

Delegate Handbook

**2015 Centre for Employment Relations,
Innovation and Change (CERIC)
Doctoral Conference**

13th May 2015

**1.02, Maurice Keyworth Building
Leeds University Business School
University of Leeds**

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**2015 Centre for Employment Relations, Innovation and Change (CERIC)
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Date: 13th May 2015

Venue: 1.01 and 1.02, Maurice Keyworth Building, Leeds University Business School

PROGRAMME

09.00-09.45	Registration Venue: 1.01 Maurice Keyworth Building
09.45-10.00	Opening and welcome Professor Chris Forde, Professor of Employment Studies, Leeds University Business School Dr Dan Coffey, Director of LUBS Graduate School
10.00-11.20	Session 1. Labour markets and labour process Chair: Xanthe Hannah Venue: 1.02 Maurice Keyworth Building
	Julia Salado-Rasmussen (Aalborg University) How do we know what works in employment services for unemployed on social assistance?
	Daisy Payne (University of Leeds) Nice work if you can get it: Gender, ethnicity, location, and the labour market
	Nishu (Jawaharlal Nehru University) Impact of global outsourcing on women in labour market: A study of Sumangali contract system in South India
	Bentul Mawa (University of Leeds) Labour process regimes and patriarchal relations amongst female garment workers in Bangladesh
11.20-11.30	Coffee break
11.30-12.30	Session 2. Work and employability Chair: Meenakshi Sarkar Venue: 1.02 Maurice Keyworth Building
	Juliet Nagy (University of Leeds) Career advancement in small and medium enterprises (SMEs): experiences of a diverse workforce
	Elizabeth Lewis (Manchester Metropolitan University) Equipping carers with the skills to care: Necessary skills and Human Resource Development (HRD) practice within Adult Social Care (ASC)
	Gisela Oliveira (University of Leeds) Employability and learning transfer: A look into students' transitions between higher education and the workplace
12.30-14:00	Lunch and poster presentations – 1.01 Maurice Keyworth Building
	<u>Poster presentations</u> Fotis Mitsakis - Strathclyde University Elizabeth Lewis - Manchester Metropolitan University Meenakshi Sarkar - University of Leeds

	Marina Boulos - University of Leeds
<i>Parallel sessions</i>	
14.00-15.00	<p>Session 3a. Human Resource Management (HRM) Chair: Edister Jamu Venue: 1.02 Maurice Keyworth Building</p> <p>Fotis Mitsakis (Strathclyde University) Strategic Human Resource Development (SHRD) in lean times: The maturity of the HRD practices in Greek banks at the time of an economic crisis</p> <p>Jiachen Shi (University of Leeds) Employers' HRM response to external economic factors in the Chinese Financial Sector</p> <p>Mahmoud Abubaker (Bradford University) Islamic influences on human relations policy in the telecommunication industry: Implications for Europe from case studies in Arab countries</p>
14.00-15.00	<p>Session 3b. Employee voice and trade unions Chair: Juliet Nagy Venue: 1.01 Maurice Keyworth Building</p> <p>Ian Manborde (Ruskin College) Pedagogical insights of producing knowledge for and with activists and union organisers</p> <p>Arron Philips (University of Greenwich) Trade Unions in the whistleblowing process: Are websites a source of information and support?</p> <p>Genevieve Coderre-LaPalme (University of Greenwich) The influence of trade union power resources in the context of public health care marketisation: a comparison of case studies in England and France</p>
15.00-16.20	<p>Session 4a. Human Resource Management (HRM) Chair: James Brooks Venue: 1.02 Maurice Keyworth Building</p> <p>Nadine Munro (Salford University) The role of social media in recruitment</p> <p>Chris Mclachlan (University of Leeds) Socially responsible restructuring: The role of HR</p> <p>Wayne Harvie (Nottingham Trent University) The variability of justice in the workplace: A disciplinary case analysis</p> <p>Rebecca Enuoh (University of Bradford) Corporate Social Responsibility and traditional livelihoods in oil producing communities of the Niger delta region of Nigeria</p>
15.00-16.20	<p>Session 4b. Employee voice and trade unions Chair: Matthew Cole Venue: 1.01 Maurice Keyworth Building</p> <p>Mark Bergfeld (Queen Mary University of London) Young and precarious – understanding their self-organisation, the possibilities and implications for trade union organisation</p> <p>Joyce Mamode (University of Warwick) Joining the dots... equality representatives and their role within their trade unions</p> <p>Judith Watson (Newcastle University) Workforce engagement in worker owned organisations: Ensuring employee voice in the research process</p> <p>Wardah Azimah (University of Manchester) A study of Employee Involvement and Participation (EIP) in a limited voice</p>

	environment: A case of Brunei public sector undergoing change
16.20-16.30	Comfort break
16.30-17.30	Session 5. Work and employability Chair: Danat Valizade Venue: 1.02 Maurice Keyworth Building
	Meenakshi Sarkar (University of Leeds) A qualitative study on employment challenges faced by second and third generation British Pakistanis in the UK and why a quarter of them work as taxi drivers: choice or constraints?
	Edister Jamu (University of Leeds) In the shadows of academics: barriers to non-academic talent development at a federal public university in Malawi.
	James Brooks (University of Leeds) Tacit and explicit knowledge: Dichotomy or continuum?
17.30-17.40	Closing and thanks Professor Mark Stuart, Montague Burton Professor of Human Resource Management and Employment Relations, Director of CERIC

Abstracts

Julia Salado-Rasmussen (Aalborg University) - How do we know what works in employment services for unemployed on social assistance?

