Delegate Handbook

2016 Centre for Employment Relations, Innovation and Change (CERIC) Doctoral Conference

Wednesday 11 May 2016

Maurice Keyworth Building
Leeds University Business School
University of Leeds
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Abstracts

Joseph Choonara (Middlesex University) – Measuring Precarity

The terms precarity and precariousness have been used by a number of theorists to describe a situation of insecurity facing growing numbers in employment in recent years. In the English-speaking world Guy Standing’s high profile book, The Precariat (Bloomsbury, 2014), popularised the concept of a separate class experiencing these conditions, a concept taken up by the Great British Class Survey conducted by Mike Savage and others. Claims about the scale of this supposed precariat abound. Two authors, writing in a recent academic collection on precariousness, assert, “In the UK, almost two out of three women belong to the precariat” as well as “one-third of men” (Harri Melin and Raimo Blom, in The New Social Division, Palgrave Macmillan 2015).

However, a number of authors have noted that, while perceptions of insecurity in the workplace may have increased, there appears to be a discrepancy between this widespread feeling among employees and the actual levels of employment insecurity measured through the prevalence of temporary work or declining employment tenures. One difficulty is how to define and to measure precarity. This paper will discuss some of the challenges associated with three methods of measuring precarious work, focusing on the British case: (1) job tenure studies; (2) measures of the prevalence of contract type; (3) surveys of employees’ attitudes.

Diana Binti Abdul Wahab (University of Leeds) - First degree graduate earnings: wage differential between public-private sectors, gender, and ethnicity

The primary aim of this paper is to examine the inter-sectoral wage differential in the public and private sector labour market among fresh graduates. This paper also seeks to investigate potential evidence of gender and racial pay gap. Wage differential is calculated after controlling for graduates’ academic ability (CGPA) and English-language skill ability; education background such as type of institution they attended (public university, private university, or private university college), programmes of study, and industrial training status; social background such as gender, race, and family income; and job characteristics such as job level and economic sector. Estimating a pooled earning equation by including a dummy variable for each group (i.e. sector, gender, and race) restrict all other coefficients to be the same for all groups which is unlikely, hence alternative method should be applied.

Indeed, separate wage equation can be estimated for both group and then use the results to decompose the differences in the average income into two portions. One portion represent the difference in the average worker characteristics and job attributes, another represent the difference in the returns to workers characteristics and their job attributes. The former explains the differences in wages between two workers having different characteristics, where we would expect worker with higher ability and/or job that compensate for equalising difference to earn more. The latter explains the differences in the earning among two workers possessing similar characteristics and job attributes and hence may provide potential evidence of discrimination. We extend the Oaxaca-Blinder methodology to allow for non-linear assumption on the graduates wage. However the analysis may suffer from selection bias because wage is only observed among graduates who are employed.

If participation into labour marker and sectoral choice is systematic, estimation of wage equation without non-workers may cause selectivity bias. We use Heckman’s two stage analysis by including the inverse Mills ratio to correct for the selectivity bias. Results from the ordinal wage equations
which are estimated separately for public and private sector show that public sector workers provide higher return to male and those with better academic achievement.

The decomposition result show in the presence of sample selection, the earning differences becomes insignificant. The partition of characteristics and coefficient effects differ across different industries in which the graduates are employed. Gender pay gap is found to be significant among graduates working in the private sector. Raw wage difference between ethnic group is evident, however none of the characteristics or coefficient effects may explain the differences.

Maisie Aufderhorst-Roberts (University of Leeds) - Change and contemporary challenges in the English and German apprenticeship systems: a comparative review

The apprenticeship systems of England and Germany face change, yet the underlying causes and future implications of recent developments remain unclear. This conference paper explores recent change in both systems and argues that they are not following a path of convergence. Apprenticeships are commonly considered a contributory driver of intermediate skills formation, national competitiveness, innovation and job creation (Finegold and Soskice, 1988), but such outcomes can be highly variable across the different national capitalist economies (Hall and Soskice, 2001). The ‘dual’ German system is seen as an exemplar of a corporatist and coordinated approach, where both firms and vocational schools provide highly structured training (Bosch, 2010). Conversely, England’s system is typically characterised as voluntarist, with the flexibility of the economy and labour market given priority (Crouch et al., 1999).

