the practice of learning through talk clear, themes emerged of a sample who were not trained in or conversant with reflection or reflective practice but whom were constantly reflecting collectively albeit with little formal infrastructure. The introduction of such infrastructure increased reflective output and facilitated knowledge transfer, creating a form of reflection that was both constructivist and situative, serving both the individual and collective development. The findings of the research will have implications for the structure of reflective learning in the workplace and for our understanding of the role of reflection in continuous professional development in legal practice.

Title	The promoting of 'Learning Organisations' for SMEs in Korea
Authors	Subin Park and Seok-young Oh

Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	113

Abstract

Korea's small and medium-sized companies recognize the need for education and training, but they find it difficult to carry out the training due to the fact that if one person is excluded from the job for training, the opportunity cost incurred by the absence of an alternative employee for the training will be a considerable burden on the part of small and medium- In addition, attempts to develop members' abilities through intangibles learning at work are increasing. In Korea, a number of small and medium-sized companies formed an official community with the support of the government. Building a community of practice requires a process similar to a step in promoting intangible learning. This process can be described in five steps: Performance Appraisal, Learning Episode, Complex but Clear Learning Outcomes, Diminishing Support, Creating New knowledge. In this context, Trust, shared vision, diversity of CoP, organizational support and whether or not the organization is formalized affect the activating of CoP. In particular, the factors of organization support and formalization are considered facilitators because they operate the implementation community with formal programs within the organization. However, since learning sometimes occurs without these two components, it is assumed that these elements have an indirect effect. In SMEs, CoP were utilized as communication tools or as a means to achieve shared vision. Through the CoP they form deep bonds with the members of the organization and the characteristics of small and medium enterprises, with a small number of members, were reflected forming a culture in which they could communicate directly with the CEO. It also helps to manage knowledge within an organization. It is characterized by limited access to knowledge, although SMEs realize the importance of knowledge and try to find it. Under these circumstances, CoP was responsible for the transfer of tacit knowledge to explicit knowledge.

Title	Organisational identification: Facilitated training interventions as an employee Organisational Identification marker in SMEs		
Authors	Adetola Adekunle		
Stream	Learning in Small and Medium Enterprises (SMEs)	ID	226

Abstract

Organisational Identification is a fundamental organisational behavioural concept in business that influences employee belongingness with the organisation. This paper explores the role Facilitated Training Interventions (FTIs) as a strategic human resource development (HRD) tool plays in influencing employee OI status in Small and Medium Sized Enterprises (SMEs) being part of a wider OI study in which FTI form part of an employee situational-gap OI markers. Adopting the Interpretative Phenomenological Analysis (IPA) research approach, the in-depth study carried out with 15 SME employee within the retail, health and social care, information and communication technology, financial, and the food industries of the UK conceptualised employee situational-gap OI markers as often cognitive and affective notions employees are able to control, that influences their employee OI process and hence OI statuses within the organisation. A proposed model indicates OI as a vectoral organisational behaviour factor in SMEs with both magnitude and directional attributes which are facilitated by the identified employer situational-context and employee situational-gap OI markers (with which FTI is one). This model also proposes that OI statuses can fluctuate between the two extremes of employee organisational disidentification (EOD) and employee organisational identification (EOI). Hence, quantifying OI as a vectoral factor facilitated by a factor such as FTI lends some nuance into understanding the nature of OI status with its often fluctuating levels and thus provides useful insight to how small businesses might flexibly adjust their policies, to foster a stronger sense of OI and thus belonginess of their employees with the organisation.

Title	Training and development investment of what and how? TandD investment determinants among South Korean SMEs
Authors	Dong-Yul Jung and Seojung Lee
Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	270

Abstract

This study explored the determinants of training and development (TandD) investment in SMEs. To analyse, we divided investment factors into four characteristics; job, organisation, financial, and learner characteristics. What we have found from this study are as follows. First, Korean SMEs conduct all-inclusive types of TandD. There were no boundaries in the curriculum, from general skill to job specific skill development. Besides, the TandD provider is not only the corporate itself but also Employee Skill Development Policy, the support at the national level. The company provides financial assistance for investing in TandD as well. Second, the literature review regarding investment in TandD showed that most of the studies were qualitative research. Most studies divide investment features into four shares; job, organisation, finance, and learner characteristics. On the other hand, studies method on TandD investment outcomes vary, but a few studies show that relatively few corporates consider investment features before conceded the TandD program. Third, the determinants of the TandD investment of SMEs vary. The determinants in every four areas show each critical findings. Even it is for SMEs; there is no universal reason to invest in TandD. It differs in size, finance structures, and related tasks. Individual corporates have different stories to tell. However, the overall trends in determinants are that they are emphasizing on diversity in recent years. SMEs are making efforts to provide training that meets the needs of corporates and employees both.