Active employment services are highly debated in Denmark and the rest of Europa. A substantial amount of economic resources are spent in the attempt to assist unemployed citizens to become self-supporting (The Economic Council, 2012). When actors on the policy level turn towards researchers and the evaluation community to learn what works they often end up disappointed. The messages from the scientific literature and evaluations are neither clear-cut nor easily transferred to political decision-making. Far too often an evaluation or a systematic review ends up with an ambiguous answer, concluding that an intervention works either to some extent or only sometimes (Pawson, Greenhalgh, Harvey and Walshe, 2004).

This challenge may simply be caused by the circumstance that the target groups constitute a diverse population who face numerous challenges of different kinds, and who do not easily transition into regular employment relations. Another possible explanation, however, is that the methods applied to evaluate these interventions are inadequate. This is, at least in part, due to a sometimes limited perception of what constitutes “evidence” and how evaluations and reviews in pursuit of this evidence should be designed. Employment services are complex interventions targeted at complex problems and this, I argue, makes standard evaluation methods unsuitable or at least insufficient.

In my presentation I use employment services as a case to illustrate the shortcomings of experimental evaluation and propose to combine its strengths with program theory evaluation (realistic evaluation). Such an approach would make it possible to study what works for whom and under which circumstances in employment services. The methodology is illustrated with literature reviews of different evaluations of employment services and with reference to my current evaluation of employment policies directed towards unemployed people on social assistance.

Daisy Payne (University of Leeds) - Nice work if you can get it: Gender, ethnicity, location, and the labour market

With current economic conditions offering bleak prospects for those not in employment (and indeed for those in employment), labour market participation continues to be an important policy issue. Specifically, it remains crucial to consider the obstacles that may arise for those who would like to work, but are not able to because their choices are limited. Gender, ethnicity, and location have all been cited as having an impact on labour market participation, with the potential to create barriers to finding work. Women still earn less and work fewer hours than men, and this varies according to ethnicity, with some ethnic minority groups exhibiting low levels of participation. These gender and ethnic differences may be exacerbated by location, which dictates the availability of services that directly or indirectly help service-users to obtain work. Furthermore, gender and ethnicity may affect location. However, much research on labour market participation over-looks the role of location, and it pitched at a national level, thus concealing the effect of location.

Drawing on data from the 2011 Census, this presentation will demonstrate how my research will explore the interrelationships of gender, ethnicity and location, specifically focusing on white British and Pakistani women in Leeds and Kirklees

Nishu (Jawaharlal Nehru University) - Impact of global outsourcing on women in labour market: A study of Sumangali contract system in South India

Last decade and a half has witnessed change in geography of jobs in the garment industry from global north to global south. This has resulted in making India a favourable sourcing destination for international retailers. The restructured global economy has provided women an opportunity to join textile industry workforce in India. Global feminisation of labour is a trend in recent world; however this has come at the expense of subordinating women further.

Though there has been extensive debate on the subordinate position of women in feminist literature, yet there is a distinct gap when we look at the position of these textile women. The paper studies the unique set of challenges faced in the labour market by young females producing for international retailers in South India. This industry integrates women aged 13 to 22 in the labour market. The girls are hired under a lesser known gullible scheme – called the “*Sumangali Contract System*”. This scheme is designed by the employers to lure the girls for lump sum payment (end of the contract) and promise of skill development, education opportunity and better living conditions. The contract generally lasts for a period of three years and the women workers are made to stay in the factory premise during this period. There is a rampant violation of labour laws in run for profit. **ILO** defines this form of contract as „*bonded labour*“.

Mixed method research has been undertaken for the paper and dual market theory and the theory of intersectionality have been used. The paper critically analyses if women have been empowered by such employment opportunity or only exploited. Overall, the paper makes an attempt to fill the knowledge gap about the working conditions of women working for international retailers under this scheme in the labour market.

Bentul Mawa (University of Leeds) - Labour process regimes and patriarchal relations amongst female garment workers in Bangladesh

This thesis considers RMG women’s experiences of work and agency within workplace and everyday life in the context of Bangladesh. It has used labour process analysis and a combination of value chain and patriarchy theory to explore the interaction of these on women’s experiences at the workplace, home and societal level. The study examines different forms and scales of regulation including labour law, the codes of practice established by specific multinational buyers and patriarchal norms and values, looking at how these impact on working conditions, everyday working practices and how these influence women’s lives. It employs a multiple case study design to analyse women’s experiences through a comparison among women working in the EPZ and non-EPZ RMG factories in Bangladesh. At the workplace level, evidence reveals a clear distinction between EPZ and non-EPZ employment terms and conditions with EPZ having better conditions of work and working practices compared to non-EPZ factories. EPZ women experience less oppressive control regime whereas a patriarchal character of control regime is experienced by non-EPZ women. Working conditions of the factories enable women to use their agency differently, for example, EPZ women engage in collective forms of resistance, however, non-EPZ women are likely to react and resist, either individually or collectively to improve their working conditions. Unlike workplace, paid work does not impact on EPZ and non-EPZ women’s home lives differently. Rather, women’s labour is generally considered as a resource for the family which is controlled by patriarchal family norms and values, with the exception of women (mostly EPZ and a few non-EPZ) with higher level of educational standards. At the societal level, factory work has given all women, regardless of education, the feeling of increased self-esteem, confidence, economic security, increased consciousness regarding life decisions and ability to utilise agency to negotiate with other people which noticeably indicate overall positive impact of work on these women in the Bangladeshi society.

Juliet Nagy (University of Leeds) - Career advancement in small and medium enterprises (SMEs): experiences of a diverse workforce

Although powerful drivers of the UK economy, and forming 99% of European businesses (European Commission, 2014a), small and medium-sized enterprises (SMEs) – having fewer than 250 employees (European Commission, 2014b) – remain insufficiently studied regarding diversity issues. SMEs make great contributions to UK economic growth and are vital to restoring stability following the 2008 downturn.

