

Faculty of Business & Law
Dilemmas in Managing Change
The 19th annual Dilemmas for Human Services

International Research Conference
13-14 September 2016
Park Campus, Boughton Green Road, NN2 7AL
Cottesbrooke Hub

Keynote speakers



Cliff Oswick
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Organisation Theory;
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Emma Bell
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Professor of
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Tuesday 13 September (Abstracts pages 5-11)

9.00 – 9.30	Registration at COTTESBROOK HUB	
9.30 – 10:00 PLENARY SESSION	COTTESBROOKE C223/C224 Plenary Session – Introduction, welcome and conference announcements, Professor Simon Denny, Executive Dean: Research, Impact and Enterprise	
10:00 – 11:00 PLENARY SESSION	COTTESBROOKE C223/C224 Plenary Session – Keynote – Professor Cliff Oswick, Unfolding Dilemmas in Change Approaches: Of Determinant Material Practices and Emergent Discursive Interventions?	
11:00 – 11.30	Coffee break in The HUB	
11.30 – 13.00 PARALLEL SESSIONS	<p>Cottesbrooke C118 Chair: Mairi Watson <u>Gender, Age and change in the Human Services (Papers)</u> 11.30 Women coming of age in Pakistan: A gender Perspective, Amani Moazzam 12.00 Engineering your career - gender perspective, Elisabeth Berg 12.30 New Technologies, New Challenges: Spaces between Public and Private, Jim Barry, Elisabeth BarryBerg, Chrisrina Mörtberg</p>	<p>Cottesbrooke C119 Chair: Jennifer Gosling <u>Changes in the Human Services and public sector (Papers)</u> 11.30 The emotional demands of 'mundane' 999 calls in paramedicine, Jo Brewis & Richard D. Godfrey 12:00 Coordination Of Emergency Services And The Problem Of Governance, James Radcliffe, Paresh Wankhade, Geoff Heath 12.30 Learning From Emergencies So We Can Do Better Next Time”: A Case Study of Organisational Learning for Emergency Preparedness in an INGO, Gillian McKay</p>
13.00 – 14.00	Lunch Break in The HUB	
14.00 – 15:00	COTTESBROOKE C223/C224 Plenary Session – Keynote – Professor Emma Bell, Changing Places: On Movement as Loss and Being Peripatetic	
15.00 – 15.15	Comfort break	
15:15- 16:45 PARALLEL SESSIONS	<p>Cottesbrooke C118 Chair: John Chandler <u>Culture, Identities and Change in the Human Services (Papers)</u> 15:15 The Professional Map: Identity Regulation or Holy Grail?, Guy Huber 15:45 Social worker identities - Constructing an anchor in a sea of policy turbulence, Kim Woodbridge-Dodd. 16:15 Understanding ambivalence as a response to organisational change in the public sector, Linna Sai</p>	<p>Cottesbrooke C119 Chair: Elisabeth Berg <u>Leadership and Change in the Human Services (Papers)</u> 15:15 Managing Changes in Value-based Leadership New Directions and Strategies on User Influence in Social Care and Home Health Care, Maria Wolmesjö & Agneta Kullén Engström 15:45 From heroic to distributed to embedded leadership in the Further Education sector, Andrew Boocock 16:15 Leading Change Together: Managing cultural change across the HE workforce, Hala Mansour, Cristina Devecchi, Nick Allen</p>
18.30	Travel to Conference Dinner from Sunley Management Centre to Northampton Saints, http://www.franklinsgardens.co.uk , NN5 5BG (included in Conference fees for full delegates, available as add on for day delegates. Must be pre-booked – email Helen.Fox@northampton.ac.uk)	

Conference Programme- Dilemmas in Managing Change International Research Conference, 13-14 September, Faculty of Business and Law, The University of Northampton.

Wednesday 14th September (Abstracts pp 12-21)

9.30 – 10:00 PLENARY	Coffee at COTTESBROOKE HUB	
10:00-11:00 PLENARY	COTTESBROOKE C223/C224 Plenary Session – Keynote – Professor Rune Todnem By, Leaders & Followers: room for dissent	
11:00-11:30	Coffee break in The HUB	
11:30-13:00 PARALLEL SESSIONS	<p>Cottesbrooke C118 Chair: Jim Barry <u>Dilemmas of Change in Health Sector (Papers)</u> 14:00 User involvement as an engine of change within Health Care, Mike Dent 14:30 Is New Public Management appropriate as a transitional management strategy for public sector organizations? The case of the United States Veterans Health Administration’s radical transformation and (near) downfall, Joshua J. Robinson, Richard Giordano, Jennifer Gosling 15:00 How effective have government user involvement policies been in including public and patient participation in decision making within the NHS? Rita Haworth</p>	<p>Cottesbrooke C119 Chair: Cristina Devecchi <u>Organisational Dilemmas and Change in Human Services (Papers)</u> 11.30 Higher education-Industry supply chain management: Using ICT and hybrid strategy to bridge the gap between HR supply and demand in an emerging market, Heba Mohamed Adel 12:00 A case study into a merger into a multi-academy trust (MAT) school leaders responses to organisational dilemmas, John Macklin 12.30 Managing Strategic Pay: Dilemmas and Dualities, Sarah Jones</p>
13.00 – 14.00	Lunch Break in The HUB	
14:00-16:00 PARALLEL SESSIONS	<p>Cottesbrooke C118 Chair: Leroi Henry <u>New directions and strategies for users, employees and employers (Papers)</u> 14:00 The Impact of the Work Programme on the Welfare of Young People Transitioning from Education to Employment in the UK within a broader European Context, Marion Ellison 14:30 Feminist Discourse Analysis of Careers in the HR profession, Elaine Yerby 15:00 Evaluating the Leadership role of Health and Wellbeing Boards as Drivers of Health Improvement and Integrated Care Across England, Jennifer Gosling 15:30 Using the Psychological Contract to explore the experiences of Domiciliary Migrant Care Workers within London Boroughs, Cathlynn D’silva</p>	<p>Cottesbrooke C119 Chair: Mike Dent <u>Dilemmas of Change and the Community (Papers)</u> 14:00 Changing families, changing schools; exploring community aspects of parenting initiatives, Linda Bell 14:30 Organizational Responses to the Equalities Duty in the London Borough of Hackney, John Chandler, Gil Robinson 15:00 Corporate Social Responsibility (CSR) as a Key Strategy in Consumer Retention: A case study of Pakistan’s community, Hina Saleem</p>
16:00– 16:30	End of the Conference in the HUB Dr Mairi Watson, Dean of Faculty of Business and Law.	

Keynote Speakers:

- **Cliff Oswick: Tuesday 13th, 10-11, C223/224**

Unfolding Dilemmas in Change Approaches: Of Determinant Material Practices and Emergent Discursive Interventions?"