Title	Evolution of perception of HRD on the example of Small and Medium sized Enterprises in Poland
Authors	Andrzej Rozanski
Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	188

Abstract

With every occurring change in global economy, new and well known HRD solutions in global companies are more frequently used by SME. It pertains to the change of perception of human resources in organisation, strategy and applied method and HR techniques. The aim of the research conducted in 2011 and 2018 was a comparative analysis in the area of HRD in small and medium enterprises (SME). Throughout the years functioning of SME was associated with local type of economy and traditional development of employees. Currently small and medium companies which use modern means of communication on global market (for example IT, entertainment, financial services). "Best practices" in this area and common access to specialist information positively influence the development of awareness of MSE in the field of HRD. This situation aids changes actuating in this area. Also this situation requires an exploration of abovementioned phenomena. The effectiveness of SME is an important factor which influence economic shape of particular country. It boosts economic index and influences gross domestic product. The enterprise which is vital element of functioning of SME also influences development of desirable social attitudes.

Title	The case of SME's in the HRD field: A question of disconnections		
Authors	Eduardo Tomé		
Stream	Learning in Small and Medium Enterprises (SMEs)	**ID**	213

Abstract

It is well known that SMEs represent 99 percent of existing companies and around two thirds of the labour force. However, they are underrepresented in HRD research. The situation is importance for science and practice because SMEs have features that make them special. Crucially they are not only "small big companies" - on the contrary they are just different. Those differences and particularities usually are not accounted for. And above all act of overlooking leads to a big and very significant series of disconnections that are decisive to understand the role of HRD in SMEs. In this paper we specify this disconnection in seven items, as a start to making a systematic literature review that enables us to understand the specificity of SMEs in the HRD field.

Stream 9: Critical Approaches to HRD

#040 - Facilitating re-generative organisations: A conceptual model for HRD

#087 - A forgotten minority? Entrepreneurs with disabilities, HRD and ableism

#100 - Serious leisure as HRD intervention

#224 - Network strategies as a form of resistance in the academic career: the experience of women in accounting academia in Colombia

#230 - A three dimensional model of corporate image configuration: Lesson for human resource managers

#016 - Strategic role of Human Resources Division in the University system: The Akwa Ibom State University experience

#046 - The impact of context on HRD discourses and their implications for critical HRD practice

#069 - 'All we do is turn you into you' – Exploring the transformative power of HRD consultants

#091 - Exploring social agency in organisations through employee networks

#093 - Transforming social interests into social action through participatory learning and development

#205 - The challenges and prospects of Human Resources Development in Nigerian universities

#241 - Embedding transformative work-based mediation into HRD strategy: A critical HRD analysis

Title	Facilitating re-generative organisations: A conceptual model for HRD		
Authors	Julie A. Gedro		
Stream	Critical approaches to HRD	**ID**	040

Abstract

This manuscript proposes a model for HRD practitioners to consider, that can inspire and guide their efforts to facilitate re-generativity within organisations. It suggests that new growth can arise from existing (decaying or used up) material. There are two underlying premises of this work. First, there are some facets, dynamics, systems, structures and practices within organisations that by any reasonable observation, would not be those that one would want to "sustain." Two, the construct of re-generativity offers a way of problematizing the status quo within organisations so that they can learn and grow and transmute experiences (both wanted and unwanted; desirable and undesirable) into wisdom so that the organisations and the people in them to become stronger.

Title	A forgotten minority? Entrepreneurs with disabilities, HRD and ableism		
Authors	Carmen Svastics, Sara Csillag, Zsuzsanna Győri and Anna Hidegh		
Stream	Critical approaches to HRD	**ID**	087

Abstract

While disability is a worldwide phenomenon, affecting millions of people, their employment is still obstructed by numerous factors, among others, ableism. The able-bodied approaches to entrepreneurship and human resource development prevent labour market incentives from effectively supporting the open, inclusive and accessible work for persons with disabilities in line with the 2006 Convention on the Rights of Persons with Disabilities. However, entrepreneurship may provide some of the flexibility, career options and challenges needed by persons with disabilities to fulfil their true potentials. The current study shows on ten semi-structured in-depth interviews conducted in Hungary in 2018 how ableism might be used as a theoretical framework in exploring both the motivations and the success of entrepreneurs with disabilities.

Title	Serious leisure as HRD intervention
Authors	Dawisa Sritanyarata, Asma Tehmarnb, Wanida Thongteerac and Thawanporn Marind
Stream	Critical approaches to HRD	ID	100

Abstract

Leisure and work are interdependent parts of life. Leisure has potential in contributing to HRD. However, leisure receives limited attention in HRD field. Therefore, this study aims to explore how leisure can contribute to HRD and become an HRD intervention. This study uses a conceptual framework approach. Literatures under keywords, including 1) leisure and work and learning; 2) leisure and work and human resource development; and 3) leisure and work and HRD were selected and reviewed. Types of leisure were found with multiple mechanisms. One among several leisure types found was serious leisure, which included activities that actor puts effort and focus on based on one's own interest. Serious leisure requires actor to engage in with sense of self-development. Results from serious leisure could include knowledge and skill development that might not relate directly to work performance or result in performance improvement abruptly. However, it allows intrinsically sustainable self-development. Such self-development would give positive results in every element of life, including work. To facilitate serious leisure as an HRD intervention, HRD policy makers should eliminate intrapersonal, interpersonal, and structural constrains that relate to leisure as much as possible. Leisure skill needs to be developed too.