Bolstered by the increasing globalisation of the workforce, this research aims to explore how career progression is understood in SMEs. The majority of SME literature addressing diversity involves ethnic-minority start-up firms; focusing mainly on the value of family networks and resource access (Bhalla, Henderson, and Watkins, 2006; Jones and Ram, 2010; Wang and Altinay, 2012). This research intends to widen this scope. The research questions seek to examine how career advancement materialises in SMEs, to discover the factors perceived as shaping such advancement and to ascertain whether workforce demographics are influential within the SME context. Intersectionality theory (Crenshaw, 1989), founded in the junction between race and gender, is proposed as an innovative paradigm to investigate connections between marginalised groups and examine gendered practices.

Using qualitative techniques, data collection comprises semi-structured interviews within case studies of a maximum of 6 professional services SMEs in Leeds. Interview questions will consider employees' experiences of career progression and their opinions about SME diversity management. This will be triangulated against document analysis to further validate outcomes. The study of the intersection of careers and diversity benefits from a contextualised approach (Collin and Young, 2000). The possible population fluctuation across SME cases also demands this insightful and reflective methodology. Considering expected contributions, this research aims to advance career theories within a SME context and theories of intersectionality. Intersectionality shall be also be analysed regarding its practical capabilities in producing more beneficial diversity management and career progression programs; specifically to unique SMEs requirements.

Elizabeth Lewis (Manchester Metropolitan University) - Equipping carers with the skills to care: Necessary skills and Human Resource Development (HRD) practice within Adult Social Care (ASC)

Current Adult Social Care (ASC) has been described as fragmented, costly and convoluted (The Law Commission 2012), and research has highlighted a lack in appropriate management of the expanding, yet largely untrained Adult Social Care (ASC) workforce. This may be considered a factor leading to the low status and low financial remuneration, experienced by carers (Gray & Birrell 2013). Use of Human Resource Management and Development (HRMD) practices has been linked to increased performance within ASC (Atkinson, Lucas & Crozier 2012). However, this is still a relatively emerging area, and there is a need to establish the impact of specific development practices within ASC, and potential organisational or individual areas of need. Organisational factors could encompass size, specific ASC sectors and organisation type (i.e. private, local authority and not-for-profit). Individual variables could be gender, age, ethnicity or contract type. The research aims to establish how HRM and HRD practices may lead to particular outcomes moderated by individual and organisational demographics, with outcomes such as turnover within ASC through moderated mediated regression analysis. Findings from these analyses will drive qualitative work considering the support required in current ASC, the skills needed and how this relates to motivation, engagement and intention to stay.

Gisela Oliveira (University of Leeds) - Employability and learning transfer: A look into students' transitions between higher education and the workplace

Preparing students for the world of work is an increasing concern of Universities (inter alia, Jackson, 2014; Cole and Tibby, 2013; Tymon, 2013; Tomlinson, 2012; Harvey, 2005) and placements are one of the main instruments considered to promote graduates' employability (Kettis et al., 2013; Wilton, 2012). However, there is little understanding of how students engage with these placements (Tymon, 2013; Billet and Henderson, 2011) and a lack of robust evidence regarding their benefits towards employability. As a concept, employability itself is contested for a lack of a well-defined and shared definition (Tymon, 2013; Harvey,

2005) and for providing a narrow understanding of the transition between Higher Education and the workplace (Tomlinson, 2012).

Drawing from an ongoing doctoral research on students' transitions between Higher Education and their one-year work-placement, a learning transfer model is presented as an alternative framework to investigate how students develop their transitions between University and the workplace. Within this model, transfer is understood as a consequential and dialectic process of transformation experienced by the student regarding his or hers knowledge, behaviour and identity. It builds on theories and research on transfer, including identical elements theory (Thorndike, 1906; Woodworth and Thorndike, 1901), situated perspectives (Lave and Wenger, 1991), and more recent approaches like socio-cultural theories (Beach, 2003) to provide an holistic view of transfer that includes the individual, the knowledge and the context in the transfer process. Ultimately, this paper aims to provide a critical reflection on the notion of employability in Higher Education and discuss the relevance and usefulness of the learning transfer model as an alternative framework to understand the link between Universities and the workplace and students professional development within that transition.

Fotis Mitsakis (Strathclyde University) - Strategic Human Resource Development (SHRD) in lean times: The maturity of the HRD practices in Greek banks at the time of an economic crisis

This study (and poster presentation) explores and evaluates SHRD's maturity in Greek banking organisations within the context of the economic crisis. It aims at advancing our understanding on how SHRD is understood, applied and operationalized within diverse institutions through the respective lens of different HRD stakeholders, while also to portray the major factors inhibiting or facilitating its adoption, and contributed to its strategic "embeddedness" in some organisations at the time of the recent economic turmoil. A modified SHRD model, with its enhanced strategic characteristics, was suggested and utilised so to assess SHRD's maturity within the case organisations. As to that, the study draws upon qualitative research data from two case studies banking institutions in Greece, reporting on 76 semi-structured interviews with key informants (e.g. HR staff, bank managers and employees), by addressing interview questions at a pre and post-crisis manner, along with the analysis of various organisational archives (e.g. mission statements, CSR reports, HR reports etc.). Research evidence highlights the complexity attached with stakeholders' perception of SHRD, and the level of its maturity within the case study organisations. This entanglement is further explained through the variety of factors, beyond the obvious one, inhibiting or expediting its adoption, and contributed to its strategic maturity in some organisations at the time of the economic crisis. On account of all that, SHRD's maturity is highly debated, especially for a period within which a more strategic approach is required ("*When the Going Gets Tough, the Tough Get Going*" – Greek proverb). This research's contribution can be extracted through its critical mindset (multi-constituent perspective – exploring the complexity of people's understanding of SHRD maturity), while it also extends a large amount of knowledge on SHRD maturity both within a different industrial and cultural context and within the context of an economic crisis.