Despite this, recent developments highlight a potential for convergence, with higher investment in apprenticeships forecast in England compared to an increasing provision and popularity of higher education in Germany (Bosch and Charest, 2010). However, although England is heavily investing in apprenticeships, its weak institutional structure produces highly variable outcomes in pay, progression, curriculum and assessment. Equally despite Germany’s expansion of higher education, increase in higher-schooling educational levels and decrease of firm participation in apprenticeships, its strongly regulated system continues to deliver high-quality and uniform training. Empirical evidence therefore indicates that national institutional contexts shape change within both systems. Hence, adopting an institutional perspective on apprenticeships is essential to understanding current and future policy developments in both systems.

Ajlaa Shazwani Mokhtar (University of the West of England) - Women in Senior Management Within Civil and Private Sectors’ Employment in Malaysia

The percentage of women’s employment in Malaysia has increased from 44.5 per cent in 1982 to 52.9 in 2013 through the government policies (Malaysian Department of Statistics 2013). Alongside this, the government introduced a quota system in the public sector in 2006 to get more women into senior management positions with a target quota of 30 per cent female representation by 2010, which has already been exceeded. As a result, in 2010, the proportion of women managers in top positions in the civil service has accelerated to 32.4 per cent from 6.9 per cent in 1995 (Malaysian Department of Statistics 2010), exceeding the 30 per cent target.

In light of this success, quotas to get more women into senior management were also introduced into the private sector in 2011 with a target to achieve 30 per cent female representation in decision-making positions by 2016. To achieve these targets, several initiatives have been introduced by the government, such as the formulation of National Policy for Women (NPW) (Prime Minister’s Department 1990) that can be considered to be a further step towards gender equality in the workforce. However, the percentage of women who reach top positions in the private sector is still
very low in Malaysia, and women account for only 24 per cent of all senior managerial levels with only 13.4 per cent women on boards (TalentCorp 2014).

This study examines the under-representation of women in senior management positions in Malaysia, with a specific focus upon women in the private sectors, where the quotas target is yet to be achieved. The study will also focus upon the intersection of ethnicity and gender by considering how Malay, Indian and Chinese women’s working experiences in senior management levels differ, whether women from different ethnic backgrounds experience similar or different challenges.

Jessica Simpson (City University London) - What happens next? A longitudinal, comparative study of female university students working in the UK sex industry and ‘mainstream’ employment

On a global scale, robust academic research on the topic of student sex work remains in its infancy. Primarily, scholarly focus has been limited to trajectories into the sex industry for students creating a gap in the literature in regards to how/if students are able to leave the industry on completion of their degree. Existing research suggests that students often continue working in the sex industry even when they have found jobs that align with their future career aspirations. It is argued that this is often to boost income which students increasingly find to be insufficient due to the growing mismatch between graduate status and employability (Sanders and Hardy, 2014:97). Nevertheless, the issue of ‘exiting’ or getting ‘trapped’ in relatively low-skilled occupations originally considered temporary is not exclusive to sex workers/the sex industry. Furthermore, the continued rise in youth unemployment alongside possibly prolonged bleak graduate prospects ultimately affects all students (Sanders and Hardy, 2013:763).

This leads to the question of how/if students working in both the sex industry and ‘mainstream’ occupations are able to leave jobs assumed to be transient. Problematically, this issue also appears to be gendered as statistics continue to show female graduates are less likely to secure graduate-level employment than their male counterparts (ONS, 2013). Accordingly, this paper will discuss the theoretical and methodological approach used in a longitudinal, comparative research study with (self-identified) female students working as erotic dancers and waitresses. The aim of the research is to explore what happens to female students after graduation, and to identify potential trapping factors/cycles that keep educated young women in relatively low-skilled forms of employment.