Title	Network strategies as a form of resistance in the academic career: the experience of women in accounting academia in Colombia
Authors	Mary Analí Vera-Colinaa, Silvia Pereira de Castro Casa Novab, Elisabeth de Oliveira Vendraminc and João Paulo Resende de Limab
Stream	Critical approaches to HRD	ID	224

Abstract

Despite the importance gained by gender research in academia, there is still a lack of studies that address realities other than European or North American, which perpetuates a Eurocentric ideal, giving no space to other voices and identities (Alcoff, 2016). Navigating the counter-current towards the South, this study aims to comprehend how female accounting professors from Colombian universities negotiate their professional identities in a markedly masculine environment. Marginalization is one of the consequences of under-representation of groups in areas such as Engineering (Hatmaker, 2013) and Accounting. To overcome marginalization and the feeling of displacement, marginalized groups develop strategies, as the creation of support networks (Vachhani and Pullen, 2019). Based on in-depth interviews with female professors in varied stages of their trajectories, this study is guided by an interpretivist approach. Eleven interviews were conducted in two distinct rounds, separated by a period of four years. As a strategy of circumvention and resistance, these women founded their own research group, adopting unprecedented practices. Our argument is that, more than a research group, they created a solidarity feminist support network. Their experience can inspire other women, in diverse contexts, and draws attention to the need for inclusion and diversity policies and actions.

Title	A three dimensional model of corporate image configuration: Lesson for human resource managers
Authors	Obioma Onyeaghala and Blessing Shaibu

Stream	Critical approaches to HRD	ID	230

Abstract

In this study corporate identity, communication and feedback were put into focus as corporate image indicators. The main research objective was to ascertain whether there is relationship between the above indicators and corporate image designing. Two service organisations based in Port Harcourt were purposively selected to form the study area. 40 employees were chosen from each of the two organisations using the systematic random sampling technique, giving a total sample size of 80. 3-point Likert-type scale was used in constructing the measuring instrument. The research questions were addressed using data collected from respondents. Data was presented using frequency distribution table and histogram. Qualitative statistical analysis was employed by means of simple percentages. Result shows that significant relationship exists between the three measured dimensions and corporate image designing. The implication is that corporate identity, corporate communication and feedback are veritable instruments for corporate image configuration. This means that gaps strongly linked to identity, communication and feedback have a significant effect on the image of organisations. It is recommended that managers should create and communicate positive image of their organisation to their publics. They should all the same; discern feedback responses from their publics as reinforcement. This way, organisations at all times, will provide unique value proposition, earn the trust, and support of their publics.

Title	Strategic role of Human Resources Division in the University system: The Akwa Ibom State University experience
Authors	Ebi Eno-Ibanga

Stream	Critical approaches to HRD	ID	016

Abstract

Human Resources Development has become an essential component of the University System. The success of the core functions of a University which are teaching, learning, research and community service depends on human factors. Therefore, the effectiveness of the Human Resources Division goes a long way in the achievements of the mission and vision of the University. Hence, this paper present the key components of the Human Resources Directorate of the Akwa Ibom State University, with a view to highlight the structure and functions of various units, achievements, challenges, lessons learnt and the way forward in enhancing sustainable human resources development and management in a University System.

Title	The impact of context on HRD discourses and their implications for critical HRD practice
Authors	Ross, Catharinea, Lynn Nichola, Carole Elliottb, Sally Sambrookc and Jim Stewartd

Stream	Critical approaches to HRD	ID	046

Abstract

The adoption of Critical HRD (CHRD) and its capacity to change practice is influenced by the political context. This paper, through discourse analysis of REF 2014 Impact Cases and associated underpinning academic output, examines the impact of political context on HRD scholarship, CHRD agendas and HRD practice. We identify that although CHRD is consistently adopted in underpinning academic output it does not transfer into written impact case studies that were reluctant to challenge representation list organisational perspectives, traditional pedagogical methods and performative values. We conclude that context has the power to silence accounts that recognise the complexities of implementing new HRD practices and policies, and challenge CHRD scholars to seek alternative formats for research to inform practice that does not disguise potential negative impacts.

Title	'All we do is turn you into you' – Exploring the transformative power of HRD consultants
Authors	J. Watkinsa, C. Zhangb and N. Wyliec

Stream	Critical approaches to HRD	ID	069

Abstract

This paper explores the claims made by external Human Resource Development Consultancies (HRDC) about their work in organisations. In both the HRD and management consulting literature there has been little focus on the role of HRD consultants. This neglect is surprising given the significance of HRDCs and their impact on HRD practice in organisations. Professionalism is used to explore the value systems and ideologies used in this discourse of HRDC work. This supports recent calls for HRD scholarship to better understand the complexity of HRD practice, what it means to engage in professional activity and how this informs the development of the profession. From the analysis of 45 HRDC's websites, findings suggest that claims emphasise the transformational nature of HRD in the support of managerial agendas. HRDCs also claim their power extends to transformation in social agendas outside of the corporate world. These claims don't reflect the potential for a darker side to this agenda such as worker exploitation. This paper contributes to the gap in knowledge about the impact of HRDCs in delivering change outcomes such as creativity and innovation, and how HRD is talked into being by the profession.