Cliff Oswick is Professor of Organization Theory and until recently he was the Deputy Dean at Cass Business School, City University London. Before joining Cass in 2011, he spent 4 years at Queen Mary, University of London as a Professor and as Dean of the Faculty of Law & Social Sciences. His research interests focus on the application of aspects of discourse, dramaturgy, tropes, narrative and rhetoric to the study of management, organizations, organizing processes, and organizational change. He has published over 140 academic articles and pieces in edited volumes, including various contributions to *Academy of Management Review*, *Human Relations*, *Journal of Management Studies*, and *Organization Studies*. He is the European Editor for *Journal of Organizational Change Management*, Associate Editor for *Journal of Change Management*, and an editorial board member for *Journal of Applied Behavioral Science*. He is also a co-director of ICROD (the International Centre for Research on Organizational Discourse, Strategy and Change), a member of the CIPD (Chartered Institute of Personnel Development), an elected member of the National Training Laboratory, chair of the board of trustees for The Tavistock Institute of Human Relations, and a member of the Executive Board of the Organization Development and Change Division of the Academy of Management.

- **Emma Bell: Tuesday 13th, 14-15, Changing Places: On Movement as Loss and Being Peripatetic**

In this talk, Emma will draw on her recent research on the organization of craft work, focusing on a case study of a Northampton shoe making company that has been in business for over a century. Drawing on accounts of factory workers, photographic images of the making process and archival documents, Emma will think about the importance of organizational embeddedness in place in the formation of collective memory, and why the experience of organizational movement is often experienced as a loss.

Emma Bell is Professor of Management and Organisation Studies at Keele Management School, Keele University, UK. Her approach to understanding management draws on insights from the social sciences and humanities to critically explore meaning-making processes in organizations. Key themes include: change and organizational loss, embodiment and media representations of management, and spirituality and religion in organizations. She also teaches and writes about methods of knowledge production in management research. Her work has been published in journals including *British Journal of Management*, *Human Relations*, *International Journal of Management Reviews*, *Journal of Management Studies* and

Organization. She has also published several books, including *Reading Management and Organization in Film* (2008), *Business Research Methods* (2015, with Alan Bryman) and *A Very Short, Fairly Interesting and Reasonably Cheap Book about Management Research* (2013, with Richard Thorpe). Emma is current Co-Chair of the Critical Management Studies Division of the Academy of Management and joint Editor-in-Chief of the journal *Management Learning*.

- **Rune Todnem By: Wednesday 14th, 10-11, Leaders & Followers: room for dissent.**

I am a great believer in making a difference. In fact, I believe that Leadership is all about (being) MAD: Making a Difference. This is my focus and mantra when teaching undergraduate and postgraduate students as well as when delivering sessions to developing, middle, senior and executive managers. The opportunity to make a difference at an international level is what fuels my work as a researcher and author of academic articles, as Editor-in-Chief (*Journal of Change Management*), co-author of one of the main textbooks on change management (*Managing Change in Organizations*), and as co-editor of several books with a focus on leadership, change, and the individual. We can all exercise leadership and play an active role in fulfilling both individual and organizational ambitions and potential. In fact, we all have a responsibility to do just that. Before joining Staffordshire University Business School, I was very fortunate to work at University of Wolverhampton and Queen Margaret University, Edinburgh in roles ranging from Research Assistant to Acting Academic Director (*Business Management*). In 2009, I had the great privilege to participate in the inaugural Scottish Crucible, an academic leadership-development programme sponsored by NESTA, the Scottish Funding Council, the Royal Society of Edinburgh and prestigious Scottish universities. Previous to joining academia, I worked in the Norwegian army: first as a corporal in His Majesty the King's Royal Guard, and later as a NATO paramedic in Bosnia and Herzegovina.

ABSTRACTS Tuesday 13th - MORNING

11:30-13:00 Cottesbrooke C118 Chair: Mairi Watson

Gender, Age and change in the Human Services (Papers)

11.30 WOMEN COMING OF AGE IN PAKISTAN: A GENDER PERSPECTIVE, Amani Moazzam, Institute of Administrative Sciences University of the Punjab, Lahore, amani.ias@pu.edu.pk

Major diversity research in Pakistan has centered on gender diversity alone. While there has been a growing interest in ageism and aging globally but its study has been one dimensional i.e., as in getting older or biases encountered as an older employee in an organization or the economy. Research demonstrates that women and men experience age, ageing and ageism in different ways in organizations and management (Itzin and Phillipson, 1995; Duncan and Loretto's 2004). Age is considered relevant in recruitment, selection and retention, in performance and appraisal and in training and career development (Perry and Parlamis, 2006) as cited in Jyrkinen and McKie (2012). Age composition of a country has significant implication on the country's potential for future growth. Therefore, the most important demographic characteristic of a population is the proportion of people at each age, by sex. The age structure of a population affects a nation's key socioeconomic issues. Pakistan has a remarkable young age structure almost 60% of population belongs to the working class group that is 15-59 years. The country can boost its productive capacity with the help of this dynamic group (Economic Survey of Pakistan 2014-15).

With increasing number of women entering the labor force in Pakistan, the nature and shape of the labor force is changing. Keeping pace with the change in the labor force is the change occurring at the workplace. With the steady increase in young females at the workplace resulting in problems for these women retaining the job opportunities and climbing the career ladder.

The present study focuses on gender and ageism in developing economy like Pakistan with its ever growing youth bulge. The focus of the study is to identify the possible biases being faced at workplace due to their age and gender especially women in the age bracket of 20-45 years.

In depth interviews of 5 career women was conducted who are in the age bracket of 25-45 yrs. These women have a working experience ranging from 2-15 yrs. The interviews help in establishing the biases encountered by the females in different professions. Of the 5 women, one was an academician, another a medical doctor, a finance specialist, a banker and an entrepreneur. The analysis of the interviews leads us to conclude that even though women in Pakistan are entering the workforce in increasing numbers but the

environments at workplace are not conducive enough. Younger females were restricted in their advancement opportunities as they were considered too young to handle senior positions or that their teams would not be supportive of them as compared to their male counterparts. Age in Pakistan provided women respectability and made them comparatively more legible for promotions.

12.00 Engineering your career - gender perspective, Elisabeth Berg, Professor in Sociology, Luleå University of technology, Visiting Professor at University of East London, UK

What kind of changes in respect of research activity and incumbency of senior positions have occurred in a neo-liberal context marked by new public management (NPM) reforms in universities for women academics? NPM acts as the organizational glue for neo-liberalism and has been described as no less than a managerial reform movement embodying masculine discourses that emphasize individualization, competition and the associated risks and uncertainties that follow. The NPM reforms brought more administration through bureaucratic procedures, along with private sector managerial techniques and mind-sets (Hood 1991; Pollitt and Bouckaert 2011). The result is that today there are more academics acting as managers and a greater focus on individual performance. Different emphases nonetheless operate in different countries. Sweden has, for example, since 2001 steered research by introducing large-scale programs for the funding of what is termed excellent research, with universities now expected to finance research with 50% external funding; in this context we find that most research is researcher-driven in the sense that researchers are applicants instead of universities. Yet the NPM has also increased management positions with the incumbents focusing on performance, as well as accountability through surveillance and regulation. With neo-liberalism as an overarching framework, operationalized through the NPM, an individualized research society is the almost inevitable consequence. In this context, we find that women in universities tend to have fewer publications, less research funding and can be found working more often than their male colleagues as teachers. As a result, management has become increasingly seen as an option for a promising career route and gender research a major factor in respect of equal opportunities (Sweden and EU). Political issues that have appeared on the political agenda over the last 35 years have thus had an effect on the gender balance at universities. Gender issues have become institutionalized in academe.