Mengyi Xu (Keele University) - White-collar females on work-life balance: A case study of a state-owned company in urban China

Work-life balance includes the balances among people’s working life, family life and personal leisure. In the last three decades, human resource management and employment relations research in the field of work-life balance have received considerable attention in the field of academia, politics, business and public discourse in western countries. With the rapid pace of modernisation in China, work-life research has predominantly focused on work stressor and work-family conflict, but little has not addressed the work-life balance. Furthermore, Chinese white-collar women are an emerging social group facing structural and cultural constraints, gender inequalities, caring and household responsibilities. The challenges that Chinese female white-collar employees face in achieving a meaningful work-life balance require further research.

The present study contributes to research on work-life balance by assessing the current situations, perceptions and expectations of Chinese female white-collar employees. The research results are expected to indicate that Chinese-based organisations need to enhance white-collar females’, as well as their own organisational, development through implementing effective work-life balance practices.
In my doctoral research I propose examining the work-life balance of female white collar employees by adopting a mixed methods and case study approach. In this presentation the aim is to outline the theoretical framework underpinning the research, developed from reviewing existing literature as well as mapping the historical evolution of Chinese working women, based upon secondary sources and documentary research.

I hope to present these aspects of my research prior to conducting fieldwork for feedback on my research and also as a way of linking my theoretical and background research to my proposed methodology and mixed methods approach, with the aim of testing these out in terms of appropriateness, reliability and validity.

Chris McLachlan (University of Leeds) - Socially responsible restructuring (SRR): a framework

Employment restructuring continues apace. Between July 2003 and July 2013 there were 1,836,118 planned job reductions across the 27 EU states plus Norway (ERM, 2013). Although there is a body of research on the industrial relations and social impact of restructuring, there is a paucity of studies focused in the UK context (Forde et al., 2009). This paper, hence, presents an instance of employment restructuring at a large integrated steel works (SteelCo) in the UK that was considered, albeit retrospectively, to be socially responsible.

The impact of redundancy following restructuring includes poor health, financial hardship, emotional and psychological distress and feelings of helplessness towards future employment. Addressing how individuals move on from redundancy, in industries that generate a powerful sense of occupational identity, such as steel, is especially important when framing restructuring as socially responsible.

Given the literature has been relatively disparate - little research addresses SRR directly - the findings presented here offer a framework for understanding the different categories of responsibility owed by SteelCo. These focus on the specific SRR practices and processes implemented by SteelCo, and involve responsibilities pertaining to: processual, employability, communication and legal. Each category is analysed in turn in order to demonstrate how SteelCo sought to conduct their restructuring processes in a responsible way, and ultimately describe their process as SRR. The paper shows, however, a disparity between the rhetoric of SRR and the reality of its implementation: the incidence of SRR practices did not equate to their efficacy. In particular, the role of interpersonal communication and informality were key in understanding the breakdown between the rhetoric and reality. Such a framework serves as a way to evaluate whether restructuring is – if at all – socially responsible. As a result, the empirical and conceptual nature of SRR is refined.

Jiachen Shi (University of Leeds) - Employers’ HRM response to external economic factors – a case of the Chinese Financial Service Sector

Economic factors are essential factors to formulate the external environmental factors effecting HRM strategy (Schuler, 1992; Boxal & Purcell, 2011). This recent significant evidence of the shake from the global financial crisis on economic and financial markets of many countries combined with social and political environment demonstrate again that work, employment and HRM system of organization in different fields have been required to be adjusted to these environmental factors. Meanwhile, China, as a developing country and a fast growing economy even during GFC, is worth to be explored with how organizational HRM strategy support organizations operation in different economic and political environmental dimensions.
The specific interests of this paper are drawn on exploring the accompanying effects on work and employment when the state’s economic developments go through rapid growth with economic stimulate plans and a slowing down period. The contribution of this paper is to building up the theories of strategic HRM with exploring the relationship of HRM strategy and business strategy, business performance and human capitals within the different stages of economic cycle changes and political economy.