Title	Exploring social agency in organisations through employee networks		
Authors	Stephanie Sisco		
Stream	Critical approaches to HRD	**ID**	091

Abstract

The intersection between race, racism, and employment is an unyielding issue for Blacks, including Black professionals who are employed with leading companies listed on the Fortune 500. To illustrate how social issues and learning contribute to individual, group, and organisational development, this paper identifies how employee networks can foster social agency and prompt social action within and outside organisations. To investigate this phenomenon, a hermeneutic phenomenological study was conducted with members from an employee network to examine how social issues become relevant to their discussions, engagement, and learning at work. Fifth-teen interviews were conducted with Black professionals located in the mid-west region of the United States who represented different industries such as finance and banking, manufacturing, medical technology, innovation, and healthcare. By realizing how employee networks mobilize action and galvanize support for both their community and employer, this research invites HRD to recognize how social issues impact social agency in the workplace. More importantly, these implications suggest HRD can exercise a larger role in the facilitation of learning and development through a bottom-up approach.

Title	Transforming social interests into social action through participatory learning and development		
Authors	Stephanie Sisco		
Stream	Critical approaches to HRD	**ID**	093

Abstract

Executive and organisational development have established substantial credence and centrality in HRD, which has created challenges for group learning and development research (Dixon, 1992). As a consequence, HRD has become distant from internal issues that are more closely aligned with the practice of learning and development in organisations. Research regarding social interests, social justice, social action, and forms of non-traditional and social learning are gradually breaking ground in the field (Bernier and Rocco, 2003; Byrd, 2007; Collins, 2012; Pleasant, 2018), but this genre of scholarship is often considered critical or divergent from the objective of HRD. However, the reality reflects a different narrative. HRD has been slow to realize our society has always encountered issues involving inequity and discrimination against minorities, and more importantly, these imperfections have always appeared in organisations with people of colour, but have traditionally been ignored in HRD research. This paper explores how participatory learning and development (PLD) can be used in employee networks to support social interests and foster social agency in the workplace. A conceptual analysis of PLD and employee networks are presented to illustrate how shared interests related to distress and trauma can propel transformation through collective action. Implications from this study suggest HRD should expand its scope by recognizing the needs of employees who do not hold positions of power, but demonstrate the proclivity to meaningfully impact organisations.

Title	The challenges and prospects of Human Resources Development in Nigerian universities
Authors	Talatu Adamu Kuri
Stream	Critical approaches to HRD	**ID**	205

Abstract

The availability and quality of a nation's human capital determine the rate and quantum of growth and development. Resources within an organisation are to be mobilized and utilized by the available human capital to accomplish the set goals. Infect, it is people that activate the set objectives, determine the resource to use, apply the resources and coordinate the activities of an organisation to achieve the set goals. It is pertinent to note that individual skills and techniques are significant determinant of peak performance. Skills and techniques can be acquired through training and development. The study adopted a simple survey research design. The total population of the study is six thousand, nine hundred and twenty three (6,923) with sample size of one hundred and seventy three (173). The study made use of primary data through the administration of questionnaire. Data collected were analyse using descriptive statistics such as frequency and percentages. The study result showed that training and development, performance appraisal, recruitment and selection, and compensation and rewards management were the human resource management practices majorly in use in universities with efficient HR productivity. The study recommends that, through training, development and adequate performance based compensation, employee commitment to organisational success will be enhanced and the challenges encountered in the adoption of HRM practices will be reduced to barest minimum.

Title	Embedding transformative work-based mediation into HRD strategy: A critical HRD analysis
Authors	Elaine Yerby and Rebecca Page-Tickell
Stream	Critical approaches to HRD	**ID**	241

Abstract

This paper examines the challenges and enablers associated with integrating transformative work-based mediation into HRD Strategy in a post-1992 Higher Education Institution. The research addresses call's for more empirical studies that explore workplace mediation through an in-depth qualitative lens and contributes to the scarce body of work-based mediation academic studies in the UK (Bennett, 2014). Mediation has become an integral part of the UK government approach to workplace conflict management (Saundry and Wibberly, 2015). Reflecting the increasing individualist nature of workplace disputes, the CIPD also suggest that embedded transformative mediation approaches to workplace conflict can support organisations to create cultures of 'healthy conflict' and dissent (CIPD, 2013).

Fostering environments of 'healthy conflict' is associated with organisational cultures where employees and their empowerment are viewed, as key to organisational success and productivity. There is a recognition that innovation and change can be driven through dissent and conflict. When conflict appears to be damaging competitive advantage and employee well-being then transformative work-based practices can be used to address the issues (CIPD, 2013). First identified by Folger and Bush (1994) transformative mediation is based on values of 'empowerment' for all parties and the recognition and understanding of everyone's values, needs and interests. In doing there is the potential for relationships and cultures to be transformed, hence why transformative mediation has gained traction in the work place, as it assumes the importance of an ongoing relationship (Dingle and Sephton, 2018).

