



Leeds University Business School Research Conference

Thursday 20 June 2024

**Cloth Hall Court, Quebec Street
Leeds City Centre**

LUBS Research Conference 2024

About the Conference

Location: Cloth Hall Court, Quebec Street, Leeds LS1 2HA

The LUBS Research Conference will provide an opportunity to showcase our research excellence and support the development of collaborative research practice. The conference aims to provide a space for colleagues to come together to share their research with peers, identify synergies in our research, foster collaboration across centres and departments and establish a platform for interdisciplinary research. The conference will include plenary sessions, presentation sessions and a workshop.

There will be an *Impact track* running over the day that will enable a select number of participants to present research that aims at influencing non-academic knowledge users such as policy makers, for-profit and non-profit organizations, and public sector organizations. Research that originates from large grants, demonstrates collaborative engagement, or in any way promises to resonate beyond academia would fit perfectly within this track. It is also an opportunity for all colleagues who are thinking about developing impact cases to showcase their current work.

You can also join in the conversation on X using the hashtag #LUBSResearch

Programme

09.00–09.30	Arrival and refreshments
09.30-09.40	Welcome by Deputy Dean Professor Niall Hayes [Herringbone Suite]
09.40-10.40	First Plenary session: REFining Research Culture to achieve Research Excellence [Herringbone Suite]
10.40-11.00	Refreshment break
11.00-12.15	First Parallel sessions [Breakout Rooms]
12.15-13.00	Networking lunch

	[Merchants Hall]
13.00-14.15	Second Parallel sessions [Breakout Rooms]
14.15-14.30	Refreshment break
14:30-15.45	Third Parallel sessions [Breakout Rooms]
15.45-16.45	Second Plenary session: Exploring Research Culture: Honest Accounts of the Highs and Lows in the Research Journey [Herringbone Suite]
16.45-17:30	Developing workable flex in research and wellbeing session [Herringbone Suite]
17.30-18.30	Drinks Reception and canapés [Merchant's Hall]

Behaviour Lab stand – throughout the day in Merchants Hall

Unlock new research possibilities at the Behaviour Lab stand. Join them to explore how their cutting-edge equipment can enhance your research. Chat with Lauren and Helen, the behaviour lab manager and director, and get hands-on with interactive demos. Discover the future of research capabilities in the Business School!

Opening Plenary Session 09:40 – 10:40

‘REFining Research Culture to Achieve Research Excellence’

[Herringbone Suite – 1st floor]

Summary:

According to the Royal Society, research culture is defined to encompass the behaviours, values, expectations, attitudes and norms of our research communities. Research culture determines the ways in which we collaborate, communicate and interact with each other, and influences our behaviours, attitudes and values that shape how our research is developed, conducted, disseminated, and used. A positive research culture is essential to deliver excellent research, but what steps are being taken to improve research culture in universities across the UK?

In this panel, we will hear perspectives from those leading, and involved in, research culture initiatives within and beyond Leeds, including insights on research culture

strategies, cross-institutional networks, early career development opportunities and where research culture sits within REF2029.

Panel: Professor Mark Stuart, Professor Candy Rowe, Professor Robin Holt; Dr Charlotte Stephenson

Chair: Professor Yingqi Wei

Panel Members Bio's:

Professor Mark Stuart

Mark is Montague Burton Professor of Human Resource Management and Employment Relations, Founding Director of CERIC, Co-Director of the ESRC Digital Futures at Work Research Centre (Digit) and Pro Dean for Research and Innovation at Leeds University Business School. Through Digit, awarded £6.5million from ESRC, Mark co-leads research programmes aiming to increase understanding of how digital technologies are changing work and the implications for employers, workers, job seekers and governments. Mark was elected a Fellow of the Academy of Social Sciences in 2019, and through Mark's role as Pro-Dean, he leads on the development of the Faculty's research and innovation strategy, creating a research culture and environment which delivers high quality research and impact for the region and beyond.

Professor Candy Rowe

Candy is Professor of Animal Behaviour and Cognition and Dean of Research Culture and Strategy at Newcastle University (NU). On top of enjoying research at the interface between psychology and evolutionary biology, Candy is passionate about supporting people's careers and seeing them develop and succeed, and is a strong advocate for equality, diversity, inclusion (EDI) in the research environment. Prior to becoming Dean of Research Culture and Strategy, Candy has been Chair of NU Women (their staff network for women across the institution), and Director of EDI for their Faculty. Candy is also Co-Chair of NU's 'For Families' project to make the University more family friendly, and co-lead on a Wellcome Trust funded project to build an EDI Toolkit for research leaders.

Professor Robin Holt

Robin Holt is Professor of Strategy and Aesthetics at the University of Bristol, UK and Adjunct Professor at the Graduate School of Management, University of Kyoto. Prior to this he was Professor at Copenhagen Business School, Denmark. He has a PhD in Government from the London School of Economics and Political Science. He studies the nature of organizational form, and the use of strategy to create and sustain these forms. He has authored a number of books related to this study, including: *Strategy Without Design* (2009, with Robert Chia); *Judgement and Strategy* (2018), and most recently *The Poverty of Strategy* (2023, with Mike Zundel). He was editor of the journal *Organization Studies* 2013-2017, and is

currently on the Editorial Board of *Academy of Management Review* as well as Associate Editor at *Foucault Studies*.

His interest in research culture is grounded in critical cultural studies. In his writing work this interest has manifest itself in a paper published in AMLE on conscience and consciousness in business school education, and a further follow up paper (yet to be submitted) on the discourse of impact and relevance in business school research. In his citizenship and teaching work he has had extensive experience of running doctoral schools and teaching PhD students and early career faculty, both in the UK and Denmark. He is currently planning a PhD course on *The uses and abuses of culture* to be run later this year with five partner universities from across Europe, and hosted by the University of Bristol. He is also continuing to run two PhD courses, one on *Research and the philosophy of social science*, the other on *Publishing in academic journals*.

Dr Charlotte Stephenson

Charlotte is Research Facilitator at Leeds University Business School, providing guidance and support to staff in developing their research ideas into high-quality funding applications. Through her role, Charlotte is a member of the Association of Research Managers and Administrators (ARMA) and Leeds representative for the N8 Business and Management Research Funding Group. Charlotte has recently led two projects focussed on enhancing research culture through improvements to Faculty research support practices.

First parallel sessions: 11.00 – 12.15

Session 1: Data at Work & Sustainability

Cotton Room [1st floor]

11.00-11.20	Maximizing the Value of Big Data: Deepening Integration Between Management Research and Data Science for Theory Development	Skylar Wan
11.20-11.40	EventMining: NLP-based Event Discovery for Online Business Information	George Xu
11.40-12.00	Using goalp to increase sustainability in the chemical industry	David Palma (Impact)
12.00-12.15	Q&A	

Session chair: David Loseby

Session 2: Academic Engagement

Wool Room [2nd floor]

11.00-11.20	Promoting the Engagement in Internationalisation at Home Pedagogic Practices by Business School Academics	Louisa Hill
11.20-11.40	Are Business Schools Fit for Purpose? A Pragmatist Perspective	Bill Gerrard
11.40-12.00	Regional Academic Policy Engagement in England: Lessons from the Yorkshire and Humber Policy Engagement and Research Network (Y-PERN)	Andrew Mycock (Impact)
12.00-12.15	Q&A	

Session chair: Ahmed Mostafa

Session 3: Leadership and Management

Tweed Suite [2nd floor]

11.00-11.20	Examining the micro-foundations of management fads and fashions: an ethnographic field study of a HR analytics team	Jaejin Lee (Impact)
11.20-11.40	Central Banks and the common good? – How can Habermas’s theory of deliberative democracy underpin central bankers’ communication as a source of their legitimacy?	Stefan Kesting
11.40-12.00	CEO Overconfidence, Board Independence and Cross-border Acquisition Strategy of Emerging Market Firms	Xinran Wang
12.00-12.15	Q&A	