12.30 The Impact of the Work Programme on the Welfare of Young People Transitioning from Education to Employment in the UK within a broader European Context, Marion Ellison, Queen Margaret University: Edinburgh. mellison@qmu.ac.uk

There is burgeoning body of research related to the lived experiences of vulnerable young people within European welfare settings which clearly evidences poor quality employment and high levels of unemployment as being characteristic of the labour market experiences of a growing number of vulnerable young people (INSPIRES,(2016; OECD, 2015; ILO, 2016). These experiences have to a greater or lesser degree been exacerbated by the regressive impact of austerity measures on the distribution of incomes, provision of adequate public housing and access to higher further and higher education, and training. Here the thrust of recent macroeconomic policy in weaker European economies has centred upon rapid deficit reduction, prioritizing cuts to public services and welfare services which penalise the poor and create new societal risks including an inadequate publically funded education sector and a weak labour market characterised by part-time and temporary jobs (Theodoropoulou S and Watt A 2011; Bell, and Blanchflower;2010;Shildrick, T., MacDonald, R., Webster, C. and Garthwaite, K. (2013) Schelkle, W 2012 ; Sinfield, 2011) For young people across Europe the impact has been made considerably worse by cuts in public investment in further and higher education and vocational training (Ellison, 2014). As a result many young people particularly those disadvantaged by inequality have been placed in a position where their current and future prospects are extremely limited by the constraints of poverty and exclusion and restricted access to further and higher education. For more vulnerable young people insecure and limited transition pathways between education and work are demonstrated as being fragmented also by the social configuration of disability, ethnicity and disadvantage.

This paper draws upon the results from The INSPIRES (EUFP7) Research Project conducted between 2013 and 2016 across 12 countries to argue that the transition pathways for the most vulnerable young people are often the most linear as situational constraints lead them to move directly from school into non-standard, part-time and temporary employment. Evidence from several INSPIRES countries also suggests that short transitions between education and employment do not necessarily indicate positive transitions. This evidence has significant implications for employment programmes for young people which adopt a work first rather than a skills first approach. Given this it is contended that social investment and active labour market programmes designed to support and sustain young people in the labour market cannot enable social progress to occur unless it is combined with the implementation of adequate levels social protection and social welfare. (MacDonald, R. and Shildrick, T. 2013Pintelon et al., Cantillon and Van Lancker, 2012; Grusky and Kricheli-Katz 2013). In the UK the Work Programme is a welfare to work initiative designed to support unemployed people entering and sustaining a position within the labour market.

Analysis of outcomes of the Programme by The UK Work and Pensions Select Committee Report (May 2013) revealed that the programme was 'giving least help to those people who were worst off'. In particular, the report revealed vulnerable groups such as people with disabilities and homeless people as being largely ignored by the Work Programme. In common with many young people across Europe recession and austerity measures has brought deepening levels of personal crises, particularly with regard to their psychological and emotional well-being. This paper offers an understanding of the experiences and transitions of young people within the work-welfare nexus which is theorised and understood as dynamic and interrelated socio-economic process encompassing 'constellations' 'assemblages' and 'articulated formations' of welfare state-ness (Clarke, 2014). Here a critical realist approach is used to explore the impact of the Work Programme as a welfare to work approach on young people's transitions in the UK within a European context. The paper draws upon data, analysis and findings from the INSPIRES (EUFP7) Research Project.

11:30-13:00 Cottesbrooke 119 Chair: Jennifer Gosling

Changes in the Human Services and public sector (Papers)

11.30 The emotional demands of 'mundane' 999 calls in paramedicine, Jo Brewis & Richard D. Godfrey, Jo Brewis and Richard Godfrey, University of Leicester School of Management, j.brewis@le.ac.uk and rg148@le.ac.uk

Much of the research on paramedicine characterizes it as an 'extreme' form of work. For example, Palmer's (1983) ethnography describes US paramedics as thriving on cases involving "multiple casualties, physical trauma and fast-paced action", those providing a "psychological high associated with runs that call forth their best and most advanced medical, rescue, and lifesaving skills" (pages 162, 163). However, in the past 15 years or so, the practice of paramedicine has changed significantly. Since around 2000, UK paramedics have been much less likely to be responding to emergencies (College of Paramedics, 2015: 10). Instead, most 999 calls are 'category B', involving patients with primary or social care needs. Only 10% of 999 calls to the English ambulance service now involve life-threatening cases (Department of Health, 2005), despite demand for ambulances increasing annually. These changes are attributed to an ageing population; public confusion over urgent and emergency care options; less out of hours provision by GPs; increasing pressure on GP services; and fewer healthcare workers more generally (eg, O'Hara et al., 2015). The increase in 'mundane' work at the cost of 'Gucci' trauma cases have placed new demands on the ambulance service as a profession and on the individual paramedic as a healthcare professional.

However, our knowledge of the emotional demands posed to paramedics by these 'mundane' 999 calls is very limited, with McCann et al. (2013) being the sole UK study we have located. A better understanding of these demands is crucial because of the implications for job satisfaction, retention and patient care. Routes into English paramedicine are also changing, with the recommended pathway now a minimum of a Diploma in Higher Education in Paramedic Science or Practice. It may well be that newer entrants to the profession and those entering as ambulance technicians experience and cope with these demands differently. Although clinical placements comprise 50% of paramedic HE programmes, the latter group received their training on the job and may have entered more attuned to its realities.

In preparation for a project involving paramedics from a regional ambulance service trust which will explore the emotional demands of 'mundane' 999 calls, this paper will outline the extant literature on the changing occupation of paramedicine and outline our planned empirics.

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- Department of Health (2005) Taking Healthcare to the Patient: Transforming NHS Ambulance Services.
- McCann, L., Granter, E., Hyde, P. and Hassard, J. (2013) 'Still blue-collar after all these years? An ethnography of the professionalization of emergency ambulance work', *Journal of Management Studies*, 50 (5): 750-776.
- Palmer, C.E. (1983) "'Trauma junkies" and street work: occupational behavior of paramedics and emergency medical technicians', *Urban Life*, 12 (2): 162-183.