Jiachen Shi (University of Leeds) - Employers' HRM response to external economic factors in the Chinese Financial Sector

The global financial crisis since 2008 has emerged as not only an element shaking the financial markets and the economies but also an element to force the changes of social and political life in many countries. This reminds researchers to re-consider about the external factors impact on work, employment and HRM. Meanwhile, China, as a fast growing economy and a developing country, the interests to study on its accompanying effects on different fields are growing at an identical level. Concerned of these two trends, the purpose

of this research is to consider both of these phenomena and explore how employment relationship changes responding to this rapid growth economy and how organizational HRM strategy support organizations operation under state policies related to economic growth.

This paper considers Chinese approach to HRM within the contexts regarding at the recent changes in Chinese regulations and the trends of economy development. The issues of this paper relate to the impacts of external economic factors on work, employment and HRM, and particularly focus on employers' HRM response to the effects of external economic factors in Chinese contexts. The discussion around the impacts of the factors on HRM is addressed through understanding the process of how the economic environment affects management strategies and SHRM adjustments in financial sectors.

This research explores employers' response to the external economic environment through qualitative research. The study has been carried out through interviewing policy makers of government institutions, executive managers and HR directors from financial institutions including several state-owned and private banks, insurance companies and other financial institutions. Specific economy development policies are regularly mentioned from the respondency and proved to have impacts on HRM adjustment of most of these sectors while different perceptions and approaches between sectors are significant.

Mahmoud Abubaker (Bradford University) - Islamic influences on human relations policy in the telecommunication industry: Implications for Europe from case studies in Arab countries

Glass and Finley (2002), conceptualize work-life balance (WLB) policies as part of a human relations policy, involving a set of formal and informal arrangements designed to enable an employee to combine personal responsibilities with their employment. Western countries have introduced different WLB policies, particularly flexible working, special leave arrangements, and childcare policies (Glass and Finley, 2002; Clutterbuck, 2003). These WLB policies have been differentially applied across Western organisations reflecting different economical, gender-equity, and cultural systems (Den Dulk et al., 2012; Straub, 2007). Drawing also upon the work of Hogarth et al. (2001) and others (Gerhart and Fang, 2005), the nature of WLB policies is seen to reflect local social and culture systems, and welfare systems of nations. The present study draws on this earlier literature, in exploring the nature and structure of WLB policies in a new context: the telecommunications industry in the Arabic nation of Palestine.

This paper draws on the methodology of qualitative research, with in-depth interview with 17 managers in two large telecommunication organisations in Palestine. These organisations are well established and have innovative WLB policies. New structures of WLB policies emerged from this study, consisting of a long breastfeeding leave for women - favoured by management in light of Islamic values. The study also identifies a set of values in terms of social and work lives were not, in an Arabic culture, as distinctly separate as in most Western organisations and employees were allowed social visits and calls during office hours. The Palestinian organisations gave leave and financial support such as War crisis fund, rehousing, leave for Haj, times for prayer during the working day, and less demanding routines during the fasting month of Ramadan.

This paper contributes to debates on the nature of WLB policies and the need to view WLB policies issues in wider contexts which include the growing links of Western companies, in the increasingly transnational telecommunications industry. This can be a two-way process of information and policy exchange, and well informed organisations negotiating with Arabic countries should be aware of the need to consider a much wider range of WLB policies.

Ian Manborde (Ruskin College) - Pedagogical insights of producing knowledge for and with activists and union organisers

The MA in international labour and trade union studies programme at Ruskin College, Oxford, is the only programme of its kind in the UK, and designed specifically to meet the needs of trade union activists and officials internationally.

The specific aim of the doctoral research is to determine whether learners participating in this dedicated, trade union post-graduate programme achieve, through their learning, a formal, conscious sense of their identity and agency as actors within the milieu of trade union renewal and revitalisation activity; one important response of organised labour globally to a neo-liberal globalisation. Further, the research will also explore the extent to which the dichotomies and contested characteristics of renewal and revitalisation practice and theory impact upon learners as existing trade union actors and what this means for them in their continuing activist and officer roles.

A theoretical framework will be constructed and applied to investigate and examine these questions. First by providing an illustrative theoretical model of renewal and revitalisation theory, second by illustrating the arguable contestations and contradictions within this theory practice, last by proposing indicative dimensions of a theoretical model of the renewal actor. Additionally, the research will investigate the extent to which MA experiential and educational learning outcomes can be said to reflect processes of knowledge production redolent in allied movements (Choudry & Kapoor 2010; Novelli & Ferus-Comelo).

Arron Philips (University of Greenwich) - Trade Unions in the whistleblowing process: Are websites a source of information and support?

Trade unions have seen a gradual decline in membership. To try and stem this flow trade unions have looked to change their methods of engagement with employers, members and non-members alike. Whistleblowing has been highlighted through the media due to large scandals. Whilst legislation exists within the UK it is reactive, leaving whistleblowers without protection or assistance during the period of making a disclosure and any subsequent investigation by an employer or regulator. The question then is what support is available within the employment context to assist whistleblowers. Trade unions are separate from the employer yet they are placed within the employment context, and therefore appear to be well placed to offer support.