Session chair: Yunke Wu

Session 4: Psychology of Work

Denim Room [2nd floor]

11.00-11.20	Servant Leadership and Employee Well-being: An Examination of the Mediating Role of Work Passion and the Moderating Role of Work Locus of Control	Sabrina (Lingxiao) Xu
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11.20-11.40	Risk Up in the Air: Status Hierarchy, Pilot Decisions and Aircraft Accidents	Peter Ayton (Impact)
11.40-12.00	How have Brexit, Covid-19 and cost of living crisis changed HRM in the UK hotel sector: some lessons from a qualitative case study.	Zinovijus Ciupijus
12.00-12.15	Q&A	

Session chair: Helen Hughes

Session 5: Human Impacts of Technology & EDI

Herringbone Suite [1st floor]

11.00-11.20	Navigating Linguistic Divergence and Convergence in a Highly Regulated Industry: Addressing Different Audiences	Serena Pugliese
11.20-11.40	Understand resistance to digital transformation using research diary	Xi Chen
11.40-12.00	Giving support to the Oath Approach in Stated Preference Surveys Using a Lie Detector	Romain Crastes dit Sourd
12.00-12.15	Q&A	

Session chair: Andrew Kozhevnikov

Second parallel sessions: 13.00 – 14.15

Session 1: Leadership and Management

Cotton Room [1st floor]

13.00-13.20	Entrepreneurship in Exile: Examining the Transformation of Social and Human Structures in Refugee Camps – A Comparative Case Study	Yousef Qaisi
13.20-13.40	A Learning Approach to Family Business Resilience	Muhammad Fariz
13.40-14.00	Corporate ESG performance, mispricings and gains from mergers and acquisitions	You Zhou

14.00-14.15	Q&A	
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Session chair: Nick Williams

Session 2: EDI in Organisations

Tweed Suite [2nd floor]

13.00-13.20	Cultural Intelligence and NHS Ethnic Minority Colleagues Wellbeing	Lynda Song (Impact)
13.20-13.40	Gender Diversity in Start-up Team: How does it Matter for Digital Innovation Performance?	Nita Yalina
13.40-14.00	Heterogeneous effect of the Indian affirmative action: The role of caste certificates	Suman Seth
14.00-14.15	Q&A	

Session chair: Matt Davis

Session 3: Artificial Intelligence

Denim Room [2nd floor]

13.00-13.20	Stealth Use of Generative AI Resources (SUGAR): Scale Development and Model Test	Peikai Li
13.20-13.40	Choice and the Machine: overcoming the challenge in the selection of multiple criteria decision analysis method through the use of large language model	Aritad Choicharoon
13.40-14.00	Navigating Regulatory Waters: Aligning Identity and Technological Capability in AI Medical Start-Ups	Haoyu Zhang
14.00-14.15	Q&A	

Session chair: Fangfang Li

Session 4 Health and Care

Wool Room [2nd floor]

13.00-13.20	Achieving impact through the 'Paternal Involvement and its Effects on Children's Education' (PIECE) project?	Helen Norman (Impact)
13.20-13.40	Immigration changes and workforce pressures in the UK's social care sector	Marketa Dolezalova
13.40-14.15	Q&A	

Session chair: Andrea Taylor

Session 5: Creative & Leisure Economy

Tailors Boardroom [1st floor]

13.00 –13.20	Go Together if You Want to Go Far? An Investigation of The Impact of Sino-Foreign Co-Production on Foreign Movies' Box-Office Performance in China	Jieke Chen
13.20-13.40	Coopetition and Knowledge Sharing in SMEs: The Saudi Tourism Industry Perspective: Empirical Study	Nahed Alghamdi
13.40-14.15	Q&A	

Session chair: Jatinder Sidhu

Session 6: Employment Relations

Herringbone Suite [1st floor]

13.00-13.20	L-learning: Rethinking young people's engagement in education and paid employment	Kate Hardy
13.20-13.40	Minimum Wage in the Time of Pandemic	Andreas Georgiadis
13.40-14.15	Q&A	

Session chair: Vera Trappmann

Third parallel sessions: 14.30 – 15.45

Session 1: EDI in Organisations

Tweed Suite [2nd floor]

14.30-14.50	Asset or Barrier? Female Leadership and Career growth	Chinelo Nwachukwu
14.50-15.10	What do companies think supply chain human rights regulations are about? An interview study	Chee Yew Wong
15.10-15.30	Examining the scope for improving performance through diversity and inclusion in National Highways' supply chain	Jenny Tomlinson (Impact)
15.30-15.45	Q&A	

Session chair: Andy Charlwood

Session 2: Consumer Engagement & UK Economy

Wool Room [2nd floor]

14.30-14.50	Investigating the Effectiveness of Virtual Influencers in Prosocial Marketing	Kshitij Bhoumik
14.50-15.10	Bringing the (local) state into the industrial relations debate on technology and the future of work: evidence from the warehousing industry	Abbie Winton & Charles Umney
15.10-15.45	Q&A	

Session chair: Stefan Hurtak

Session 3: Leadership and Management

Denim Room [2nd floor]

14.30-14.50	Conceptualizing Organisational Goal Systems and Showcasing Organisational-level motivation: A Method for Uncovering Hidden Trade-Offs and Potential New Synergies Between Organizational Goals and Much More!	Bekki Pieniazek
14.50-15.10	Firm Informal Legacy and Management Practices: An Empirical Evidence from Developing Economies	Manhal Ali

15.10-15.30	Leadership in Temporary Teams	Qin Zhou
15.30-15.45	Q&A	

Session chair: Diane Holt

Session 4: Psychology of Work

Cotton Room [1st floor]

14.30-14.50	Whispered Words and Organizational Dynamics: The Nuanced Evaluation of Gossipers' Personality and its Effect on Workplace Advice Seeking	Lijun (Shirley) Zhang
14.50-15.10	Relationships in Work: Working for Nothing in the Creative Industries	Irena Grugulis
15.10-15.30	Team Boundary Work: A Qualitative Comparative Analysis	Andrew Brown
15.30-15.45	Q&A	

Session chair: Lauren Machon

Session 5: Creative, Leisure & UK Economy

Tailors Boardroom [1st floor]

14.30-14.50	Goal difficulty and performance in Olympic athletes	Mark Robinson
14.50-15.10	Spatial and Homogeneous Cross-Sectional Effects Enhance House Price Forecastability: Evidence from UK house market	Yi Pang
15.10-15.45	Q&A	

Session chair: John Palfreyman

Session 6: Human Impacts of Technology

Seamstress Boardroom [2nd floor]

14.30-14.50	Changing employee culture through a digitalization (KTP) project	Xi Chen
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		(Impact)
14.50-15.10	Industrial digitalization and operational performance: the contingency effects of digitalization management capability and technological fit adoption capability	Hanh Pham
15.10-15.45	Q&A	

Session chair: Peter Gittins

Second Plenary Session 15.45 – 16.45

‘Exploring Research Culture: Honest Accounts of the Highs and Lows in the Research Journey’

[Herringbone Suite – 1st floor]

Summary:

My paper was rejected and how do I pick myself back up after receiving *another* round of critical peer review? My project wasn't funded, and now I have nothing to show for it - was applying for research funding *really* worth the effort? Is involvement in interdisciplinary research going to mean I look like a "jack of all trades" rather than a subject expert?"

Join this session to hear from panel members on their perspectives and the accounts of others across the faculty - celebrate in shared successes, acknowledge and reflect on the disappointments. We encourage those attending to talk about where you think improvements could be made to foster a supportive and positive research culture here in LUBS.

Panel: Dr Matt Davis, Professor Effie Kesidou, Professor Kerrie Unsworth, Professor Gary Dymski

Chair: Professor Mark Stuart

Panel Members Bio's:

Dr Matthew Davis

Matt is Associate Professor and Director of Culture & Values at Leeds University Business School. Through this directorship, Matt leads the delivery of the Faculty's vision for its culture and values. Matt has worked with partners such as Rolls-Royce, Marks and Spencer, Arup Consulting, Atkins, Next, Leeds City Council and British Gas, as well as having led and contributed to a range of public and privately funded applied research projects. Matt holds an Expert Member positions on various external committees, has published research in international journals and high quality edited books, and supervised numerous PhD students.