12:00 Coordination Of Emergency Services And The Problem Of Governance, Jim Radcliffe, Visiting Fellow, Staffordshire University, Geoff Heath, Fellow, Keele University, Paresh Wankhade, Prof Leadership and Management, Edge Hill University

In a recently published consultation document, the British government has put forward proposals to improve coordination and cooperation between the three emergency services of police, fire and ambulance. In this document the emphasis is clearly based on improvements in the relationship between the police and fire service with an enhanced role for the existing Police and Crime Commissioner.

This paper will consider the issues raised by this document surrounding the problem of governance in managing three services with disparate histories, professional cultures and management structures. It is clear from the document that the government recognises some of these problems as the ambulance service receives scant attention, while the

governance proposals emphasise the role of an enhanced Police and Crime Commissioner. A number of issues are explored which centre on the following:

The problems associated with the development of the Commissioner and the search for a role.

The barriers to effective coordination under a Commissioner and whether the Fire Service would resist an apparent subsidiary role under the proposed organisational changes.

The managerial/organisational difficulties involved in coordinating services beyond the present arrangements for major incidents.

Managerial change may well present difficulties for democratic accountability and coordination of these important services. The proposals contained within the proposals present the potential for a significant challenge to change management associated with a clash of professional cultures and the response of employees to the modernisation agenda.

Andrews, R. and Ashworth, R. (2015) Representative Bureaucracy and Fire Service Performance, *International Public Management Journal*, Vol. 17/1 pp. 1-24

Bateman, N., Maher, K. and Randall, R (2016) Drivers of change in the UK fire service: an operations perspective, in Radnor, Z. et.al. *Public Service Operations Management: a research handbook*, Routledge, London. pp. 139-155.

Joyce, P. and Lister, S. (2014) Scrutinising the role of the Police and Crime Panel in the new era of police governance in England and Wales, *Safer Communities*, Vol. 13/1 pp. 22-31

Wankhade, P. and Mackway-Jones, K. (2015) *Ambulance Services: leadership and management perspectives*, Springer International, Switzerland

Wells, H and Smithson, H (2015) Grey areas and fine lines: negotiating operational independence in the era of the police and crime commissioner, *Safer Communities*, Vol. 14/4 pp. 193-204

12.30 Learning From Emergencies So We Can Do Better Next Time": A Case Study of Organisational Learning for Emergency Preparedness in an INGO, Gillian McKay,

International Non-Governmental Organisations (INGOs) working in multiple low-income countries are faced with political, economic and cultural challenges in their operations, both internally and externally, and thus require programming to be rapidly adaptable to change. AA, an INGO working in health systems strengthening in Sub Saharan Africa, has undertaken a number of emergency

responses in health, and strives to learn from each response to better prepare for the next.

This paper presents early findings of an investigation into the organisation's structure, culture and systems¹ and how these influence knowledge management as understood through two country-level programmes, South Sudan and Sierra Leone, as well as through the European Headquarters. The aim of this research was to generate recommendations that will allow organisations to improve their learning processes so as to be better prepared for future emergencies in health.

To achieve this I undertook two main tasks. The first task was to identify and analyse barriers and facilitators to information flows and organisational learning in the context of emergency responses. The second task was to propose organizational policy changes that would support the improvement of knowledge management.

I used a Complex Adaptive Systems lens to examine how the organisation's processes supported or impeded knowledge management, learning and quality improvement. My methods included mapping of information flow, document analysis, a survey of staff, in depth interviewing and meeting observation. Barriers and facilitators were mapped to the McKinsey 7S domains, and analysed accordingly. Furthermore, I situated the data collected within the larger literature on knowledge management and learning in multi-country organisations. My position as an employee of the organisation required a critical reflexive component to the data collection and analysis.

Data collection was completed in August of 2016, and analysis is on-going at the time of the Dilemmas conference. Through this paper and presentation I seek critical feedback from the conference participants to further my understanding and analysis of the data and to best situate it within the literature and conversations occurring in the field.

This paper takes a snapshot of where AA is at present, and offers practical recommendations to enable this organisation to continue on its trajectory for learning and quality. This case study paper will add to the body of evidence in the field of knowledge management for emergency preparedness for multi-national organisations in low-income countries.

ABSTRACTS Tuesday 13th – Afternoon

15:15- 16:45 Cottesbrooke C118 Chair: John Chandler

Culture, Identities and Change in the Human Services (Papers)

¹ I anticipate that these domains are likely to be important but may not be exhaustive.

15:15 The Professional Map: Identity Regulation or Holy Grail?, Guy Huber, University of East London, g.huber@uel.ac.uk

The Chartered Institute of Personal Development (CIPD) provides a 'professional map' containing an interrelated 'set' of 'objectives' that members of the institution should reflect upon to achieve success in the 'profession' (cf. Fournier, 1999). This 'architecture' is intended to constitute an overarching set of 'aspirations' that discipline practitioner's understandings of what it is to be a Human Resource (HR) professional - by 'indicating activities, knowledge and behaviours needed for success' (CIPD, 2015, p.2). The circular map is organised into four distinct bands that constitute a journey to the core, with the individual passing through the three outer bands, as they develop into a 'leading' HR professional. The map provides clear developmental pathways for HR practitioners, by offering a 'commonsensical' and 'instrumental' guide to who 'one' is, what 'one' does and who 'one' might become. Our paper seeks to examine and challenge some of these contentions, by contributing to the critical management literature on HRM through an examination of identity work and regulation (Alvesson and Willmott, 2002).

We begin by constructing the map as a form of 'identity regulation' that seeks to influence members at a distance, by aligning personal development to the 'instrumental' requirements of business (cf. Fournier, 1999). We then depart from much of the literature on identity regulation, by theorizing that there will be a substantive gap between the aspirational goals that the institution willingly promotes and the 'actual' day-to-day experiences of many HR practitioners. Where this gap is 'too wide', then the map's 'constituting' discourses are unlikely to 'substantially' impact an individual's identity work. For example, a call to be a 'role model', who 'consistently leads by example. Acts with integrity, impartiality and independence, balancing personal, organisation and legal parameters' (CIPD, 2015, p.43) might appear somewhat remote from an individual's experience of having their career path defined by significant others or their personal ethics/autonomy impinged upon by line managers. We would expect, that for some practitioners, the 'illusion' that one can freely develop one's own career path would be balanced by their experiences of being 'coerced' or 'constrained' by the requirements of others (Caldwell, 2003).

Our in-depth case study 'will be' attentive to both 'micro-level and macro-level discourses (d/Discourse).... and

[those] contexts that constitute and are constituted by organizational life' (Fyke and Buzzanell, 2013, p.1620). Semi-structured interviews will be constructed to uncover the ways identity work often contradicts and weakens the broader appeal of CPD rhetoric - 'tokenly' designed to empower professional development. Our findings will be grounded in the views and outlooks of HR practitioners working within a higher education institution. We wish to discover whether HR practitioners aspire to the prescribed professional norms, beliefs and values within the architecture of the map? Investigate whether HR practitioners can relate their subjective experiences to (we believe) abstract prescriptions for professional development? Decide whether the CPD map and the discourses that it constitutes remain largely elusive, a 'holy-grail' for self-development, that while 'aspirational', remain too remote from immediate organizational realities?