The paper develops a typology of how trade union strategies to increase membership resonate with support for whistleblowing. A brief review of five trade unions and the TUC illustrates various elements of this typology. A document analysis of their websites is undertaken as a pilot study to see how engaging these trade unions are with the issue of whistleblowing, by evaluating the quality, accuracy, and relevance of information about whistleblowing. This pilot study will feed into a larger qualitative study of trade unions' role in the whistleblowing process.

Genevieve Coderre-LaPalme (University of Greenwich) - The influence of trade union power resources in the context of public health care marketisation: a comparison of case studies in England and France

Faced with budget constraints and political pressures, governments in various countries have introduced different reforms in order to mimic the operation of markets in the provision of public services. Over the past three decades, mechanisms such as privatisation, outsourcing, competitive tendering and marketisation have been implemented in the management of central and local government service delivery. As a result, there has been an increased blurring of the division between the public and private sectors (Bach, 2000).

In response to work reorganisation and marketisation, local trade unions have had to turn to new tactics in order to influence managerial decisions and defend the interests of their members. However, these tactics can vary; while some local trade unions will oppose the

introduction of market inspired reforms, others will choose to participate in the marketisation process in order to try and influence final outcomes. This brings us to ask ourselves:

Which factors influence trade unions responses to the marketisation of public services?

Our research aims to better understand the factors which can affect local trade union strategy when marketisation has been introduced to public service delivery of health care. To do so, we will be comparing case studies in England and France. This will allow us to better understand the interaction of local and national influences which are specific to the England. Trade union power resources, the management strategy and the characteristics of the national institutional framework are variables which can explain of the choice of tactics made by local trade unions. Our working hypothesis is that these three variables will help us to understand the local dynamic of trade union participation in the management of public service delivery.

Nadine Munro (Salford University) - The role of social media in recruitment

Following the explosion of professional and social networking media in the previous decade, there is simply no denying the ubiquity of social media, and its penetration into everyday life. But, what does this mean for businesses and the practice of Human Resource Management (“HRM”), and more definitively what is the role of social media platforms in the recruitment process? In academic circles there is a particularly evident paucity of empirical research which explores the processes and procedures individuals/organisations employ in their HRM and recruitment practice. An extensive review of the literature has revealed a critical gap in knowledge and understanding about social media in HRM practice, and further it underpins a worrying trend, whereby employers are starting to, or are continuing to engage in the use of social media platforms for their HRM practice, without fully acknowledging, understanding or comprehending the potential costs. Consequently, this paper seeks to explore the nature and extent to which social media is being utilised for recruitment purposes, probing how extensive it is, who carries it out, what platforms are accessed, what information is sought, how is it collated, to what use the information is put, how organisations justify their practice, and what consequences there are of such practices. Utilising a qualitative methodology, the paper explores, and interprets the meanings, those individuals/organisations directly involved with the use of social media in recruitment, attach to their experiences. Among others, an early emerging theme from this research has been centred on issues associated with concerns from HRM professionals about the *digital divide* in applicant demographics and there were questions how they can address this. The paper will conclude by examining the early findings in more detail and suggest areas for further research.

Chris Mclachlan (University of Leeds) - Socially responsible restructuring: The role of HR

The means through which the processes of restructuring and redundancy might be conducted with greater social responsibility, has gained considerable traction in both academic and EU policy literature in recent years (Gazier and Bruggeman, 2008; Forde et al, 2009; Stuart et al, 2007). Much of this debate has been stimulated by the proliferation of restructuring activity, particularly since the 2008 financial crisis (ERM, 2014), and ‘increasing globalisation, the deregulation of product markets and the pressure for increasing productivity and efficiency.’ (Bergstrom, 2007:385). This paper investigates the ways in which organisations, and particularly HR, seek to ameliorate the negative effects for individuals during restructuring processes in a socially responsible fashion.

The HR function has been subject to scrutiny for its ability to act in social and ethical ways as it is often constrained by the strategic goal of ‘adding value’ to business. This dual tension raises important questions about how affected individuals are managed during restructuring and how, if at all, socially responsible practices are able to break through an economic logic.

Based on an ongoing case study this paper explores a case of socially responsible restructuring in a UK steel company. Data from both HR and trade unions are used as much of the negotiation and implementation of the restructuring process was conducted between these two actors. As the organisation declared its restructuring process to be *socially responsible*, the case study understands how this notion was *conceived* and *implemented*. The paper provides insight into the tensions within HR resulting from a strategy to deliver reduced cost and head count, and union demands for no compulsory redundancies. Particular attention is given to the design and implementation of HR's conception of what a socially responsible restructuring process entails in terms of specific practices; the 'cross-match' process and social dialogue in particular.

Wayne Harvie (Nottingham Trent University) - The variability of justice in the workplace: A disciplinary case analysis

Outline. Workplace transgressions by the employee are a daily feature of organizational life and in the main are dealt with informally by supervisors/managers. However, formal disciplinary action may be necessary where the extent of minor infringements continue, or the misdemeanour is seen as serious. This research focusses solely on cases warranting formal disciplinary action.

Design. Most research has tended to use general workplace self-report surveys capturing an individual's *interpretation* as to their own and occasionally others misdemeanours; in contrast this five year longitudinal study (263cases) used only data from actual cases and is less *subjective*. A range of various demographics and disciplinary process variables (eg. age, gender, offence type, disciplinary outcome etc.) were monitored. These variables were analysed primarily against the overall workplace data, and in part against the census, and crime data. Anonymised records ensured no breach of Data Protection legislation.

Outline of Findings. -Age, tenure, gender, and absenteeism are all statistically significant variables.

-Ethnicity and disability dataset too small to draw firm conclusions

-Types of offence and gender are significant.