Professor Effie Kesidou

Effie is Professor of Economics of Innovation & Sustainability and Head of Graduate School at Leeds University Business School. Effie is also Senior Research Fellow at Enterprise Research Centre, Warwick Business School and a Visiting Scholar at School of Sustainability, Arizona State University. As Head of Graduate School, Effie leads on shaping the postgraduate research experience within the Faculty. Effie has received research funding from numerous funders, including the Netherlands Organisation for Scientific Research (NWO), UKRI and the European Commission. Effie is also on the Editorial Board of Business Strategy and the Environment.

Professor Kerrie Unsworth

Kerrie is Chair of Organisational Behaviour and a member of the Workplace Behaviour Research Centre. She is interested in understanding and helping people at work, including their pro-environmental behaviours, creativity, well-being and productivity; she is an expert in how people juggle their different goals and identities and the effect that has on their motivation and behaviours. She has published in a range of top academic journals including Academy of Management Review and Journal of Applied Psychology, has been an Associate Editor at Human Relations & Journal of Organizational Behavior and currently sits on the Editorial Boards of Journal of Applied Psychology, Journal of Management Studies, and Human Relations.

Professor Gary Dymski

Gary is Professor of Applied Economics at Leeds University Business School. Gary is involved in a number of UK and international research projects, most recently, leading the Yorkshire Policy Innovation Partnership (YPIP), a £5million UKRI-funded regional research partnership, which will provide evidence for vital decision-making in the Yorkshire and Humber region to deliver on climate change, inequalities and data gaps. Gary is one of the founders of Leeds ACTS, an academic collaboration between third-sector organizations and universities in Leeds, is the University of Leeds representative on the Leeds City Council's Third Sector Assembly, and an advisor to the Debt and Development division of the United Nations Conference on Trade and Development (UNCTAD).

Developing workable flex in research and wellbeing 16:45 – 17:30

[Herringbone Suite – 1st floor]

Presenters: Freyja Douglas-McTurk and Nicola Neath

This 45-minute session will introduce the workable ranges model for thinking about wellbeing, working analytically and creatively. The two presenters are practitioners from the Staff Counselling and Psychological Support Service (Freyja Douglas-McTurk and Nicola Neath) and will also offer an overview of the service provided

here at UoL and some ideas for keeping well and healthy whilst working in creative, cognitively and sometimes challenging ways in research.

ABSTRACTS

Abstracts are provided in surname alphabetical order

Coopetition and Knowledge Sharing in SMEs: The Saudi Tourism Industry Perspective: Empirical Study

Nahed Alghamdi

Keywords: Coopetition, Knowledge sharing and Culture

Acknowledgements: Dr Emma Forsgren and Emma Gritt

Coopetition, which combines cooperation and competition, is a relatively new concept and business arrangement in the hotel sector of Saudi Arabia, according to a study by Idrees et al. While there is some evidence of collaboration and knowledge sharing among hotels, it is not formalised. This study aims to explore how local hotels (SMEs) manage coopetition as an interdependent system that has a symbiotic relationship with each other and impacts knowledge sharing between organizations. The third generation of activity theory is used to understand this complex relationship between local hotels. The study analysed data from observations, document analysis, and semi-structured interviews with 27 high-level managers and owners from different local hotels in the western region of Saudi Arabia. The initial results indicate that culture plays a significant role in coopetition between local hotels, with high levels of cooperation during peak seasons and competition during low seasons.

Reference

Idrees, I.A., Vasconcelos, A.C., and Ellis, D. 2018. Clique and elite: inter-organisational knowledge sharing across five-star hotels in the Saudi Arabian religious tourism and caitality industry. *Journal of Knowledge Management*. 22(6), pp. 1358–1378.

Firm Informal Legacy and Management Practices: An Empirical Evidence from Developing Economies

Manhal Ali

Keywords: Firm; Informality; Management; Productivity

Acknowledgements: Dr. Imran Saqib and Dr. Reza Salehnejad

Around the world and especially in developing economies, firms start their operations without registering with relevant authorities. Prior empirical research has shown that firms that start informally have lower productivity compared to firms that have formally registered at inception. The paper explores whether this productivity gap can be explained by the differences in the adoption of management practices. Similar to Bloom and Van Reenen (2007), we create a standardised measure of management index score. Using firm-level data from the World Bank Enterprise surveys, our findings indicate that firms that start informally have 0.12 standard deviations, or 4.5% lower use of management practices compared to initially formally registered firms. The findings are robust to various specifications. Our findings have important managerial and policy implications and shed light on the significant productivity differences across firms. We

contribute to the theoretical and empirical literature on the dynamics and organisation of informal firms.

Risk up in the Air: Status Hierarchy, Pilot Decisions and Aircraft Accidents

Peter Ayton

Keywords: Teamwork; Hierarchy; Risk Management

Acknowledgements: Dr Tom Becker is a co-author of this study

Most commercial aircraft are flown by a flight crew of two: one will be the “Pilot Flying” (operating the controls) the other the “Pilot Monitoring” (monitoring the “Pilot Flying”). We analyze global civil aviation data on 841 accidents and incidents for the period 2000–2020 resulting in 5318 fatalities. We find significantly more such events occur, and significantly more fatalities result, when the Captain rather than the Co-pilot is the “Pilot Flying” rather than the “Pilot Monitoring” – even though the captain and the co-pilot adopt each role equally frequently. We interpret these findings as evidence that pernicious status hierarchy effects negatively influence pilot decisions resulting in avoidable accidents and incidents. That Crew Resource Management training, specifically introduced to implement effective flight-crew teamwork, fails to prevent ineffective flight-crew teamwork is shown by the crew assignment effect significantly increasing over 2000–2020. We propose policy reforms to mitigate this systemic safety risk.

Investigating the Effectiveness of Virtual Influencers in Prosocial Marketing

Kshitij Bhoumik

Keywords: Virtual Influencers; Prosocial Behavior; Brand Affiliation

Acknowledgements: Research team members not co-presenting: Reika Igarashi, Jamie Thompson

Research problem: How can marketers increase the effectiveness of virtual influencers in promoting prosocial causes?

Theoretical/conceptual reference point: Source Credibility Theory, Signalling Theory

Methodological approach: Experiments

Key findings and argument: Findings suggest that although human influencers are more persuasive in promoting prosocial behaviours, this effect only occurs when a virtual influencer is perceived as a standalone influencer (i.e., not affiliated with a brand).

Overall, our results imply that marketers can substantially increase the effectiveness of virtual influencers by making the cues of brand affiliation salient in influencers’ posts.

Team Boundary Work: A Qualitative Comparative Analysis

Andrew Brown

Keywords: boundary work, boundary activities, configuration, Fuzzy-set qualitative comparative analysis (fsQCA)

Acknowledgements: Desmond Leach, Rebecca Pieniazek

Although boundary work behaviours are associated with various team outcomes, our understanding of how teams employ patterns of these behaviours as distinct strategies is limited. Moreover, a reliance on correlational analysis has resulted in predominantly additive models of boundary work, in which the net independent effects of specific variables are highlighted. However, in practice team processes emerge and revolve

around teams themselves, rather than specific variables. The study draws on the principles of complexity theory and uses Fuzzy-set qualitative comparative analysis (fsQCA) to model configurations of boundary work behaviours and team demographic conditions.

The study identifies multiple configurations of boundary work behaviours. More specifically, the findings demonstrate that boundary work behaviours may contribute to outcomes differently depending on how they are configured. The study also refines our understanding of the interrelationships between boundary work behaviours and context, whereby the inclusion of team demographic conditions improves the accuracy of the analysis.