15:45 Social worker identities - Constructing an anchor in a sea of policy turbulence, Kim Woodbridge-Dodd, the University of Northampton

Social work is often presented within discourses of contested identities and ambiguous role in several countries; North America, China, Scandinavia, Australia, as well as the United Kingdom, and is the focus of much ongoing research and debate (Hugman, 2009).

In the UK, although social workers are consistently reported as providing a vital role in public services, notions of what is 'good' social work is subject to constant change. The impact of the socio-economically driven policy, redefined practice frameworks, the passing of Legal Acts of Parliament, and not least changes in social attitudes towards welfare and care, constitutes social work as a contested and controversial public service profession (Asquith, Clark, & Waterhouse, 2005) (Moriarty, Baginsky, & Manthorpe, 2015).

This challenging environment of policy turbulence fundamentally questions professionals around their values, salience and professional identities. With politically driven, frequently changing priorities and perspectives in human services, social workers face real time challenges in defining their role in the jostling of changing notions of what constitutes professional capability (Wiles, 2013).

However, within this context social workers continue to have high profile, high risk decision making responsibilities and work with the most challenged families, vulnerable people and complex situations (All Party Parliamentary Group on Social Work, 2013). The literature suggests that this has had a personal consequence for the workforce, describing it as one which is emotionally exhausted and one of the professions with the lowest morale (Lloyd, King, & Chenoweth, 2002).

This research listens to social workers describing how they construct and sustain their professional identities within mental health settings, which is one of the most complex and high profile areas of public service. Twelve social workers were interviewed and their accounts analysed. Foucauldian conceptualisation of power and knowledge is useful in understanding identities in areas such as social work, where identities are contested. Therefore, discourse analysis based on Foucauldian principles was used to analyse the interviews to understand social worker identities within their political, discursive and agentive frameworks. In this way social worker identities can be seen as socially negotiated, reified, reconstructed and shared through day to day events, images and discussions. Here, power and agency are negotiated by individuals and professional groups operating within an environment of competing political, managerial, health and economic power discourses (Foucault, 1980).

Initial results have shown a strong theme of the role of knowledge and skills based on an unambiguous personal commitment to a clearly articulated and consistent 'anchor' of professionals values and ethics, played out within the tensions of the relationship with Health staff, medical models of mental illness and detention of people under the legal framework of the Mental Health Act. This doctoral thesis is due for completion September 2016.

16:15 Understanding ambivalence as a response to organisational change in the public sector, Linna Sai, Keele Management School, Keele University

Introduction

Researchers have been long interested in understanding the causes of, and implications arising from, resistance to organizational change. This is because resistance is seen as an important factor in affecting the success of organizational change in the current change management and public management literature. As a public sector that is currently undergoing significant change due to budget reduction and market pressure, studies of change in the social housing sector did not receive adequate attention, especially on the resistance to change. A small amount of literature (Piderit, 2000) has recommended switching attention from resistance to the concept of ambivalence, as ambivalence can contribute to ongoing change (Weigert and Franks, 1989). Ambivalence refers to simultaneous positive and negative positions held by individuals toward an object (Ashforth et al., 2014). There is a need for better understanding of ambivalent responses to organizational change, including how organizational members experience ambivalence, as a conflicting orientation, individually and/or collectively. This study will address these issues through qualitative, interpretive research.

Research question

This study aims to explore communication professionals' experience of ambivalence toward organizational change in UK public housing sector organizations. Specifically, it will analyse employees' experiences of conflicting orientations towards organizational change events. It will also investigate responses to ambivalence, through analysing how managers and employees deal with ambivalent emotions and attitudes towards organizational change. Finally, the study will consider the consequences of ambivalence for individuals and organizations, including the potential positive effects of ambivalence, in addition to those that are detrimental to individuals and organizations.

Research design

A qualitative study will be undertaken to address problems associated with positivistic studies of ambivalence. Specifically, this will enable a move away from a performative orientation and will enable exploration of the relationship between resistance and ambivalence as understood by those who experience organizational change. Although some qualitative research (Pratt, 2000) has examined ambivalence in organizations, the concept is an emergent theme, rather than an explicit focus, as in this study.

The study will address the proposed research question through multiple case studies of selected organizations. The first stage involves participant observation where the researcher immerses herself in the organizations in order to understand how changes affect employees' everyday work. The second stage comprises semi-structured interviews with communication professionals to enable exploration of their experience of ambivalence during organizational change. Initial interviews will be with the communications managers and will focus on understanding their role in communicating change. The second round interviews will be conducted with chosen case study subjects after analysing the first round interviews in order to gather additional information.

The dataset includes field notes taken from participant observation and transcribed interview scripts with communication professionals and employees. Narrative analysis will be applied to explore the co-existence of a variety of perspectives and viewpoints on ambivalent experiences during organizational change.

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15:15- 16:45 Cottesbrooke C119 Chair: Elisabeth Berg

Leadership and Change in the Human Services (Papers)

15:15 Managing Changes in Value-based Leadership New Directions and Strategies on User Influence in Social Care and Home Health Care, Maria Wolmesjö & Agneta Kullén Engström, Maria Wolmesjö, Ph.D. Associate Prof. , University of Borås, Sweden

What demands will users have on social care and home health care tomorrow? How can these be met in a changing welfare society with decreasing resources? According to Swedish law, basic values on care of older people and users rights are emphasised. First line managers in social care and home health care are, according to research, important for a value-based and sustainable work from different perspectives. They effect the employees work environment according to stress, work engagement, health and they have an impact to avoid sick leave and early retirement. At the same time, their leadership is important for increasing users influences and organise to make users and their relatives more involved in the decision and caring process. Research also point out that social care and home health care are complex and high reliability organisations, which also have implications for the importance of user influence and value-based leadership. Sometimes these interests come in conflict with each other and cause ethical dilemmas for managers and employees to handle.

This paper focuses on what preconditions managers have and what is needed to provide a good and value-based care of older persons and people with disabilities in Sweden. It will report, analyse and discuss the result from an empirical study. The empirical material is based on a study of managerial work, ethical values and preconditions in care of older people and persons with disabilities. The methodology used was a questionnaire with validated index. Developed items were distributed to 406 managers, within care of older persons and persons with disabilities in the south part of Sweden. Response rate was 85%, all had participated in a national educational program for managers in social care. A

third of all respondents were first line managers, 80% were employee by a municipality and 96% were women.