The research is conducted through qualitative research methods of case study and interviews. The interviews are designed to explore employers’ response to the external economic environment. The case study is with the Chinese financial service sector. Interviews are carried out with policy makers of government institutions, executive and general managers and HR directors from financial firms including state-owned and private banks, insurance companies and other financial institutions.

Specific economy development policies are regularly mentioned from the respondents and proved to have impacts on HRM adjustment of most of these sectors while different perceptions and HRM approaches between sectors are significant between state-owned firms and private firms.

Gaurish Chawla (Durham University) - The leader-follower myth: exploring leadership psycho-analytically

The English National Health Service is undergoing a massive reorganisation and there is a huge focus on ‘improving leadership’ (see King’s Fund 2012 for a review). Whilst this may be popular and acceptable to many, I argue that this neo-liberal focus on ‘leadership’ is problematic. For instance, Gemmil and Oakley (1992) frame leadership as a social defense, a myth, and I argue that our obsession with this myth is problematic.

I am exploring whether this sentiment is echoed by some NHS managers; and if so, how does it manifest in the discourse that they utilise. There is a strong argument that individuals are limited by the discourse they have available (e.g. Parker 1992). Building upon that, I argue that the contemporary NHS workers may not have a clear language of contestation against the ‘leader-talk’: instead, there are likely to be myths and fantasies that manifest in their organisational stories. I contend that therefore, to investigate these stories, it is important to use psychoanalysis: a theoretical framework that allows us to theorise about the thought processes that may occur without our awareness and yet, influence our language and our actions. These stories will be elicited using Photo elicitation (Harper 2002) with Free Association Narrative interviews (Hollway and Jefferson 2000).

In this presentation, I share evidence that problematizes the current neo-liberal focus on leadership improvement in the NHS. I then discuss how using leadership research conducted using psychoanalytic theory may provide an alternative and argue that psychoanalytic theory can offer an understanding of organisational lives different from what is usually achievable by a standard qualitative interview. In the same vein, I also make a case for utilising photo elicitation coupled with free association narrative as an approach to interviews.

Matthew Cole (University of Leeds) - The politics of service production: experiences of low-waged hospitality work in the UK

Hospitality is growing faster than any other industry in the UK. Currently, it is the fourth largest industry by employment, yet also has the highest rate of low-paid work. Much of this expansion is due to significant rises in tourism and migration to the UK in recent years. This growth may have profound consequences for the reshaping of work and the UK economy. My research aims to set out
a political economic framework for understanding the industrial circuit of capital in the hospitality industry, while grounding the research ethnographically what is happening at the concrete level in this major growth industry.

This paper will present some comparative experiences of work in the hospitality sector based on interviews and participant observation. The fieldwork initially aimed to empirically address the question “How do labour processes shape experiences of work in UK hotels?” However, the data and subsequent theoretical developments encouraged me to develop a novel approach to labour process analysis. Instead of focusing simply on the minutia of labour processes – from autoreduction to time banking, managed hearts to striking – I attempt to ground the structured antagonism between labour and capital in the social form of the production and circulation of value. I will therefore discuss findings not only in relation to the employer-employee relationship, but also beyond it. This will entail not only a discussion of workers experience in relation to aspects such as the customer service triad to work intensity and conditions, but also workers’ perceptions of the use of agencies, the tensions this causes, and the effects it has on the industry and work in the UK.

Chibuzo Ejiogu (Strathclyde University) - High-Skilled Migrant Workers and the Changing Dynamics of Equality, Diversity and Voice: The Role of Civil Society Organisations in Regulating Work and Employment

The mobility and labour market participation of skilled migrant workers is tightly regulated through state immigration policies as well as the institutional structures of the labour market which are underpinned by regulatory processes. High-skilled migrants face issues of (in)equality in work and employment, and traditional actors such as trade unions are often ineffective in articulating the “voice” of migrant workers (Healy and Oikelome, 2007). There is a growing interest in new and emergent actors in work and employment (Heery and Frege, 2006). Community organisations and civil society organisations (CSO) have the potential to compete with or compliment more established actors like trade unions as representative bodies for workers (Heery et al, 2012; Holgate, 2009, 2013).