Go Together if You Want to Go Far? An Investigation of The Impact of Sino-Foreign Co-Production on Foreign Movies' Box-Office Performance in China Jieke Chen

Keywords: Movie industry, Sino-foreign co-production, international collaboration

Acknowledgements: Verdiana Giannetti; Yunlu Zhao

China currently serves as the second-largest movie market globally. However, entering this market poses significant challenges due to stringent FDI restrictions and annual import quotas on foreign movies. To overcome these barriers, one viable option for foreign movies is through co-produced ventures, known as Sino-foreign co-productions, which involve collaboration between foreign producers and China-based entities. Despite the potential of Sino-foreign co-productions, there is a lack of research exploring their launches and post-release successes. In this study, we aim to address this gap by investigating how being a Sino-foreign co-production influences the box-office performance of foreign movies released in China. Furthermore, we seek to understand how the success of these co-productions, compared to solely foreign movies, is influenced by various factors at the firm and country levels. By shedding light on these dynamics, our findings will offer valuable insights for foreign studios seeking to introduce new movies into the Chinese market.

Changing employee culture through a digitalization (KTP) project (Impact track)

Xi Chen

Keywords: Social technical theory, change management theory, digital transformation literature

Acknowledgements: Chee Yew Wong, funded by UKRI

Phase 1 (CRM). Through training and being asked by owner directors to use it, staff became more aware of data requirements and how to use the software. Adoption and skill levels varied significantly; only a few use the software more fully. Resistance to change faded from initial rejection during the pilot phase. Some employees escaped training and workshops. Most did not use the system after training until directors pushed them. I separated their tasks into bite-size to build their confidence. I facilitate teams to cleanse the data to facilitate the digital culture. CRM-skilled new sales director joined and got back the direction. Lessons learnt are used to inform phase 2 (ERP) e.g., more time is given to awareness training, pilot workshops, and understanding data requirements.

Understand resistance to digital transformation using research diary (Research Track)

Xi Chen

Keywords: Digital transformation literature, change management

Employees participated when the owner directors pushed from the top. The decision to implement was promoted by consultants who made promises they could not fulfil (on data migration). Some employees resisted for various reasons including they thought the change sounded too huge and could change their jobs. They lacked software experience and were anxious about the unknown. Some are almost retiring and thought no need to change their work style and learn a new system. The learning progress was uneven due to an imbalance of readiness and progress across divisions. Changes to a digital culture were patchy and slow. Hired new sales director with experience to recover the momentum.

Choice and the Machine: overcoming the challenge in the selection of multiple criteria decision analysis method through the use of large language model

Aritad Choicharoon

Keywords: Decision support system, multi-criteria decision-making, AI

Acknowledgements: Richard Hodgett, Nabi Omidvar

Multiple Criteria Decision Analysis (MCDA) methods are widely used as a logical solution to complex decision-making. The majority of the research to date has been focused on the development of new methods. However, given the large number of potential solutions, there is an accessibility challenge in identifying an appropriate method, especially for non-experts of MCDA.

We propose a decision support system to solve this challenge, utilising artificial intelligence in the form of a large language model (LLM) as an interface between the decision-maker and a framework for the selection of methods. The decision-maker would describe their decision-making problem as a description in normal language which would then undergo a reasoning process to extract the necessary information for alignment with the decision tree mode for selection of MCDA methods. It looks into the benefit of turn-based interaction and information to improve decision-making.

How have Brexit, Covid-19 and cost of living crisis changed HRM in the UK hotel sector: some lessons from a qualitative case study

Zinovijus Ciupijus

Keywords: migration systems, the hotel sector, labour shortages

Acknowledgements: ESRC

The sequential following of three major socio-political events – Brexit, Covid-19 and cost of living crisis, provides an opportunity to investigate its impact on HRM in a particularly affected sub-sector of the UK economy. Following Baum (2006), this paper understands HRM not as a function designed to balance the three-dimensional cycle of recruiting, developing and retaining an effective workforce, but by considering the HRM cycle within structural contexts such as the post-Brexit migration system, the administration of Covid-19 related lockdowns and the furlough scheme and, finally, the rise in energy prices and

inflation. The adapted view does not restrict itself to a common labour and skills shortages diagnosis but reveals how managers and workers make complex employment choices amid unfavourable pressures. The case study is based on a luxury hotel company in North Yorkshire and includes interviews conducted with general and HR managers, supervisors, chefs, front office and housekeeping staff.

Giving support to the Oath Approach in Stated Preference Surveys Using a Lie Detector

Romain Crastes dit Sourd

Keywords: Stated preference survey; hypothetical bias; truth-telling

Acknowledgements: Pierre-Alexandre Mahieu; Ewa Zawajska

Stated preference surveys are widely used, and in many cases are the only tool available for estimating the economic value of non-market goods. However, there are important controversies about whether they provide valid welfare measures. Various approaches have been proposed to encourage truthful reporting of preferences, including the oath approach, where respondents are asked to affirm that they will answer truthfully before the survey begins. The oath approach has recently been under scrutiny because it remains uncertain whether it affects stated preferences in unintended ways. In this paper, we propose a novel approach for testing whether the oath achieves its intended purpose by comparing it to a lie detection approach, where respondents are asked to wear a device that records various bodily responses that can be used to inform deceptive behaviour. Results confirm that the Oath works as intended.

Immigration changes and workforce pressures in the UK's social care sector

Marketa Dolezalova

Keywords: workforce pressures, immigration, adult social care

Acknowledgements: Funder: ESRC; Research team members: Gabriella Alberti (PI), Chris Forde, Zinovijus Ciupijus, Ioulia Bessa, Jo Cutter

The care sector in the UK has struggled with underfunding and workforce issues for a number of years. Brexit and the new migration regime, together with the Covid-19 pandemic and rising inflation have compounded these long-term issues, leading to unprecedented number of vacancies and subsequent inclusion of care workers in the Health and Care Worker visa route. This paper draws on early findings from a mixed-method study of four 'low-skilled' sectors (including social care) and discusses the impact of visa changes on workforce pressures and working conditions in the sector. First, the paper finds that because of financial pressures most care providers cannot recruit workers under the new visa route and have to source workers from the local labour pool. Second, we find that the new visa contributes to further workforce pressures in the sector because it allows those employers able to recruit under this route to offer lower pay.

A Learning Approach to Family Business Resilience

Muhammad Fariz

Keywords: learning, family business, resilience

Acknowledgements: This research is supervised by Dr. Richard Tunstall, Dr. Deema Refai, and Dr. Mariana Estrada-Robles

Resilience is a growing topic in the family business research. However, there is a lack of understanding about how resilience is developed in family businesses. To fill that gap, this study will adopt a learning perspective that view resilience as a dynamic process which develops over time and seeks to answer: “How do family businesses learn to develop resilience?”. Applying situated learning theory, this research assumes that learning occurs in family businesses through participation in overlapping communities of practice across generations. Resilience is developed over time as family businesses learn from critical incidents. Using social constructionism paradigm, this research employs multiple case studies of six small family-owned culinary businesses in Indonesia. The data will be collected via online interviews, including one on one and group interviews using the critical incident technique. Data analysis will involve an inductive, iterative, and non-linear process, including close reading, open coding, axial coding, and summarization.

Minimum Wage in the Time of Pandemic

Andreas Georgiadis

Keywords: COVID-19; Minimum Wage; Adult Social Care

Acknowledgements: The work is co-authored with Maria Franco Gavonel (U of York);

Funding from the Low Pay Commission is thankfully acknowledged

We investigate impacts of COVID-19 on adult care homes in England, a low-wage sector, where one in four deaths due to COVID-19 occurred, and whether the minimum wage moderates these impacts. Implementing a difference-in-differences estimator on a large, matched employer-employee quarterly panel data set between December 2019 and June 2021, we find that higher locality exposure to COVID-19 reduces home wages and employment and that higher home exposure to the minimum wage mitigates these effects. We show that these results can be explained by monopsony in the adult care homes labour market and that the extent of monopsony is considerable, as we estimate the elasticity of labour supply to the home to be around 0.9. Our results have implications for the Low Pay Commission’s recommendations on the level of the National Living Wage and the UK Department for Health and Social care support for the Adult Social Care sector.