The analysis of the findings shows that a high proportion, 74% of the managers were satisfied with their opportunities to fulfill their obligations to organize the work based on the national policy of ethical values for Swedish care. A majority, 65% worked actively with development of their opportunities to increase the value-based work and, to better meet users' self-determination. Almost no manager rated that they did not work at all with these issues. The results highlight there where a significant difference between public and private employed managers when it came to resources and opportunities to meet goal fulfillment according to users independence.

The session ends with a critical and constructive discussion about preconditions for further improvements of care of older people and persons with disabilities, with focus on managing changes according to new directions and strategies.

15:45 From heroic to distributed to embedded leadership in the Further Education sector, Andrew Boocock, University of East London.

Leadership in the post-incorporation English Further Education system has not been distributed in nature, but instead top-down, driven by the external demands of funding and inspection regimes under Conservative, New Labour, Coalition government and now Conservative administrations. There is, however, in light of the current rhetoric of localism in Further Education policy, a view in the FE literature that distributed literature would be the most appropriate form of leadership within this context.

This paper reviews the FE and wider education literature, and argues that distributed leadership should be introduced to the sector but that, on its own, such leadership would be insufficient for addressing the government's agenda of meeting the human capital needs of businesses. It would also be insufficient for addressing needs-based equity for disadvantaged students and the wider benefits of education. This is because distributed leadership, whilst involving a dispersion of responsibility, may not equate to a dispersion of power. In a policy context of localism, driven by central government diktats and funding, it is likely that distributed leadership would involve an instrumental and narrow focus on government directives within colleges at the expense of the genuine needs of local communities and businesses. What is required instead for effective leadership in FE Colleges, is a recognition that leadership is embedded within a wider policy context. More specifically, the marketization

of Further Education by the current Conservative administration, through funding and inspection incentives, needs to be dismantled in favour of a governance of FE which values self-governance and open systems, and which emphasises local ecologies rather than competition for students within an education market. This would create an opportunity for authentic leadership to emerge in senior college leaders, focused on teaching and learning and the needs of local communities and businesses (rather than central government diktats), and distributed leadership to genuinely contribute to these goals through the utilisation of human and social capital within professional communities of practice.

16:15 Leading Change Together: Managing cultural change across the HE workforce, Hala Mansour, Cristina Devecchi, Nick Allen, The university of Northampton.
Hala.Mansour@northampton.ac.uk

Profound changes, located within a developing new economic structure and the drive towards marketisation, are fast redefining the role, mission and value of universities. Of pivotal importance in driving the cultural change is the role of leadership. However, current conceptualizations of leadership and change management lean towards New Public Management's high level objectives and efficiency, consequently promoting a cultural shift away from universities as collegial self-leading organisations (Mansour et al, 2015; Lumby, 2012) thus, undermining a sense of participation and co- leadership especially amongst academics (Bolden et al, 2015).

Alternative models for managing change across both academic and professional services, such as Whitchurch's (2013) concept of 'third space', Laloux's (2015) TEAL organisations, Robertson (2014) holacracy, or the absence of leadership, and, consequently, an innovative strategic management of intellectual capital (Devecchi and Petford, 2015), provide new ways to analyse how different HE organisational players can create new and mutually effective ways of working together across traditional professional boundaries.

The contribution of this research is original and timely as we need to develop 'a more systemic perspective that acknowledges the complexities and interdependencies of organisational life' (Bolden et al, 2015: 13), including a deeper understanding of the complex ways in which formal and informal leadership practices operates at the individual and organisational levels (Tysome, 2014). Furthermore, this project draws from recent studies (Peters et al., 2015) on leadership while seeking to contribute new knowledge by gathering evidence across the HE workforce, thus including those whose roles are not acknowledged as being related to

formal leadership. This holistic view of HE's complex workforce dynamics would provide a more inclusive view of stakeholders' interests, fears, and hopes (Mansour et al, 2015), and be evidence on which to base future leadership for successful organisational change.

Based on the premise, drawn from recent literature, that change requires a whole organisation to shift towards distributed and shared leadership, this research aims to answer the following questions:

- What are the main values and attitudes of academics, managers, governors, senior leaders, and professional services toward change?
- How do each group of stakeholders' view each other's contribution to leading change?
- What lessons can be learnt which can have a future impact on supporting the HE workforce to develop institutional and personal leadership for and of change?

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ABSTRACTS Wednesday 14th - MORNING

11:30- 13:00 Cottesbrooke C118 Chair: Jim Barry

Paper Dilemmas of Change in Health Sector

14:00 User involvement as an engine of change within Health Care, Mike Dent, Staffordshire University

User involvement takes several forms: choice, voice and co-production neatly summarises the main varieties and each can play an integral role in the engineering of change within health care organisations. Choice relates to a form of market dynamic, voice relates to deliberative democratic methods while co-production (in its various forms) applies to those practices where the user works actively with the health care professionals in the control and/or treatment of their illness/condition. Each and all of these can and do play a role in changes underway within the English NHS, but also internationally too.

This paper will review recent developments across Europe, including Italy, Denmark and Portugal as well as the UK. It will set out why user involvement is particularly relevant to the management of change within health care and how the different approaches (choice, voice, co-production). It will examine how far the users are independent of managerial and health professional interests and whether user involvements' engagement leads to their empowerment or disempowerment.

In particular, the paper will examine the extent to which user involvement in all its complexity is a consumer or citizen driven movement or instead has been socially constructed to meet the needs of government policy makers and managements confronted with tight financial constraints and exponentially rising health care demands. The analysis will draw upon an Actor Network (ANT) informed perspective and the paper will draw on various case study examples for illustrative purposes. These will probably include IVF, e-health and patient associations as well as others.

This paper will draw upon the work of the COST ISO903 Working Group on User Voice in particular the papers published in the 'Patient Involvement in Europe' special issue of the *Journal of Health Organization and Management* (2015, Vol. 20/5).

14:30 Is New Public Management appropriate as a transitional management strategy for public sector organizations? The case of the United States Veterans Health Administration's radical transformation and (near) downfall, Joshua J. Robinson¹, Richard Giordano² and Jennifer Gosling¹, Author affiliations: ¹Faculty of Public Health and Policy, London School of Hygiene and Tropical Medicine, London, United Kingdom; ² Faculty of Health

Sciences, University of Southampton, Southampton, United Kingdom

The United States (US) Department of Veterans Affairs (VA) operates the largest integrated healthcare system in the US and is responsible for providing health and social care for honourably discharged members of the US armed forces ('veterans'). The VA is comprised of three administrations, the largest of which is the healthcare system – the Veterans Health Administration (VHA). The VA is managed from central offices in Washington, D.C. where each administration is responsible for policy development and operation. Funded by the US federal government, VHA provides care for ~9 of 22 million US veterans. By many accounts VHA is a premier healthcare system in the US and the world (Oliver, 2007; Kizer & Dudley, 2009).