This study examines the role of CSOs representing skilled migrant workers in the regulation of work and employment and their effects in the host country (UK) as well as (home) countries of origin. The original conceptual contributions of the study are discussed through an analysis of the forms, norms and spaces of CSOs drawing on theories of regulatory change (MacKenzie and Martinez Lucio, 2005, 2014). The empirical contributions of this study are presented in the form of initial and provisional findings of a tentative nature drawing on the empirical research involving four case study CSOs using qualitative interview methods.

Emma Hughes (Bangor University) - Unpicking complexity of struggle in employment relations: the London Underground dispute and the broader political contested terrain

Unitarism, pluralism and radicalism serve as three rival theoretical lenses for examining conflict in the employment relationship. These lenses or frames of reference have been widely debated, but remain empirically underexplored in terms of application to real world cases of labour struggles. This study informs the debate by scrutinizing a multi-faceted case study of workplace conflict in the UK, the struggle at London Underground. The research question is: which frame of reference is best equipped to unpick the multi-layered dynamics of employment relations struggles?

To explore this research question and to illustrate the complexity of the London Underground dispute, we examine various online sources between October 2010 and February 2016. These include, press releases, newspaper articles and radio interviews. Fairclough’s (1995, 2003)
dialectical-relational approach to critical discourse analysis (CDA) is adopted. Under this approach, language and texts are viewed as dialectically interconnected with other elements of social life. It is therefore applicable for scrutinizing the multi-dimensional London Underground struggle.

This study enriches the debate on employment relationship perspectives by arguing that radical pluralism, a variation of the radical lens, is the most applicable lens to unpick the complexities of multi-layered workplace disputes. Alternative lenses provide a mere ‘snapshot view’, as they fail to fully uncover the different layers of struggle, or the relationship between them. The evidence shows that parties are enmeshed in contradictory dynamics of conflict and cooperation, due to several internal and external contextual factors. Two levels of struggle are uncovered, one above and one beneath the surface. The evidence suggests that the ‘surface level’ London Underground conflict is also inextricably bound up to a ‘deeper level’ of antagonism over the Trade Union Bill and wider political machinations.

Juliet Nagy (University of Leeds) - Career progression in law SMEs in Leeds: experiences of a diverse workforce

British small and medium-sized enterprises (SMEs) – with fewer than 250 employees – make great contributions to economic growth. Accounting for 99.9% of all private sector businesses at the start of 2015; providing 60% of private sector employment and creating an annual turnover of £1.8 trillion (White, 2015), more focus on smaller private sector businesses would prove beneficial. Irrespective of these compelling statistics, SMEs also remain insufficiently studied regarding diversity issues. While providing important insights, the majority of SME literature addressing diversity involves ethnic-minority start-up firms; focusing mainly on the value of family networks and resource access (Jones and Ram, 2010).

In contrast, in light of evolving workforce characteristics, the current study considers SME law firms; organisations with highly-ambitious, career-orientated workers. Previous studies have explored both career progression and entry barriers into the profession. Nevertheless, they have primarily focused on larger companies; overlooking the unique characteristics of SMEs. This research examines how career progression occurs in SMEs, to discover the factors perceived as shaping this progression and to ascertain whether workforce demographics are influential within the SME context. The research framework draws on intersectionality theory, (Crenshaw, 1989), historically founded in the junction between race and gender. This forms an innovative paradigm to investigate connections between marginalised groups and examine gendered practices.

Using qualitative techniques, data collection comprised 44 semi-structured interviews within 4 law SMEs in Leeds. Emerging themes show that many participants perceive a clear progression route in law towards seniority, seduced by high salaries and vocational prestige – a driving factor for career advancement – yet both genders acknowledge encountering career barriers. Managing diversity practices within these companies are mainly viewed as synonymous to equal opportunities policies. The principal research contribution is to advance career theories within an SME context and theories of intersectionality to generate more beneficial HR policies; specific to SMEs.