Are Business Schools Fit for Purpose? A Pragmatist Perspective

Bill Gerrard

Keywords: Rigour-vs-relevance debate; philosophical pragmatism; situational context; uncertainty; impact agenda

This rigour-vs-relevance debate originated in the USA in the 1950s/60s with the Ford/Carnegie reports concluding that business schools lacked rigour. Simon’s 1967 paper on the organisational design problem facing business schools was a key contribution. The 1990s/2000s witnessed the “Rigour but Little Relevance” critique of business schools (e.g. Bennis and O’Toole, HBR 2005) with the debate in the UK centred on the introduction of impact into REF.

This presentation critiques the rigour-vs-relevance debate from the perspective of philosophical pragmatism. It is argued that Simon was right to identify the core problem facing business schools as the integration of two social and informational systems - scientific disciplines and business practice. But, contra Simon, the issue is much more than an organisational design problem and involves reconciling two types of knowledge

that fundamentally differ in their motivations for discovery and methods of confirmation. Pragmatism resolves this conflict by grounding the belief-action relationship in its situational context emphasising uncertainty. The implications for the impact agenda are discussed and Simon's recommendations for business school design revisited.

Relationships in Work: Working for Nothing in the Creative Industries

Irena Grugulis

Keywords: relational work, creative industries, professional work

Why do highly skilled professionals work for nothing? In the UK film and TV sector it is commonplace for professionals to work without being paid. In this article we use the theoretical lens of relational work to illuminate this activity; a perspective which has considerable potential to improve our understanding of paid work, but which may also clash with economic interests. Professionals would gift labour to friends and accepted existing relationships as a reason for pay rates to be negotiated downwards. They also extended these relational benefits to deserving cases: students and charities. However, relational practices were far less effective at challenging low pay rates and the intensification of work. In these situations it was employers' economic interests rather than workers' relational norms which dominated.

L-earning: Rethinking young people's engagement in education and paid employment

Kate Hardy

Keywords: Young workers, education, employment

Acknowledgements: ESRC, Kim Allen, Kirsty Finn, Rachel Cohen, Mia Zhong

This paper develops a conceptualisation of the relationship between education and paid employment and presents early data on combining work and studying. We argue that extant approaches limit understanding of the full significance of work undertaken by students. We suggest that it obscures how 'earning while learning' may prefigure young people's later experiences of work, including expectations of what working life ought to involve, preferences and self-categorised 'expertise'. We use data on the young full-time student samples from APS annual datasets (2005, 2010, 2015, 2019, and 2022) and show small increases in the proportion currently engaged in paid work, but considerable consistency in rates of student work, job characteristics and occupational distribution. Conceptually, we argue that rather than a singular and sequential conceptualisation of 'the transition' from education to work, education and work should instead be theorised as concurrent and therefore as part of a longer term 'working life course'.

Promoting the Engagement in Internationalisation at Home Pedagogic Practices by Business School Academics

Louisa Hill

Keywords: Academic Engagement Change

To incorporate the whole student body, the majority of business school academics are required to implement Internationalisation at Home (IaH) within their pedagogic practices, but often lack the necessary support to do so. Consequently, this research aimed to identify an appropriate change management approach and process to facilitate the adoption of IaH practices among the majority of UK business school academics.

Utilising a theoretical framework that combines business and education discourse on change management, thematic analysis was conducted through the fusion of semi-structured interviews and world cafés. The study's results revealed a change process that identified the roles of key stakeholders in engaging a majority of academics. This process comprised five stages, starting with Awareness of the Need and culminating in Sustaining the Change.

This research provides a conceptual framework that explicates the Middle-Out approach for business schools to engage the majority of academics in using IaH pedagogic practices.

Central Banks and the common good? – How can Habermas’s theory of deliberative democracy underpin central bankers’ communication as a source of their legitimacy?

Stefan Kesting

Keywords: Central Bank communication, Facts and Norms, Habermas, legitimacy, transparency

Acknowledgements: My colleague Dr Hendrik Theine

In recent years, Central Banks face threats to their legitimacy (El-Erian, 2016; Tucker 2018; Wandsleben, 2023). They respond by increasing transparency in their decision making and re-evaluating their communication which has become a key instrument of managing the goals of monetary policy, of regulatory interventions and of securing legitimacy.

Central Bankers are aware of communication as a new policy instrument and they have some understanding of why they use it, but they still have no concept of how it works and how to use it effectively.

To close this theoretical gap, we build on Habermas’s procedural concept of communicative power as a crucial instrument of deliberative democracy (Facts & Norms, 1992). The deliberative democratic process provides the legitimacy for legal interventions in society. In analogy, Central Bank communication can be seen as an instrument to provide legitimacy for monetary policy interventions by a board of unelected experts – the Central Bankers.

Examining the micro-foundations of management fads and fashions: an ethnographic field study of a HR analytics team

Jaejin Lee

Keywords: HR analytics; ethnographic research; institutional theory

Acknowledgements: Prof. Andy Charlwood; Dr. Emma Hughes; Dr. Xanthe Whittaker

At an organisational level, how and why are fashionable management ideas adopted or rejected, and why do organisations selectively adopt particular practices? This research delves into which projects and practices are adopted and institutionalised when organisations introduce fashionable management ideas, taking as a case study the adoption of human resource analytics (HR analytics; HRA). I seek to answer my broad question through analysis of data from an ethnographic field study. I was embedded as an HR analyst with a newly established HR analytics team within the Korean subsidiary

of a multi-national tech company and undertook fieldwork and ethnographic data collection of the new HR analytics team's existence to closely observe and experience the process of the adoption of HR analytics within D-company from January 2022 for approximately two years. The analysed result is to theorise the process of practice adoption and rejection by investigating individual and collective actions and social processes, in my case, the process of adopting HR analytics.

Stealth Use of Generative AI Resources (SUGAR): Scale Development and Model Test

Peikai Li

Keywords: AI; Scale development

Despite corporate restrictions aimed at protecting sensitive data and preventing AI-assisted competitive imbalances, employees continue to use AI tools secretly due to the substantial benefits offered by these technologies. This study introduces the concept of Stealth Use of Generative AI Resources (SUGAR)— the practice of employees using generative AI tools, such as ChatGPT, Bard, or Perplexity, without disclosing or hiding this usage from supervisors, followers, peers, or customers within a professional setting. SUGAR represents a behavioral paradox where the potential for increased productivity and creativity against ethical considerations and organizational transparency. Through exploratory and confirmatory factor analyses, we develop a scale to measure SUGAR, and we further evaluate the scale's reliability, validity, and its place within the broader nomological network of workplace behaviors. Implications for management practices and the integration of AI policies that align with employee expectations and technological advancements are discussed.

Regional Academic Policy Engagement in England: Lessons from the Yorkshire and Humber Policy Engagement and Research Network (Y-PERN)

Andrew Mycock

Keywords: Policy, research, impact

Acknowledgements: Research England, Professor Gary Dymski, Professor Andy Brown, Paul Hayes, Kayleigh Renberg-Fawcett

Devolution of the UK state has increasingly focused on the decentralisation of powers to combined and local authorities in England. At the same time, academic policy engagement has emerged as a distinct and significant element of universities' wider civic commitment to research, knowledge exchange and evidence-based policymaking. The Yorkshire and Humber Policy Engagement and Research Network (Y-PERN), based in LUBS, is a three-year programme funded by Research England which adopts a novel systems-based 'network of networks' approach to inclusive and place-based regional academic policy engagement. Y-PERN involves the 12 constituent university members of Yorkshire Universities and all the combined and local authorities across the region. This paper explores the work of Y-PERN, drawing on the experiences of its policy fellows, and the lessons learnt thus far in building inclusive, collaborative, and impactful academic policy networks and systems, developing impactful practices, building institutional capacities, and creating new outputs and outcomes.