Traction with strategic HRD is evident in the context of the broad range of definitions for HRD that emphasize HRD's contribution to the long-term strategic performance of an organisation by empowering employees to access resources that mean they can develop their capacity of both individual and team performance (Hamlin and Stewart, 2011). In addition, often the outcomes of transformative mediation, whereby all parties agree to the way forward, often identify training and learning needs; both at the individual and organisational level. Highlighting the importance of connectivity and embeddedness of transformative mediation to the wider HRD strategy (Bennett, 2014). In identifying the connectivity between transformative work-based mediation and HRD, this research seeks to explore the challenges associated with achieving and embedding mediation approaches that seek to create a learning culture and wider organisational stakeholder gains. This research adopts a critical HRD lens to examine how hegemonic discourses can undermine and or shape the realities and challenges associated with creating learning cultures that embrace 'healthy conflict'. In doing so, this research addresses call for the greater application of critical theory in the practitioner-focused field of HRD (Rocco, Munn and Collins, 2017).

Stream 10: Practitioner Research – Learning and Teaching Research

#043 - The Professional Doctorate as a space to explore unknowingness

#120 - Jazzing up the classroom: Developing a critical pedagogy in M level teaching

#223 - Using learner analytics and multimedia to promote meaningful participation in online learning: Evidence from an experimental feedback study

#013 - Successful further education middle management: A contextualised competency framework

#015 - Enabling the acceptance of predictive policing technology: A Grounded Theory approach

#022 - Human Resources Business Partner in practice: Exploring a Human Resource Business partner model in a Canadian Health Care setting

#027 - Getting a better understanding of our BAME students – we can get them in, but how do we encourage them to stay, progress and attain?

#057 - Teaching reflection from within classroom experience in a work-based learning environment: Implications for developing the management educator

#068 - A qualitative study of the holistic impact on the student's life-story arising from the advanced level CIPD course

#129 - Using technology-enabled learning networks to drive module improvements in the UK Open University

#131 - Integrating transformative learning with Northeastern University's self-authored integrated learning (SAIL) tool: Implications for HRD

#210 - The experience of undertaking a part-time, postgraduate, professional course without an undergraduate degree: Preliminary findings from interviews

#115 - The relationships between protean career and organisational commitment in learning organisation climate

#211 - Through what processes might Laurillard's conversational framework support the development of Praxis in professional students?

#155 - Are final year HRM students learning experience preparing them for the workplace? Mapping the six characteristics from the CIPD's New Learning Organisation report to third level education

Title	The Professional Doctorate as a space to explore unknowingness		
Authors	Amanda Hay		
Stream	Practitioner research – Learning and Teaching Research	**ID**	043

Abstract

Not knowing is an integral aspect of organisational life. Yet at the same time this is often marginalised and silenced leaving organisations vulnerable. Indeed, the repression of not knowing has been implicated in numerous organisational scandals and crises. In this paper, I suggest that HRD provides one promising but so far overlooked space where managers can be helped to recognise and explore their unknowingness. Here, I focus on a particular form of HRD- the Professional Doctorate. Drawing on an analysis of 30 students' reflective journals, I offer two contributions. First, I identify the ways in which the Professional Doctorate helps students to recognise and engage with their unknowingness as they participate in the research process: through understanding the limits of *what* they know, *how* they know and *when* they know. Second, I then also illustrate how this learning informs their everyday management practice by leveraging space for inquiry with others. Implications for developing HRD practice are then presented.

Title	Jazzing up the classroom: Developing a critical pedagogy in M level teaching		
Authors	Alan Johnston, Gill Bishop and Mike Hemmings		
Stream	Practitioner research – Learning and Teaching Research	**ID**	120

Abstract

The intended focus of this research is to explore the relationship between the teaching approach of a postgraduate module and the development of a critical pedagogy. The paper reports on the views of three academics reflecting on the development of a new module, two years into delivery. The focus of the paper is on the impact of using an alternative delivery model to attempt to generate a more transformational learning environment while developing students' approach to scholarship, research and writing. Key findings point to the notion of shock for both students and staff. In particular students found the change in teaching techniques to be a challenge. However, the anecdotal evidence seemed to suggest improved engagement culminating in improved results. The article therefore offers an opportunity for fellow academics to consider their approach to teaching and learning and whether such an adaptation would work for them, in their setting.

Title	Using learner analytics and multimedia to promote meaningful participation in online learning: Evidence from an experimental feedback study
Authors	Jessica Li, Seohyun Claire Wong, Xue Yang and Allison Bell

Stream	Practitioner research – Learning and Teaching Research	**ID**	223

Abstract

The purpose of this paper is to investigate how learner analytics and multimedia could be used to create feedback that would impact online students' motivation and perception of the online learning community. An experimental design was used to provide students with feedback that consisted of different learner analytics and used different delivery methods (text or video). Two surveys collected students' motivation and perception of the online learning community using the Course Interest Survey and Course Community Survey: once at the midterm and once at the end of the course. The experiment was conducted over three semesters. The findings confirmed that feedback had a significant impact on students' motivation in the online learning environment. Student motivation was strongly correlated with their perception of the online learning community. Students who received video feedback showed the highest satisfaction. However, when design feedback and utilize learner analytical data, instructors should consider the student's individual preferences when giving comparative feedback.