Impact of Findings. Whilst employee theft and fraud account for approximately 30% of business failures, workplace misdemeanours are far wider than this, including occasionally conduct outside work which impacts on the contract of employment. This employer has incurred excess costs of over £0.25m. for suspended employees during the disciplinary process, and £0.17m. in excess sickness pay on disciplined employees, so the impact for the 1.2m. cases a year in the UK is potentially considerable.

Conclusion. Disciplinary justice in the workplace shows signs of a variability which sets it apart from the workforce demographics/statistics. The HRM profession need to be more proactive in prevention.

Rebecca Enuoh (University of Bradford) - Corporate Social Responsibility and traditional livelihoods in oil producing communities of the Niger delta region of Nigeria

The business organization of any forms whether large or small is seen as a creation of society and whose survival depends on the very society. Business has to respond to the changing societal expectation by increasingly redefining and justifying its involvement in developmental issues in terms of corporate social responsibility (CSR). Regardless of whether one accepts or rejects CSR premise, the idea of CSR presupposes that businesses have obligations to society that go beyond profit-making to include helping to solve societal, social and ecological problems. The Nigerian economy depends on oil; approximately 90 percent of its earnings and 80 percent of federal revenue is derived from oil. This therefore places the multinational oil companies at the forefront of business and a focal point in economic well-being of the nation as well as the welfare of the Nigerian society. Petroleum exploitation in the Niger delta region over the years has had its impact on the oil producing

communities. This paper critically examines the activities of Exxon Mobil and their impact on traditional livelihoods of local communities and populations in the Niger Delta, Nigeria. The study adopts an exploratory case study approach. Drawing on empirical data obtained through twenty four in-depth face-to-face interviews and critical analysis, this paper argues that the failure to seek, understand and integrate community perceptions and needs into CSR policies and practices would result in the absence of an enabling environment for the firms operation. The paper concludes that unless these gaps are addressed, by providing alternative livelihood programmes, CSR by the Nigerian oil industry is likely to continue to fail in the achievement of its full potential.

Mark Bergfeld (Queen Mary University of London) - Young and precarious – understanding their self-organisation, the possibilities and implications for trade union organisation

This paper seeks to understand the extent to which young people's precarious position and activism in neoliberal austerity challenges trade unions to re-think their practices. It forms part of the author's on-going PhD research into precarious Southern European migrants' self-organisation and the possibilities for trade union organisation.

The first section discusses the different accounts on precarity and precariousness found in social theory (Lorey 2015; Standing 2011; Sennett 1999), industrial relations (Doogan 2012; UCU 2015; Heery & Salmon 2000; Pollert & Charlwood 2009), social movements literature (Raunig 2007, Candeias & Völpel 2014) and popular/journalistic accounts (Mason 2011; Perlin 2011) to show that (1) there is a large overlap between being young and precarious but they are not synonymous (2) that industrial relations scholars and trade unions need to include its effect on citizenship rights and culture to understand the way in which precarisation is "re-making the working class" (3) that this reconfigures young people's agency (*Handlungsfähigkeit*) and hence facilitates the new forms of sociality, activism and collective action around work and precarity.

In the second section, the author analyses young people's activism against the different phenomena associated with precarity (EuroMayDay, precarious workers' unions, student protests). Based on participant observation as part of his ethnographic research, he pays particular attention to student movements' and precarious workers groups' practices (occupation, metropolitan strike, horizontalism) and their relationship to the official trade union movement. Drawing on Rucht (2004), he distinguishes between antagonism, abstention, absorption/adaptation, agonism, accommodation, alternatives. He compares these with union's youth strategies discussed in the industrial relations literature (Holzschuh, 2014; Vandaele 2013; Pollert & Tailby 2006; Simms 2012; Kretsos 2014; Hodder 2014; Panagiatopoulos 2012) and identifies their strengths/limitations and possible points of convergence in organising these new actors.

Joyce Mamode (University of Warwick) - Joining the dots... equality representatives and their role within their trade unions

Trade unions have, in recent years, been focussed on enhancing their contribution to the workplace equality agenda (TUC, 2014). One noteworthy trade union initiative in this area has been the establishment of the role of equality representative. Despite the lack of statutory backing for the role, a number of UK trade unions have introduced the position into their lay structures. The most recent TUC Equality Audit (TUC, 2014) reports a total of 19 unions representing 87% of union members now having some degree of provision for equality representatives.

It has been argued that equality representatives have the potential to positively influence the equality practices of the organisations in which they are present (Bacon and Hoque, 2012). However, little has been written of the role equality representatives potentially have to play in promoting equality policy and practice within their trade unions.

Using data obtained from interviews with union national equality officers, this presentation will share insights gained into the internal strategic role that trade unions are setting out for their equality representatives, as a link between the workplace and national level equality related constitutional committees. This internal role, it will be argued, potentially enhances the representational justice aspects of a trade union's collective voice function (Briskin, 2014; Freeman and Medoff, 1984).

Judith Watson (Newcastle University) - Workforce engagement in worker owned organisations: Ensuring employee voice in the research process

Workforce engagement is of growing interest to social scientists and builds upon well-established research examining worker motivation, satisfaction and commitment. Current literature suggests that where engagement is high within an organisation, so too is worker well-being and organisational productivity. Nevertheless, despite the enthusiasm of many academics, policy-makers and practitioners about workforce engagement, it remains understudied within contemporary employment relations literature. Moreover, where engagement is investigated, it tends to assume engagement is good; it is dominated by quantitative, large-scale studies that focus predominantly on the outcomes of engagement; it under-emphasises the importance of the broader organisational context and the mechanisms through which engagement operates; and is limited in terms of understanding engagement from the perspective of the employees, i.e. employee voice.