Achieving impact through the 'Paternal Involvement and its Effects on Children's Education' (PIECE) project?

Helen Norman

Keywords: fathering; childcare; impact strategy

Acknowledgements: Project funded by the ESRC Secondary Data Analysis Initiative.

Co-Investigators: Dr Jeremy Davies (Fatherhood Institute); Professor Mark Elliot and Professor Colette Fagan (University of Manchester); Dr Rose Smith (formerly Leeds University Business School (now Sheffield Hallam University)).

Fathers spend more time on childcare than ever before but the implications on children are unclear. Previous research shows that early parental childcare involvement is critical for supporting children's development, but this conclusion is largely drawn from studies conducted with mothers or 'parents'. My project, funded by the ESRC (2022-23), explores whether and how fathers' childcare involvement influences their children's educational attainment through primary school in England. Using multivariate analysis on longitudinal data, we find that fathers and mothers' childcare involvement operates very differently with the fathers' childcare involvement having a more direct association with the child's attainment at school.

Following a summary of the findings, my presentation will focus on the project's impact strategy, which comprises four phases of work: (1) Knowledge and audience building; (2) consultation (with stakeholders and fathers); (3) knowledge exchange; and (4) achieved 'impact'. We are currently in phase 3 but are starting to generate potential impact through the partnership with our co-Investigator (the Fatherhood Institute) and our engagement work with third-sector organisations, parent-teacher associations, and parenting networks. Our findings have already generated significant media and policy attention, reported in over 300 news outlets across 20 countries and translated into 20 languages. I discuss the work done to achieve these outcomes and reflect on the next stages of work to achieve impact.

Asset or Barrier? Female Leadership and Career growth

Chinelo Nwachukwu

Keywords: Leadership. Women. Banking

This paper examines leadership styles of top bank leaders within a backdrop of gendered power inequalities and role tensions. Framed on Joan Ackers' (1990) theory of 'gendered organisations', I problematize senior jobs in Nigerian banks as central to the reproduction of organisation's biases, leading to underrepresentation and gender-role incongruity.

Research addressing this frame it on patriarchy or women's labour market preferences. Less known is about women's individual leadership styles that respond to both a pressure for change in status quo and a need to maintain present conditions.

Following a thematic analysis of 40 semi- structured interviews, I argue that senior female bankers rely on a 'resilient' leadership style to on one hand, voice and act against the subjugation of female skill and ability stemming from stereotypical bias and challenge unfair practices against women while remaining compliant to social role expectations within present organisational structures and the wider social conditions.

Using goalp to increase sustainability in the chemical industry

David Palma

Keywords: goal-programming optimisation sustainability

Acknowledgements: Dr. Richard Hodgett (co-author), Britest (industrial partner), CCERF (funding)

Ensuring sustainable production patterns is the UN's 12th Sustainable Development Goal, with efficiency and recycling being critical to achieve it.

Goal programming is an operational research technique that can help optimise production while minimising deviations from constraints, e.g. by satisfying the expected demand while minimising waste and deviating as little as possible from regular labour hours. Within this framework, we developed the free and open-source R package goalp, allowing for easy and efficient usage of Goal programming.

In collaboration with industry, we are working on project to optimise the production of fertiliser and fuel from organic waste, while minimising emissions. Recycling waste increases the value of existing production processes, while reducing final waste and emissions. The use of goal programming will help maximise these benefits. This is a proof-of-concept application that could set the path for applications in multiple industries using open-source software developed in LUBS.

Spatial and Homogeneous Cross-Sectional Effects Enhance House Price Forecastability: Evidence from UK house market

Yi Pang

Keywords: Spatial, Homogeneous, UK house price

Acknowledgements: Kausik Chaudhuri

We examine whether spatial and homogeneous cross-sectional effects can improve local house price return forecastability across 357 UK Local Authority Districts (UKLAD) over 2004.02 - 2022.12. Setting the Heterogeneous Autoregressive (Heter-AR) model as benchmark, Homogeneous Autoregressive (Homo-AR) model has been used to capture homogeneous effects only, and Network Vector Autoregressive (NAR) model has been applied to capture both spatial and homogeneous effects. By comparison, the rolling forecasting results of Homo-AR outperform Heter-AR, whereas NAR has better results than both Homo-AR and Heter-AR. Our statistical and robustness tests confirm the reliability of our results.

Industrial digitalization and operational performance: the contingency effects of digitalization management capability and technological fit adoption capability

Hanh Pham

Keywords: Digitalisation; digitalisation management capability; operation performance

This paper extends extant operation management research by building and empirically testing a theoretical model of the contingency effect of digitalization management capability (DMC) and technological fit selection capability (TFSC) on the relationships between industrial digitalisation and operational performance. We argue that under a high DMC and high TFSC, the contribution of industrial digitalisation to operational performance will be more significant. Under low DMC and low TFSC the contribution of industrial digitalisation becomes less significant. These theoretical propositions are largely confirmed by structural path analyses of survey responses collected from 303 of British manufacturing SMEs. This paper contributes to operations management research

and provides theory-driven and empirically proven explanations for managers to differentiate the effects of digitalisation under different level of digitalisation management capability.

Conceptualizing Organisational Goal Systems and Showcasing Organisational-level motivation: A Method for Uncovering Hidden Trade-Offs and Potential New Synergies Between Organizational Goals and Much More!

Bekki Pieniazek

Keywords: organisational goals; strategies; interdependencies

Acknowledgements: Dr Rebecca Pieniazek & Prof Kerrie Unsworth as joint lead; other authors to be decided; TFNI+ UKRI funding, and PIN ESRC funding

Only narrow forms of organizational goal interdependencies have been studied, using methodologies which only uncover what is salient. Yet organizations have a broader array of goals, across domains and levels of abstraction, and goal interdependencies; including hidden and indirect goal interdependencies. Thus, the causes of trade-offs and adverse effects on resource flows go undetected. Whilst such an organisational goal system (OGS) has been alluded to, the field currently has no way of conceptualizing an OGS or understanding its implications. Drawing on inter-goal regulation, neural networks and goal hierarchy, and social network perspectives - we define an OGS as an organizational goal hierarchy (OGH); showcase how to produce an organization's OGS; and then detail a broad range of qualitative and quantitative analyses which can be conducted on the OGH data source. Working with SMES and two big organizations, we present an indicative example of using the methodology. We reveal the method's implications for micro and macro researchers from various topic areas within organization studies; including elucidation of the concept of organizational-level motivation.

Entrepreneurship in Exile: Examining the Transformation of Social and Human Structures in Refugee Camps – A Comparative Case Study

Yousef Qaisi

Keywords: Refugee camp entrepreneurship

Acknowledgements: Supervision team (Dr Deema Refai and Prof Nick Williams)

The interplay between individual agency and social structures is a central theme in refugee entrepreneurship (RE) scholarship yet remains underexplored in contexts like refugee camps. This study employs Strong Structuration Theory (SST), an extension of Giddens' conception, to examine how refugee camp entrepreneurs (RCEs) contribute to the transformation of their constrained environments.

Utilising a comparative case study approach across two Jordanian refugee camps, the research uncovered contrasting economic dynamics. In Zaatari, RCEs leveraged underdeveloped external structures, exhibiting transformative agency evidenced by a 130% higher business density compared to Azraq. Contrastingly, Azraq's reinforced external structures, including geographic isolation and restrictive infrastructure, hampered entrepreneurial agency.

This research applies SST to RE, illuminating mechanisms driving transformative agency in constrained contexts. Methodologically, standardising the host nation's social structures enabled capturing entrepreneurship agency's diversity. The insights hold

potential for informing policies to foster entrepreneurial ecosystems within refugee contexts, contributing to both entrepreneurship theory and practice.