Title	Successful further education middle management: A contextualised competency framework
Authors	Stephen Corbett

Stream	Practitioner research – Learning and Teaching Research	**ID**	013

Abstract

This paper investigates the role of the Further Education Middle Manager. The role operates in the further education sector, an area of education which has, and continues to, experience significant change. Operating in a dynamic environment is challenging for all those working in this sector. However, the lack of professional expectations and training further exacerbates the challenges faced by further education middle managers to undertake their role. The shortage of extant research into further education management results in a reliance on general management theory leading to generic solutions, which lack contextualisation. This paper draws upon both further education and management research to synthesise a draft competency framework for further education middle managers. Using a critical realist, mixed methods approach the framework is tested via two-stage data collection administered nationally. The first stage uses an e-survey responded to by further education middle managers (N=164). The second stage utilises an electronic q-sort activity completed by human resource managers in further education (N=51). Analysis of the data facilitates the development of a new hierarchy of competencies for further education middle managers, which is the first to consider the context, external working environment and previous experience of post holders. This contribution will assist in the training and development of existing further education middle managers as well as informing the design and implementation of recruitment and selection for future post holders.

Title	Enabling the acceptance of predictive policing technology: A Grounded Theory approach		
Authors	Marija Krlic, Pete Watt, George Boak and Jeff Gold		
Stream	Practitioner research – Learning and Teaching Research	**ID**	015

Abstract

This paper examines the processes at work in the introduction of predictive policing technology (PPT) in a large UK police force, and proposes a conceptual framework of the factors influencing the adoption of such technology. The research project was funded by the Home Office and supported by the College of Policing. Collaborative working with the police force enabled us to access a wide range of events and participants, and enabled us to adopt a Constuctivist Grounded Theory approach. PPT has been adopted by a number of law enforcement agencies in the USA as a crime prevention and detection measure, but its use by UK police forces has been limited, and limited research has been carried out about processes of adoption, and the potential benefits and risks. This paper reviews relevant literature on the adoption of technology by police forces, and the issues concerning PPT in particular. During the field research, 11 themes emerged, which we collected in six categories that interactively influenced the adoption of the technology: these are Strategy; Technology and information systems; Supervision; Roles; Performance; and Outcomes.

Title	Human Resources Business Partner in practice: Exploring a Human Resource Business partner model in a Canadian Health Care setting.		
Authors	Travor Brown, Martin McCracken, and Paula O'Kane		
Stream	Practitioner research – Learning and Teaching Research	**ID**	022

Abstract

The Human Resource Business Partner (HRBP) has often been seen as a way to enable human resource (HR) and human resource development (HRD) practitioners to become more strategic, and less transactional in focus. Yet, little research has examined the dynamics concerning the implementation of the HRBP model. In this paper, we examined the introduction of a HRBP model in a highly unionized, Canadian healthcare organisation. In total, we interviewed 51 persons (27 HR professionals or leaders; and 24 line/program managers or senior managers). Overall, we found that issues related to roles, responsibilities, and skills development of key stakeholders, especially within the HR/HRD group, played an important role in the transition to the HRBP model.

Title	Getting a better understanding of our BAME students – we can get them in, but how do we encourage them to stay, progress and attain?
Authors	Jenni Jones
Stream	Practitioner research – Learning and Teaching Research	**ID**	027

Abstract

This study is aimed at getting a better understanding of our BAME (Black, Asian, Minority, Ethnic) students in terms of their early student experiences. Recognising that the Higher Education sector is becoming increasingly diverse, it is still surprising there is such a large attainment gap between BAME and white students in relation to 'good degree' outcomes. Not only this, there are huge differences in terms of BAME students retention and progression rates. This study aims to find out from analysing 100 first year student reflective essays, how they felt in their first 4 weeks, what factors helped and hindered them in their first semester and what additional support they felt they needed. It is hoped that common themes will emerge for all students but that specific themes will emerge for BAME students which will give further guidance to Higher Education Institutions towards reducing this shameful gap. It is also hoped that the results with give helpful insights to HR practitioners, in relation to factors that matter for BAME employees when they first join an organisation and factors which may better support their progression and attainment too.

Title	Teaching reflection from within classroom experience in a work-based learning environment: Implications for developing the management educator
Authors	Rasha Goumaa
Stream	Practitioner research – Learning and Teaching Research	**ID**	057

Abstract

Teaching reflection in a work-based learning (WBL) environment where students combine work with study appears to be a neglected area of research in management education. With a focus on transformative learning, WBL programmes in HE perceives students' reflexive capacity as a skill to be learnt for professional development rather than accompanying a particular academic curriculum. In this paper, I share my experience of teaching the value of reflection and different qualities of reflective writing from within classroom experience. By this I mean helping students to 'see from within' rather than 'knowing about'. Using action research, a full version of this paper will include a description of what I did, why, and what happened. I use my dialogue with students, a 'critical friend' and teaching team in addition to my own reflection and students' reflective statements to make sense of my practice and understand its impact on others. By adopting a critical dialogic approach, I am hoping to show a practical account of my own transformative learning of becoming a management educator. The paper has practical implications for teaching reflection from within an experience and the use of action research with critical orientation for management educators' development.