The proposed research will provide a contextually rich investigation of the complex dynamics of workforce engagement within worker owned co-operatives. A longitudinal, qualitative single case study design will be used to address the following overarching questions: is engagement good, and if so, for whom, how and why? Adopting a critical realist approach, the internal and external contexts in which engagement operates will be studied as will the mechanisms through which it operates at the level of the organisation, group and individual. Pawson and Tilley's (1997) configuration of context, mechanism and outcome and the interplay between them will be used as a framework for the research. However, for the purposes of this study, there will be less emphasis on outcomes and an additional consideration of organisational structure. The chosen research methods are observations, semi-structured interviews and documentary evidence and Grounded Theory will be used with respect to data analysis. The presentation will address the issue of the extent to which the chosen methodological approach will enable the emergence of employee voice in relation to workforce engagement.

Wardah Azimah (University of Manchester) - A study of Employee Involvement and Participation (EIP) in a limited voice environment: A case of Brunei public sector undergoing change

Coordination between economic actors within the Brunei environment appears to be achieved through 'cooperative' relationships, led by the state. It is argued that this cooperative approach usually implies that labour should have a voice in the governance of the firm, often tend to be characterised by forms of board of representation and works council and support for this is underpinned by employers' organisations and trade union. However, such is not the case in Brunei. Despite Brunei's strong government intervention to promote cooperation, apparently it does not have a system which supports a place for employees in the governance process. This suggests that the dynamic of this unequal social relationship calls for a more critical lens which challenge the naïve view of the mainstream conception of EIP. We should move beyond the mainstream unitarist HRM or OB lens which do not properly consider how the unequal employment relationship creates in one way a divergence of interests between employees and management that gives employees cause to have a voice on their own terms.

The EIP literature has been criticised for having the tendency for EIP initiatives to be viewed solely in a positive light and ignoring the more contested and mundane aspects of

participation. The managerialist HRM agenda has also been observed to have a strong foothold in the current debate setting a powerful debate in terms of the micro and operational dimensions at the expense of a broader social and political imagination. Therefore, given the distinct feature of Brunei's political landscape, this might provide the debate with a platform to break free from the current obsessive focus on workplace issues. This study therefore seeks to engage with this theoretical challenges by exploring and understanding the complex nature of EIP in a public sector organisation in Brunei, a developing monarchical country in Southeast Asia which offers a limited voice environment. It provides an account of how and why EIP practices develop in a certain way in the workplace framed in the backdrop of an organisational change. This study adopts a qualitative case study as the research approach, employing in-depth interview conducted with administrators and staff across different levels in the organisation supported by participant observation and documentation analysis.

Meenakshi Sarkar (University of Leeds) - A qualitative study on employment challenges faced by second and third generation British Pakistanis in the UK and why a quarter of them work as taxi drivers: choice or constraints?

Almost 1 in 4 British Pakistanis work as taxi drivers in UK (EHRC, 2010). For the many Pakistanis who came to work in the mills and factories of England in the late 1950s for socio economic reasons, the decline of the industrial sector in the UK, and rise of the service sector left them with limited options in the labour market owing to their low human capital and the mismatched skill requirements of the service sector.

While there is agreement amongst academics that ethnic minorities in UK face many barriers to success in terms of educational attainment, jobs at lower levels, fewer qualifications, pay differentials etc, statistics suggest that Pakistanis in Britain are greatly disadvantaged in comparison to most of the other ethnic groups like Indians and Chinese (Clark and Drinkwater, 2000; Modood et al, 1997; EHRC, 2010; Tackey et al, 2006).

Unemployment rates are steep for Pakistanis (20%) who also have the highest self-employment rates at 35% compared to the Indians and Whites (Modood et al, 1997). Support for the proposition that these employment differences with whites are due to discrimination can be found in a number of studies. However, what they do not explain is the difference *within* ethnic groups and their (un)employment experience. However, what is disturbing is that the second generation of this community, who have been educated and grown up in the UK, are also in elementary professions in large numbers. Apparently the new generation has benefited to some extent from participation in the British education system as those with higher qualifications have grown by half especially at degree level, and especially for women (EHRC, 2010). However, this does not necessarily translate into better labour market performance for ethnic minorities and Pakistanis are no exception (Modood et al, 1997).

This ethnographic/qualitative study will attempt to look at this situation from generational perspectives to provide insights into why male workers in this community are into elementary jobs/professions, the implications of this marginalisation on their socio economic life and the impact of this on future generations.

Edister Jamu (University of Leeds) - In the shadows of academics: barriers to non-academic talent development at a federal public university in Malawi

Background/Problem: Talent management, a key management issue in the past ten years (Thunnissen et al. 2013), requires organizations to find, develop and retain individuals with competences and commitment needed for their jobs (Beechler & Woodward 2009). In academia, academic recruitment and retention is increasingly difficult due to the competitive market for academic talent (Kubler & DeLuca 2006). As a result, academic institutions need to understand factors governing recruitment and retention of academic staff. (Verhaegen 2006). Such calls, however, have been at the expense of non-academic talent development, the development of those in academic institutions who perform what is perceived as non-core

functions. When the Government of Malawi (2002) committed to focus on efficiency, quality and motivation of teaching and research staff in universities, the consequences on non-academics were apparent. They needed to navigate barriers in order to develop, despite their role of facilitating university business. Knowledge of barriers to non-academic talent development could go a long way towards a vibrant university business experience.

Aim: The aim of this paper is to investigate barriers to non-academic talent development at a federal public university in Malawi.

Methodology: The paper adopted a qualitative research design. Semi-structured interviews were conducted with staff members of a constituent college of a federal university and the central administration office in Malawi. Participants included academics and administrators/managers. Triangulation was achieved by analysing selected documents. Thematic analysis was used to isolate and organise perceived barriers towards non-academic talent development.