Goal difficulty and performance in Olympic athletes

Mark Robinson

Keywords: goal setting, goal difficulty, professional sport

Research investigating the relationship between goal difficulty and job performance has produced mixed findings. While there is consensus that the relationship is a positive one, debates persist about whether it is linear, curvilinear (inverted-U), and if curvilinear whether it plateaus or dips for highly difficult goals. This research contributes to this debate by examining performance improvements in Olympic athletes (N = 2,906 performances) in response to seemingly impossible goals arising serendipitously from a transient technological development. Using an interrupted time-series natural experiment design, analyses indicated that recalibrating expectations upward can improve performances of even Olympic athletes already operating at human limits. Furthermore, a curvilinear relationship was found where performance improvements increased at a decreasing rate before plateauing as goal difficulty increased, offering insights for goal-setting theory. The presentation will also discuss the methodological benefits and challenges of incorporating naturalistic data into social science research.

Heterogeneous effect of the Indian affirmative action: The role of caste certificates

Suman Seth

Keywords: Affirmative action, caste certificate, India, scheduled caste, scheduled tribe

Acknowledgements: We are grateful to Leila Gautham and the participants of the International Conference on Issues in Economic Theory and Policy, Presidency University, Kolkata, in December 2023 and the 2024 Asia Meeting of the Econometric Society, Delhi, for their valuable feedback and comments.

Affirmative action policies aim to provide preferential treatment to those belonging to disadvantaged communities. Contemporary studies examining the effect of India's affirmative action policies implicitly assume that intended beneficiaries are eligible for targeted benefits. However, an intended beneficiary is unable to acquire benefits without possessing a valid caste certificate issued by an appropriate authority. The 2011-12 IHDS, the only nationally representative survey collecting information on caste certificate possession among households, reveals that nearly half of the SC/ST households do not possess caste certificates and thus cannot be considered eligible for benefits. Through a novel attempt, we first explore the factors that are associated with a household's likelihood of caste certificate possession. We then show that caste certificate possessions increase the likelihood of securing government and formal private jobs and enhance monetary and non-monetary well-being among scheduled households. Our findings establish a form of heterogeneous effect of Indian affirmative action.

Cultural Intelligence and NHS Ethnic Minority Colleagues Wellbeing

Lynda Song

Keywords: Wellbeing, Cultural Intelligence, EDI

Acknowledgements: Leeds University Business School Research Office

In this study, we summarise a roadmap for investigating NHS ethnic minority colleagues wellbeing through cultural intelligence training and intervention.

Examining the scope for improving performance through diversity and inclusion in National Highways' supply chain

Jennifer Tomlinson

Keywords: EDI, performance, toolkit

Acknowledgements: National Highways. Co-authors Danat Valizade, Jack Daly and Kathryn Watson

The Farmer Review (2016) highlighted multiple urgent challenges facing the construction sector including limited innovation and an ageing workforce, lacking in diversity. Against this backdrop, National Highways commissioned us to examine the EDI performance link through an experimental design involving 3 major highways schemes in the North, London and Cambridge together worth over £1 billion in investment.

We developed a three-phase project involving evidence-based interventions, a workplace survey and analysis of National Highways own extensive performance data (collected through Collaborative Performance Framework) and an EDI toolkit which will be implemented across National Highways' supply chain and embedded in their tendering process from 2028. In this presentation we provide insights from the analysis of performance and survey data and further discuss the development of a toolkit comprised of five core modules: ED&I scoping and communications; ED&I training and development; establishing ED&I ambassadors; career development and retention; and evaluation and reflection.

Maximizing the Value of Big Data: Deepening Integration Between Management Research and Data Science for Theory Development

Skylar Wan

Keywords: Big Data; Data science; Management Theory

Acknowledgements: Ning Li; Brad Harris; Kris Hong

The burgeoning realm of big data offers a vast expanse of untapped potential for enriching research across numerous disciplines, yet management research has been tentative in fully embracing the opportunities presented by modern data science. This cautious approach stems from a traditional epistemological emphasis on understanding rather than prediction, inadvertently curtailing the exploration of big data's rich possibilities. The prevalent practice within management studies of simplifying complex data into more manageable forms overlooks the nuanced insights that could be gleaned from a more dynamic and temporally aware analysis. However, the advent of sophisticated analytical techniques, such as machine learning, suggests a promising avenue for transcending these limitations. These methodologies hold the promise of unveiling intricate patterns within big data, thereby challenging and broadening our theoretical perspectives. To fully capitalize on these opportunities, management research could adopt a more integrative stance, harmonizing human intuition with the robust capabilities of data-driven analysis. This paper proposes a shift towards a more synergistic approach, advocating for the development of guidelines and a framework to facilitate a deeper integration of data science within management research, thus unlocking the full potential of big data to foster theoretical innovation and ensure the field's continued relevance.

CEO Overconfidence, Board Independence and Cross-border Acquisition Strategy of Emerging Market Firms

Xinran Wang

Keywords: CEO Overconfidence; Board Independence; Cross-border Acquisition Strategy by Emerging Market Firms

Acknowledgements: Dr. Ziko Konwar; Prof. Yingqi Wei

This study investigates the association between CEO overconfidence and cross-border acquisition (CBA) strategy of emerging-market firms (EMFs). We integrate theoretical insights from behavioural finance and IB literature to develop a strategic risk-taking lens, wherein we conceptualize how CEO overconfidence effects materialize in the form of higher volume of foreign acquisitions. We also develop postulations around the nuanced nature of board independence in EMFs, in general, and outline how this strengthens the CEO overconfidence-foreign acquisitions relationship. Utilizing fixed-effects estimations to a sample of 75 Chinese firms engaged in 96 foreign acquisitions between 2006 and 2021, we find evidence for the postulated effects. We reorient the scholarly conversation, by attempting to link the role of strategic leaders and internationalization outcomes, more specifically CBA strategy, in IB research.

Bringing the (local) state into the industrial relations debate on technology and the future of work: evidence from the warehousing industry

Abbie Winton & Charles Umney

Keywords: local government; future of work; warehouse

Acknowledgements: UKRI-CHANSE project (Charles Umney & Gabriella Alberti - co-authors but should be in attendance)

The debate on technology and the future of work has so far paid insufficient attention to the state, especially the local state. We ask how local state actors mediate the impact of technological change on work and workers, through a case study of the warehousing industry in a deindustrialised region of Northern England. We examine the dilemmas they faced in responding to the work-related challenges posed by technology. They sought to mitigate the risks of technological change for workers. However, the need to regulate to achieve better work outcomes clashed with pressure to secure private investment, undermining their capacity to act effectively.

What do companies think supply chain human rights regulations are about? An interview study

Chee Yew Wong

Keywords: Human rights acts, Modern slavery, Supply chain

Acknowledgements: The paper is co-authored with Ying Zhang

Research problem: How do organizations make sense of supply chain transparency and due diligence acts?

Theoretical/conceptual reference point: The cognitive processes and frames organizations use to select responses to regulations.

Methodological approach: Interviews of twelve participants, including buyers, NGOs, consultants, legal experts, labour suppliers and trade union.

Key findings and argument (Research track): Four process codes: organizations (1) understand new acts; (2) assess feasibility; (3) prospect for systematic changes; and (4) select their responses. Key themes on how organizations frame new acts: (i) the liability felt overwhelming; (ii) legal sanctions not enforced so still not level playing field; (iii) many constraints 'cannot' be fixed, (iv) lack direct benefits to comply; (v) human right violence is a system-level problem that no single party can solve; (vi) there is no 'one-size-fit-all' solution; (vii) it is feasible to fully comply.

EventMining: NLP-based Event Discovery for Online Business Information

George Xu

Keywords: Event study; natural language processing; machine learning

Acknowledgements: The presenter would like to thank the research team for their support in this research project. This work was developed in collaboration with Prof Chee Yew Wong (LUBS), Prof Christina Wong (HKPolyU), and Prof Sakun Boon-itt (Thammasat).