Title	A qualitative study of the holistic impact on the student's life-story arising from the advanced level CIPD course
Authors	Mark Horan

Stream	Practitioner research – Learning and Teaching Research	ID	068

Abstract

The people taking the CIPD courses that I lecture on are really interesting and complex. Just as I did as a CIPD student; they have needs, wants, pressures, insecurities, drivers and detractors, aspirations, worries ... these are wrapped up in what will be termed 'expectations' for the purposes of this paper. In particular, CIPD students are taking the course for a reason. Students frame decisions about 'Will it be worth it', and retrospectively 'Was it worth it', within the paradigm of these personal and professional expectations, which extend beyond the course itself. The perspectives of life-story and holistic evaluation are uncommon in the evaluation of University course learning and return on investment; which are more typically done through quantitative, financial and moment in time (reactive) approaches. The research comprised extensive semi-structured interviews with former students who all undertook the same CIPD Advance level course, but who all have very different stories.

Title	Using technology-enabled learning networks to drive module improvements in the UK Open University
Authors	Lesley Boyd

Stream	Practitioner research – Learning and Teaching Research	ID	129

Abstract

This paper describes a work-in-progress action research project to investigate how technology-enabled learning networks may achieve practical organisational improvement outcomes in the author's own institution, a UK distance learning higher education (HE) context. Collaborative learning technology, typically used for academic learning or professional development, affords the geographically scattered and disparate practitioner stakeholders involved in distance learning module design and delivery the ability to grapple together with a problem area requiring improvement. In this particular context, there is a perennial organisational need to close a feedback loop between remote module tutors and campus based teams, to develop a joint understanding of teaching and learning design challenges, and to put tutors as close as possible to the development of solutions. However, there is insufficient conceptual and practical understanding about mechanisms by which this unfolding process of technology-enabled organisational learning might happen. The aim of this research is to investigate the active use of learning networks to achieve practical improvement outcomes, and to explore a new conceptual framework covering all stages of the required learning process. The research aims to make an original contribution to the call for actionable knowledge in organisational research, using a collaborative, equitable and rigorous action-oriented and theory-building approach.

Title	Integrating transformative learning with Northeastern University's self-authored integrated learning (SAIL) tool: Implications for HRD
Authors	Patricia Goodman and Elisabeth E. Bennett
Stream	Practitioner research – Learning and Teaching Research	**ID**	131

Abstract

The purpose of this working paper is to present critical inquiry into the connections between Transformative Learning and Northeastern University's Self-authored Integrated Learning (SAIL) Tool. Through the theory overviews and case analysis, a model is proposed with applications for teaching and implications for HRD.

Title	The experience of undertaking a part-time, postgraduate, professional course without an undergraduate degree: Preliminary findings from interviews
Authors	Christine Daley
Stream	Practitioner research – Learning and Teaching Research	**ID**	210

Abstract

Recognition of prior experiential learning (RPEL) is the process that accepts work experience as a proxy for academic attainment in university admission. This working paper presents the preliminary findings from five interviews of RPEL students. All were students at Leeds Business School, studying for postgraduate qualifications in Human Resource Management (HRM) and Level 7 membership of the Chartered Institute of Personnel and Development (CIPD). It forms part of a hermeneutic phenomenological study into the experience of undertaking a part-time, postgraduate, professional course without an undergraduate degree. This working paper presents the first opportunity to explore the data and engage with Van Manen's (1990) six stage, hermeneutic phenomenological research framework, in particular the second stage, *investigating experience as we live it.* Key themes emerging from this preliminary analysis relate to participant backgrounds or biographies, motivation, the existence of a community of practice, the significance of a student centred approach to learning in the andragogy, barriers and enablers to learning for the RPEL student, an enhancement of self-awareness, an initiation of reflective practice, which mitigated against feelings of imposter syndrome.

Title	The relationships between protean career and organisational commitment in learning organisation climate
Authors	Seok-young Oh and Seonhui Koo

Stream	Practitioner research – Learning and Teaching Research	**ID**	115

Abstract

Despite protean career attitudes (PCA) is a widely acknowledged as contemporary career development model, its relationships with organisational commitment (OC) and learning organisation (LO) have been rarely examined empirically. Because PCA is conceptualized as a career that is driven by the person, not the organisation (Hall, 1976), it tends to indicate a decline in OC which reflect employees' emotional attachment to organisation (Brisco and Finkelstein, 2009; Çakmak-Otluoğlu, 2012). Moreover, because LO is characterized by employees' continuous learning for continuous improvement of both individual and organisation (Marsick and Watkins, 1999), it tends to indicate an incline in PCA (Park and Rothwell, 2009), but from critical point of view, its characteristics focus on employee-organisation alignment and organisation-driven learning activities can negatively influence or constrain PCA (Collien, 2018).

The purpose of the research is to identify relationship between protean career attitudes and organisational commitment in learning organisation climate. The concept of PCA consist of self-directed career management and value-drive career orientation (Hall, 2004).

In addition, OC is characterized by affective organisational commitment because it reflects emotions and feelings of employees about their work condition such as learning organisation and work outcomes such as career satisfaction. Moreover, LO consist of people dimension learning activities (PDLO) which represent learning with people (continuous learning, dialogue and inquiry, team learning, and empowerment) and structural dimension learning activities (SDLO) which serve as a refining function by incorporating people's learning activities into organisation's mission and expected outcome (embedded system, system connection, and strategic leadership) (Yang et al., 2004). Based on literature review, based on critical viewpoint of LO organisation-led learning activities (i.e. SDLO) can limit individual learning and protean career attitude in organisations by controlling and managing individual learning aspirations for the purpose of organisation (Chia, 2017).