Key Findings: Results confirm the perception that non-academics perform peripheral roles in the university while academics are at the core of university business. Consequently, academics have more opportunities for development than clerical, technical and support staff as well as those in administration. These and other findings are discussed with a view to appreciating the challenges facing non-academic talent development.

Practical relevance: The paper highlights key barriers to development of non-academic talent that universities need to address in order to create a vibrant work experience for both academics and non-academics

James Brooks (University of Leeds) - Tacit and explicit knowledge: Dichotomy or continuum?

Knowledge creation arguably gives businesses first mover advantage. However, in order to sustain competitive advantage over time organizations need to exploit, maintain and capture both explicit and tacit knowledge. The former is unproblematic as explicit knowledge is readily codified, disseminated and understood. The latter is ephemeral and organizationally obtuse. Experience, intuition, connoisseurship and skills are often difficult to articulate let alone capture.

A review of extant literature on tacit knowledge reveals ambiguities and inconsistencies both in terms of paradigm and everyday organizational praxis. Very often our understanding of tacit knowledge has become entangled with a desire to codify or capture it. Similarly normative statements attempting to define tacit knowledge are often obfuscatory and lack theoretical precision. The former because questions regarding the nature of tacit knowledge are often reduced to questions of transfer or the conversion of one form of knowledge into another. The latter because tacit knowledge is often viewed as either a dichotomy or a continuum which is incongruous with the paradigm enunciated by Polanyi.

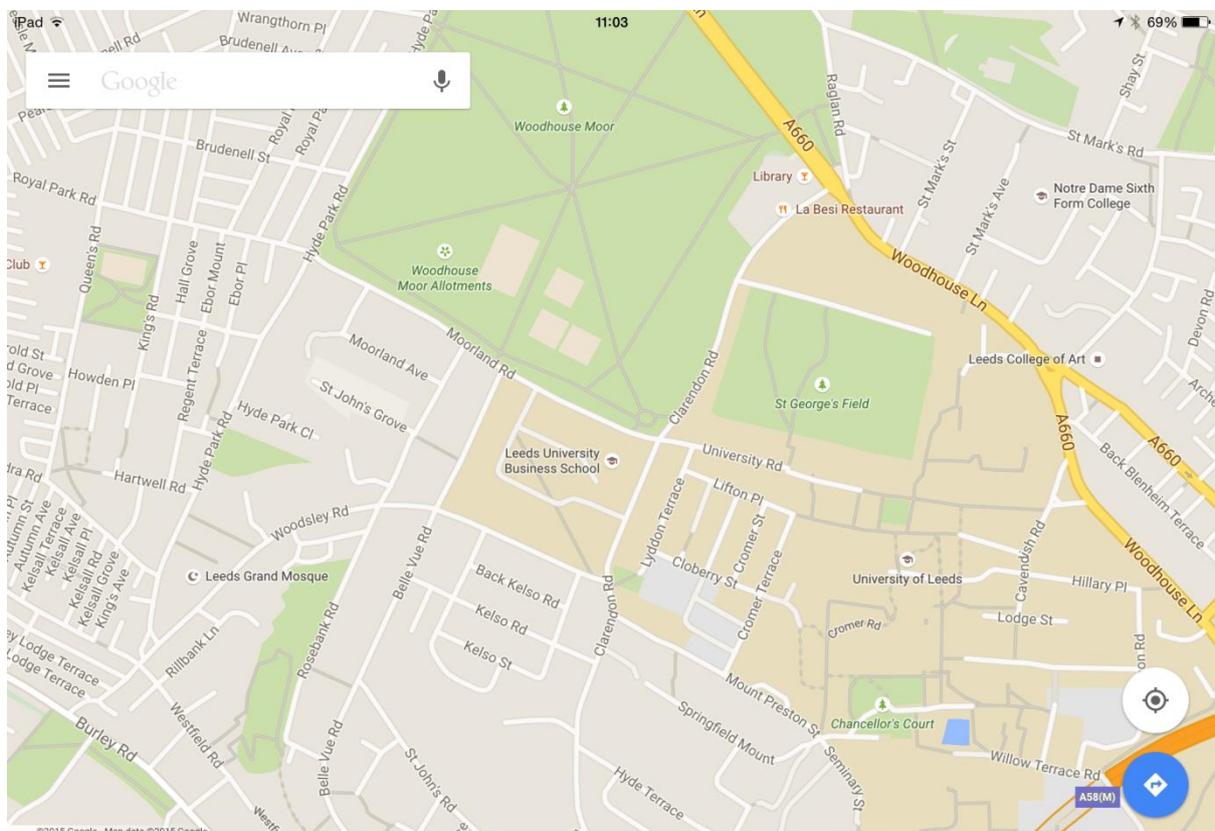
This paper explores the meaning of tacit knowledge, its importance to organizations and theoretical underpinnings. Some of the misconceptions surrounding both the nomenclature and theory of knowledge transfer within organizations are also considered with some suggestions for clarity in both paradigm and also praxis.

Maps and directions

Directions to the University of Leeds can be found here - http://www.leeds.ac.uk/info/20014/about/157/how_to_find_us

The main conference venue is 1.02 Maurice Keyworth Building.
Registration, refreshments and the parallel session in the afternoon are all in 1.01 Maurice Keyworth Building – both rooms are accessible by stairs or lift
[http://students.leeds.ac.uk/rooms#building=Business-School-\(Maurice-Keyworth\)](http://students.leeds.ac.uk/rooms#building=Business-School-(Maurice-Keyworth))

University campus map can be found here – Maurice Keyworth Building is No. 19 on the map – http://www.leeds.ac.uk/site/custom_scripts/campus_map.php



 Around University of Leeds

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