Gaurish Chawla (Durham University) - Perfectionism at work: a myth

‘Perfectionism’ is defined as “a personality disposition characterized by striving for flawlessness and setting exceedingly high standards for performance, accompanied by tendencies for overly critical evaluations.” (Stoeber 2014)
The term perfectionism has usually been implied to have positive connotations. However, ‘Perfectionism’ at work can exist along a spectrum: from extremely pathological (clinically known as neurotic perfectionism (McMahon 2014)), to non-pathological. Non-pathological obsession with perfection can impact well-being at work negatively as well: via evoking emotions such as stress, guilt and frustration (Stoeber 2014).

In this presentation, I use psychodynamic theory to argue that perfectionism is a myth, a defence mechanism that workers may employ subconsciously for a variety of reasons. These reasons may include trying to attain an ego ideal established during childhood, or as a defence against anxiety in other ‘non-work’ aspects of life. Furthermore, worker may rationalise perfection, and live in denial, or construct a fantasy that once a certain mythical objective is attained, they will alter their approach.

I present autoethnographic and literary evidence to support my argument and to problematise perfectionism, along with providing a brief overview of using autoethnography as a research method for management studies.

Meenakshi Sarkar (University of Leeds) - British Pakistani Taxi Drivers: In a taxi, Stuck or going places?

It is noticeable to anyone taking taxis in a number of northern cities in the UK like Leeds, Bradford, or Manchester that many of the drivers are of Pakistani origin. According to a UK Cabinet Office report in 2003, ‘one in eight male Pakistanis worked as taxi drivers compared to a national (UK) average of one in hundred’ (Noon and Blyton, 2007: 286). This figure has doubled to one in four in 2010 for the Pakistani men in working age population in UK (EHRC, 2010). Considering that the white British population is not into this occupation in large numbers as taxi driving is not seen as a socially desirable job, nor an aspirational vocation, then why do a quarter of Pakistani men in the UK drive taxis for a living, is this choice or constraint?

During preliminary exploratory research with taxi drivers, there emerged a pattern in their stories. While many cited ‘choice’, with flexibility (to choose the number of hours; take holidays as own convenience), autonomy (be your own boss; not having to work under anybody else’s supervision), and easy money (cash in hand; the more hours you work the more money you make) acting as ‘pull’ factors. Others mentioned ‘constraints’ like, not having enough qualifications, racial and religious discrimination, as well as restrictive labour market practices, as reasons for not being able to access jobs that they would prefer resulting in them being ‘pushed’ into taxi driving. It appeared in these initial conversations, that while taxi driving was perceived to be ‘easier’ than doing a mechanical, labour-intensive job, or was deemed to be more ‘flexible’ than a regular nine-to-five job, it was one of the few options available to first generation Pakistani migrants considering many had fewer or no qualifications, poor English language ability, and faced institutionalised racism and religious discrimination, and poor support from ‘the system’ around them. One critical mention by almost all taxi drivers in the preliminary research was that none of the taxi drivers wished their next generation to take this up as a means of earning their livelihood. However, both first and second generation Pakistanis seem to have equal likelihood to be in taxi driving (Hills et al, 2010). This raised a set of questions as such how are the social inequalities faced by the first generation Pakistani men being reproduced in the subsequent generations who are born and raised in the UK?

Are these structural constraints external to the people or are these internal and embodied, what French sociologist Bourdieu calls a habitus: ‘a system of durable, transposable dispositions which functions as the generative basis of structured, objectively unified practices’ (Bourdieu,1979: vii as cited in Jenkins, 1982: 272). This formed the basic motivation for this study to find the ‘durable
dispositions’ affecting the employment choices (or lack of it) of migrants in general and Pakistani taxi drivers in UK in particular. This study will take a Bourdeusian approach exploring the classical structure-agency debate in sociology using biographical narrative interview methods (BNIM) to explore how culture, class and parental occupations intersect affecting intergenerational mobility of second and third generation Pakistani men driving taxis for a living in the cities of Leeds and Bradford.
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)

The 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
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