304 data had been collected from 22 firms and the PROCESS macro for SPSS was used to analyse the data. The research finds that structural-level dimensions of LO has positive relationship with OC but negatively influence protean career attitude. Moreover, the protean career attitude is negatively related to OC. This study also identifies the PDLO moderates the relationships between the SDLO and protean career attitude, at the same times, the relationships between protean career attitude and OC. Several implications in non-western context (Korean context) are suggested for scholars and professionals on the findings.

Title	Through what processes might Laurillard's conversational framework support the development of Praxis in professional students?		
Authors	Rebecca Page-Tickell, Elaine Yerby, Sima Heer, Santanu Vasant		
Stream	Practitioner research – Learning and Teaching Research	ID	211

Abstract

This paper critically evaluates the effectiveness of Laurillard's approach to the construction of blended learning and will interrogate the presentation of a Masters level module on comparative employment relations to identify the extent to which it supports learners in developing praxis. Laurillard's conversational framework (2009) identifies a technology enabled structure designed around communities of practice of learning which focuses on the specific processes for learning and the most appropriate learning tools for each stage. Its importance is in its contribution to an understanding of the development of professional skills, behaviours and values in higher education, evaluating an active blended learning pedagogy combined with authentic assessment. The results show that students have an ongoing preference for face to face interaction and further scaffolding and support is needed to encourage a more balanced use of on-line resources. The use of a case study with experiential learning elements has developed some degree of praxis. Further investigation of the second cohort and longer term response from the first cohort will support identification of the longer term impact on Praxis.

Title	Are final year HRM students learning experience preparing them for the workplace? Mapping the six characteristics from the CIPD's New Learning Organisation report to third level education		
Authors	Chitra Meadea, Jim Stewartb and Aine Lennona		
Stream	Practitioner research – Learning and Teaching Research	ID	155

Abstract

The purpose of this paper is to explore whether final year HRM students' learning experience is preparing them for the New Learning Organisation (NLO). In their report 'Driving New Learning Organisation: How to unlock the potential of Learning and Development' Daly and Overton (2017: p. 2) present evidence on why business leaders and HR professionals need to consider driving a "New Learning Organisation" that will "unlock potential and lead to Sustainable Business results." In the NLO report (2017) Daly and Overton suggest that future practitioners need to be supported by their workplace in these 6 key areas. The characteristics are 1. Clarity of purpose, 2. Holistic people experience, 3. Thriving eco-system, 4. Agile, digital infrastructure, 5. Continual engagement and 6. Intelligent decision-making.

Stream 11: Justice, Trust and the Ethical Dimensions of HRD

#110 - Investigating the effect of socially responsible Human Resource Management on employee Ethical Behaviour: The mediating effect of organisational identification

#195 - A study of Values (with a specific focus on fairness)

Title	Investigating the effect of socially responsible Human Resource Management on employee Ethical Behaviour: The mediating effect of organisational identification		
Authors	Chun-Yu Lin, Yi-Sheng Kuo and Chung-Kai Huang		
Stream	Justice, trust and the ethical dimensions of HRD	**ID**	110

Abstract

SRHRM underpins the successful implementation of CSR and directly contributes to business sustainable operation. Prior research has suggested that CSR has an impact on stakeholders' attitudes and further enhances an organisation's competitive advantage. While existing research has conceptualized the relationships between CSR policies and employees' social psychological behaviour and received some empirical support, the effect regarding employees' behaviour reacting to CSR policies still remains largely unexplored. This study applies social identity theory to construct the research model in order to examine the impact of CSR policies on employees' ethical behaviour. The study has thus far surveyed 310 employees who work at companies that have implemented CSR policies or attempted to put CSR policies into practice. Trough structural equation modelling (SEM), the finding reveals that organisational identification fully mediates the relationship between SRHRM and employee ethical behaviour. Research findings provide important insights and managerial implications for companies regarding how SRHRM influences employees' ethical behaviour.

Title	A study of Values (with a specific focus on fairness)		
Authors	Karen Trem		
Stream	Justice, trust and the ethical dimensions of HRD	**ID**	195

Abstract

The research approach for this study was phenomenography, exploring the variation in individual's perception and experience of values and fairness. The purposive sample size was nineteen (mixed gender and age) and data was collected using recorded, loosely structured interviews, which were fully transcribed; data analysis followed the 'seven step approach' of Dahlgren and Fallsberg (1991). In order to assist the researcher in bracketing personal knowledge during data collection and analysis, the primary research was carried out first, followed by a literature review. There is a role for HRD in developing a shared understanding of organisational values, since individuals will have different perceptions of what the words mean, and successful organisations require employees to live their values in behaviours, attitudes and decision-making. Organisations should encourage and support learning, which enables and encourages individuals to develop the desired organisational behaviours, decision-making and attitudes. Organisations providing learning and opportunities for travel and meeting people enable the development of tolerance and open-mindedness in their staff. Fairness is difficult to define, it can engender deeply personal emotions, and an individual's perception of it can change dependent on context and access to information. Organisations should educate their employees to be aware of the attitudes and behaviours that are acceptable within the organisation in the context of fairness. Managers and other decision makers also need to understand how to take an approach to decision making which is perceived as fair.