Research problem – Research has been exploring various events to support company strategy-making, where recognizing events is the first and most important step. However, due to information explosion, discovering events from online information challenges both researchers and managers. This study proposes an EventMining to discover events from online business information.

Theoretical/conceptual reference point – EventMining contributes to the event study empirical and methodology literature.

Methodological approach – Based on natural language processing (NLP) and machine learning (ML), EventMining generates event cases (including key event elements, e.g., time, company, and content) from input online text information in an unsupervised setting.

Key findings and argument – Using sample data from Reuters sustainability news as an application scenario, EventMining generated 120 event cases (e.g., environmental debate, lawsuits, incidents) that could be important for firm operations and performance.

Servant Leadership and Employee Well-being: An Examination of the Mediating Role of Work Passion and the Moderating Role of Work Locus of Control

Sabrina (Lingxiao) Xu

Keywords: leadership, work passion, employee well-being

Previous research has tended to focus on the positive influence of servant leadership on employees' well-being. This study adds insight by exploring both positive and potential negative impacts of servant leadership on employees' well-being outcomes. Drawing upon the Employee Work Passion Appraisal (EWPA) model theory, I investigate 1) how servant leadership influences employees' thriving at work and psychological distress through harmonious and obsessive passion of work, and 2) the moderating role of employees' work locus of control in the relationship between servant leadership and two different work passion. A three-wave survey study was conducted to test the proposed model in a Chinese sample (N=462). The results support that servant leadership is positively related to both employees' thriving at work and psychological distress through harmonious and obsessive passion respectively. Employees' external work locus of control moderated the relationship between servant leadership and both harmonious and obsessive passion of work.

Gender Diversity in Start-up Team: How does it Matter for Digital Innovation Performance?

Nita Yalina

Keywords: start-up, innovation, gender diversity, performance

Acknowledgements: BIB Mora LPDP Scholarship that provide funds for this research and both supervisor Gary Graham and Shahla Ghobadi for guiding the research process

This paper aims to unravel the role of gender diversity within technology start-up teams to enhance its digital innovation performance. To achieve this objective we adopted a qualitative approach by conducting 20 interviews with start-up team member from five different tech based start-up in Indonesia. Our preliminary results introduces a novel construct “team innovation capability” as the missing linkage between gender diversity and digital innovation performance. Our research contribute to existing debates by providing a rational on the inconclusive findings on the role of gender diversity to foster innovation. The initial results highlight the practical and theoretical implications of enhancing the ability of start-ups to promote innovation by leveraging gender diversity their team. By advocating for gender diversity, our efforts align with broader sustainable development goals, amplifying the importance of inclusive practices within entrepreneurial ecosystems such as start-up.

Navigating Linguistic Divergence and Convergence in a Highly Regulated Industry: Addressing Different Audiences

Haoyu Zhang (presented by co-author Serena Pugliese)

Keywords: Technology start-ups; Linguistic frames; Natural language processes

Acknowledgements: Krsto Pandza, Youngbin Joo, Serena Pugliese and Haoyu Zhang

Entrepreneurial firms in regulated markets need regulatory approval for organizational success and survival. However, we know relatively little about their linguistic frames when communicating with multiple audiences. Focusing on the regulatory and market audiences, we build on extant research to develop competing theoretical propositions about the convergence versus divergence of entrepreneurial linguistic frames. Drawing from novel natural linguistic process methods, we empirically unpack the linguistic frames of the start-ups in the domain of Artificial Intelligence as a Medical Device, demonstrating the dominance of regulatory linguistic frames. Our findings point to the convergence of entrepreneurial linguistic frames to multiple audiences when start-ups pitch their novelty in regulated markets. Our paper speaks to the nexus of innovation and entrepreneurship research domains of atypicality, narratives, and industry emergence.

Navigating Regulatory Waters: Aligning Identity and Technological Capability in AI Medical Start-Ups

Haoyu Zhang

Keywords: Artificial Intelligence; technological capability; identity claims

Acknowledgements: Haoyu Zhang; Krsto Pandza; Youngbin Joo

Focusing on the convergence of emergent and enabling artificial intelligence (AI) with medical technology under significant regulatory compliance, we theoretically and empirically demonstrate the influence of the alignment between technological capabilities and identity claims on entrepreneurial performance in product approval.

Furthermore, we explore the contingent role of media coverage on such linkage. We develop competing hypotheses on the capability-identity linkage (alignment versus complementary views) and on the contingent role of media coverage (attention versus hype views). Our analysis of the FDA review time of 414 AI/ML-enabled medical devices by start-ups supports the positive influence of the alignment between technological capabilities and identity claims (alignment view) and the deleterious moderating influence of media coverage (hype view). Our paper offers theoretical insights into the relationship between identity claims, technological capabilities, and regulatory compliance in the pursuit of innovation in the domain of Artificial Intelligence as a Medical Device (AIaMD).

Whispered Words and Organizational Dynamics: The Nuanced Evaluation of Gossipers' Personality and its Effect on Workplace Advice Seeking

Lijun (Shirley) Zhang

Keywords: Gossipers, personality, advice-seeking

Acknowledgements: Nahid Ibrahim; Shankha Basu

Prior research has extensively studied workplace group dynamics within the gossip triad (i.e., sender, receiver, and target). This research shifts the focus to third-party observers, examining how they evaluate gossipers and non-gossipers, and whom they turn to for advice. Five preregistered experiments reveal that while observers view gossipers as less moral and less competent than non-gossipers, they perceive them as more sociable (Experiment 1). Consequently, observers are less likely to seek advice from gossipers for tasks requiring high morality (Experiment 2a) and high competence (Experiment 2b), yet more likely to do so for tasks requiring high sociability (Experiment 2c). A moderation-of-process approach shows that incidental cues signaling morality, competence, and sociability influence observers' evaluations of and advice-seeking from gossipers on relevant tasks (Experiments 2a–2c). Experiment 3 replicates the findings in an incentive-compatible setting. This research advances our understanding of observers' evaluation of gossipers and its implications for workplace advice-seeking.

Leadership in Temporary Teams

Qin Zhou

Keywords: Leadership, Temporary Teams, Social Processes

Temporary teams are increasingly prevalent, employed extensively by organisations in response to rapid and uncertain external environments. However, the existing literature on leadership within temporal teams often fails to account for their distinctive team processes and dynamic membership characteristics. These include factors such as unfamiliarity among team members, a lack of shared experiences, and an uncertain shared future, all of which contribute to unique social dynamics within such teams.

Drawing from the body of literature on temporary organising and a review of existing empirical research of leadership in temporary teams, this paper explores the implications of overlooking these dynamic and unique social processes. It argues that by neglecting these factors, significant leadership processes may be overlooked or misunderstood. Consequently, the paper advocates for increased attention to the unique social dynamics present in temporal teams, both in theoretical development and empirical studies of leadership within such contexts.

Corporate ESG performance, mispricings and gains from mergers and acquisitions

You Zhou

Keywords: ESG Performance, Firm Mispricings, Firm Risk, Mergers and Acquisitions

Acknowledgements: We would like to thank the following for their inspiring and illuminating comments - Dr Qianqian Yu, Dr Wentao Wu, Dr Julian Vogel, and participants from the 2021 Financial Management Association (FMA) Annual meeting, Denver, Colorado U.S. and the participants from the 2022 British Academy of Management (BAM) Conference, Manchester, UK. Errors are our own.

This paper examines how corporate environmental, social and governance (ESG) profiles impact the relationship between corporate mispricing and gains from mergers and acquisitions. Utilizing a unique dataset of ESG, we show that ESG performance creates an insurance-like buffer to mitigate the impact of firm mispricing (Stambaugh and Yuan, 2016) on M&A activities. Underpriced firms with high ESG performance are more likely to become acquirers. The evidence suggests that ESG performance acts as an important determinant of the outcome of firm M&A and supports the theory of value creation of ESG in corporate governance theory.