In the decades leading up to the 1990s, VHA was faced with rising costs and was widely perceived as providing inferior and inadequate care (Oliver, 2007; Kizer & Dudley, 2009). Confronted with the prospect of being replaced by a voucher system to give veterans through legislative change, VHA sought to reinvent itself as a system characterized by accountable, efficient, high-value and high-quality care. The rise of New Public Management (NPM) in the VHA in the 1990s ushered in an era of management culture focused on cost-cutting measures, disaggregation of centrally controlled processes, transparent public accountability and an emphasis on instilling market-type forces in public service provision (Pollitt, 1993; Hood, 1995; Kizer, 1995; Kizer 1996). High-quality and high-value care was operationalized through market-oriented process and organizational arrangements such as contracting out for services, performance-based payment, decentralization of decision-making, less hierarchical control, and wholesale institution of performance measurement and audit-feedback systems to monitor compliance with established targets. This form control and accountability in healthcare closely mirrors similar reform efforts in the UK, France and elsewhere (Webster, 1998; Simonet, 2014).

The successful changes wrought by NPM in VHA allowed for a radical transformation of the system that resulted in many improvements in clinical and organizational outcomes (Oliver, 2007; Kizer & Dudley, 2009). However, an over-reliance on performance measures to drive evidence-based clinical and administrative management gave rise to a neo-liberal progressive culture focused on performance evaluation (Hood, 1991; Simonet, 2014). The rise of managerialism in VHA grew into a compliance culture focused on meeting performance measures and created the very problems NPM was intended to solve – an overly hierarchical, bureaucratic, top-down delegated agency with little control (or room for manoeuvre) given to those most affected by performance indicators. In the 20 years since

transformation, performance measures have ballooned from a small set tied to evidence-based clinical outcomes to over 200 measures supported by a central office management structure that has seen an 18-fold increase in staff to more than 11,000 employees (Kizer & Jha, 2014).

This presentation addresses the successes and challenges presented by VHA's reliance on NPM, the value propositions institutionalized through NPM in a public sector healthcare system, and gaming of performance measures which led to a 2014 whistle blower event resulting in the most significant legislative change to VHA since inception nearly 100 years ago. It argues that implementation of NPM in public sector organizations may fulfil a role in transforming a struggling public healthcare system but, when left unchecked, NPM quickly outgrows its primacy and displaces the very system of efficiency, decentralization and value it promises to create. This argument has relevance not only in the US context, but, we believe, in the UK and other countries that have applied NPM to public healthcare services. NPM may be a viable option as a transitional management strategy but not a long-term solution for public sector healthcare systems.

15:00 How effective have government user involvement policies been in including public and patient participation in decision making within the NHS? Rita Haworth, Senior Lecturer in Social Policy, The University of Salford School of Nursing, Midwifery, social work and social science
r.haworth@salford.ac.uk

Aims of Paper

This paper will provide a clear overview and evaluation of government policy in relation to service user engagement in decision making within the NHS to date. As demand for public services expand and resources decline successive governments since the 1990's have shown a political preference for collaboration of welfare service delivery in order to reduce the deficit. Within this model social polices prescribe the engagement of the public and patients in how best services are delivered. Given the many barriers to successful participation this paper will offer an evaluation of user engagement in practice to date within the NHS before providing suggestions for future improvements.

Abstract

Since the 1990's successive government policies have fostered the way for collaborative working in health and social care. Within this framework public, patient and service user involvement in how local services should best be delivered has become a central wheel in the cog of collaboration. The White Paper The New NHS Modern and Dependable (1997) The Local Government and Public

Involvement in Health Act (2007) and more recent legislation in the form of the NHS and Social Care Act 2012 have all set the agenda for greater public participation in how local health services should best be delivered.

However, the implementation of such policy is fraught with difficulties and highly problematic. Medical and managerialist dominance of health care, lack of public knowledge and agreed definitions of what constitutes an appropriate level of participation for all service users are just some of the issues which need to be addressed if democratic public participation in the decision making process is to truly become a reality within the NHS. This paper will highlight such issues by citing relevant research and offering a number of suggestions, which will foster greater equitable public participation in health care planning and delivery of service.

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Professional biography.

Rita Haworth is a senior lecture at the University of Salford. Rita has also lectured at The University of Manchester, is a member of The Social Policy Association and a Trustee of her Local Healthwatch. Rita's areas of interest include Health Policy, Community Care, Social Inclusion and Gender Issues. Rita has participated in research and written and presented a number of papers within her given field. Her current research project is an evaluation of dementia services for ethnic minority groups in Salford, funded by the Local Authority and CCG. This project is being conducted in conjunction with other staff within the School.

11:30- 13:00 Cottesbrooke C119 Chair: Cristina Devecchi

Paper Organisational Dilemmas and Change in Human Services

11.30 Higher education-Industry supply chain management: Using ICT and hybrid strategy to bridge the gap between HR supply and demand in an emerging market, Heba Mohamed Adel, Faculty of Management Sciences, October University for Modern Sciences and Arts, Cairo, Egypt

Abstract

Purpose – The focus of this paper is on higher education-industry supply chain management. The objective of this research was to study the effect of information and communication technology (ICT), directly and indirectly, on hybrid supply chain performance (HSCP) –in terms of leanness, agility and leagility– of the higher education institutions (HEIs) in an emerging market.

Design/methodology/approach – A conceptual framework was proposed based on a conducted thematic literature review and then it was tested using questionnaires, which were filled via face-to-face in-depth interviews. A mixed methods triangulation approach was applied to obtain deeper understanding of the current research relationships. The researcher in this paper developed and used a multi-item measurement scale to measure, and suggest for improvement, the hybridized performance –in terms of leanness, agility and leagility– of the higher educational supply chains (HESC) in Egypt (as an example of emerging service sector). A total of 63 HEIs –universities and academies– were contacted, of which 41 accepted to participate (i.e., 65.08% response rate) via using probability random sampling technique. The research proposed relationships were examined by using Structural Equation Modeling (SEM). Different software packages (SmartPLS, LISREL, and SPSS software) were used in the research quantitative analysis. Besides the 41 questionnaires (quantitative approach), 71 direct interviews (qualitative approach) were conducted with subject-matter-experts (SMEs) working in 43 organizations from the higher education sector at different governorates in Egypt.

Findings – Results revealed that information and communication technology (ICT) employment has a positive and significant effect on supply chain integration (SCI). In addition, SCI has a positive and significant effect on supply chain information sharing (SCIS). Further, ICT employment has a positive and significant effect on education hybrid supply chain performance (HSCP). Regarding the moderation effect of technology intelligence (TI) on the ICT-SCI relationship, after adding the university-industry partnership (UIP) dimension to SCI, results indicated that TI positively and significantly affects SCI. Moreover, the interaction between ICT and TI is also significant, suggesting that the effect of ICT on SCI depends on the level of TI.
Originality/value – Despite the abundance of studies which

have focused on applying SCM practices to different manufacturing industries, few researches were concerned about its application to the service sector; particularly the education market in spite of the fact that its SC affects many other different sectors. Furthermore, as far as the literature has been investigated, there is a lack of studies that empirically assessed the ICT/TI-SCM-HSCP relationship –in terms of leanness, agility and leagility– in the context of higher education; especially in Egypt. Thus, this paper conceptually and empirically adds to the few detected attempts in the contemporary management research, which considers education management (EMgt), supply chain management (SCM) and technology management (TM) as interdependent fields.

Managerial implications – A new higher education-industry SCM model was suggested by the findings of this research, which have different implications for HEIs that help them in bridging the gap between HR/research supply and demand (academia-industry partnership in Egypt). Based on the quantitative and qualitative research data analysis, the researcher recommends applying the hybrid lean-agile SCM approach to the Egyptian higher education sector (concept/philosophy of educational hybrid supply chain) for improving the performance of HEIs integrated with other industries. Also, this paper pinpoints the importance of investing in ICT that improves educational inter-/intra-SCIS between different stakeholders; thus, bridging the education-labor markets gap. In this way, it gives the higher-educational strategic managers and policy makers better insights on how to create and manage a positive change via interdisciplinary SCM perspective.

Keywords – Higher education-industry supply chain management, Information and communication technology, Hybrid supply chain strategy, Education supply chain, Academia-industry partnership, Lean, Leagile, Agile educational supply chain performance, Supply chain integration, Contemporary management, Information sharing, Educational supply chain technology, Labor market, Emerging market, Egypt.

Paper type – Research paper.

12:00 A case study into a merger into a multi-academy trust (MAT) school leaders responses to organisational dilemmas, John Macklin, University of East London.

The aim of this investigation is to understand how a merger affects school leaders in their dual role as a teacher and a leader.

The case study will investigate school leaders responses to organisational dilemmas as the a school merges into a wider organisation (MAT) and how this contributes or inhibits learning. The case study will lead to further understanding of how school leaders and teachers develop and learn in

complex systems, This is particularly relevant as more schools become academies within MAT's. This move to schools within MATs is likely to accelerate after the Government announcement (DfE, 2016). Leadership will be investigated from a perspective of individuals and their interactions in relation to others highlighting their interdependencies, learning and challenges faced by teachers and leaders in a rapidly changing education environment. This understanding of what dilemmas leaders encounter and how they solve or fail to solve them will lead to tailored training and support specific to individual needs. Or at least it will become apparent that training will need to reflect particular circumstances.

The work will draw on: Lipsky's (2010) theory of teachers as street-level bureaucrats (SLB), which are teachers (Taylor, 2007) who deal with clients (pupils and parents/carers) but have discretion in exercising authority; Stacey's (2011) understanding of paradox; which is a situation in which an individual faces two or more unresolvable dilemmas. The work of Loyens & Masschalek (2010) along with Shapiro & Gross (2012) and ethical dilemmas for frontline staff will also be considered in tandem with discretion. This will lead to a consideration of how dealing with dilemmas can lead to new learning. Birmingham (2004) terms this learning Phronesis, which is "practical intelligence, practical wisdom, or prudence which involves knowing how to apply general principles in particular situations" (ibid: 314). This is echoed by Knisella & Pitman (2012) and Thomas (2011) where it is the "tacit knowing: the ability to see the right thing to do in the circumstances" (ibid: 23).

A sample of school leaders will be taken from a secondary school in England. The sample will be middle leaders and senior leaders. It will be a purposeful sample to illustrate "different perspectives on the problem, process, or event" (Creswell; 2005:75) and for me to reflect the differing roles teachers with leadership responsibility have in secondary schools. In this study an individual's value is solely derived from their status within the organisation such as middle or senior leader.

Each participant will be interviewed twice once at the start of the study and once at the end of the study. This will enable the researcher to identify issues as the school is absorbed into a trust with several schools. It will enable to identify ethical dilemmas (Shapiro-Lischinsky, 2011). This will enable the research to move beyond what Loyens & Masschalek (2010) view of the weaknesses of research into ethical decision making of frontline workers that identifies influencing factors but does not address impact or the influence on decision-making. This work hopes to begin the

process of uncovering the process of decision-making in complex times.

The work so far is identifying the importance of the perceived purpose of education and values for the individual in providing a point of reference for decision-making. This however is not done in isolation of wider events such as future career and the need to be accountable. Future data will enlighten how these factors interplay and develop the leaders learning in response to critical incidents/ dilemmas and paradoxes encountered.

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12.30 Managing Strategic Pay: Dilemmas and Dualities, Sarah Jones, The University of Northampton

According to contingency perspectives of strategic pay, there is a central question that firms face: is it better to

follow an externally-driven, market-based alignment with business strategy or a more internally focussed, job-based alignment with human capital? These 'best fit' dimensions are often presented as polar: external fit versus internal fit; vertical fit versus horizontal fit; acquisition-oriented versus development-oriented; market-based employment versus job-based employment. Strategic pay choices are similarly framed as 'either / or' dilemmas: hierarchical or egalitarian; fixed or variable; individual or team-based; market- or internal equity-based; open or secret; long- or short-term and so on.

This paper presents findings from survey data collected from 269 firms on pay practices in the UK that strongly suggests strategic pay is not practised in such a binary way. Data were analysed using a range of statistical techniques including independent T-tests, tests of association and logistic regression analysis. While results offer evidence indicating some limited alignment between pay practices and business strategy; and pay practices and human capital characteristics, the emerging picture of UK pay practices is a more complex and ambiguous one.

In making sense of these findings an alternative perspective is proposed. Duality theories view ostensibly contradictory elements as unescapably coexistent or even as necessary components of a larger, harmonised whole. This concept offers an alternative perspective from which to examine the apparently opposing dilemmas of strategic pay. It recognises that organisations may be simultaneously subject to opposing forces and suggests the possibility of such apparent 'tensions' being reconciled or at least being held in equivalence by organisations as they devise pay responses that are similarly multifaceted.

This paper contributes to theory and knowledge in two principal ways: first, the empirical results challenge accepted notions of the contingency-based strategic pay model that dominates both academic literature and professional commentary; second, it offers the duality perspective as an alternative to the contingency approach that has not been previously explored in the strategic pay literature and which, it is proposed, may be a useful alternate starting position for future research in this field.

ABSTRACTS Wednesday 14th - Afternoon

14:00-16:00 Cottesbrooke C118 Chair: Leroi Henry

Paper New directions and strategies for users, employees and employers

14:00 New Technologies, New Challenges: Spaces between Public and Private, Jim Barry, Elisabeth BarryBerg, Chrisrina Mörtberg

This paper focuses on the reconfigurations of subjects, objects, and technologies that take place through transactions and negotiations in the new spaces or blurring of boundaries between working life and private life. New subjects and objects emerge in technoscientific practices, and it is therefore important in technology design to take responsibility for how some practices, subjects and objects and not others come into being (Suchman, 2007). We use a range of examples, based on our own empirical work in a discussion of how boundaries are discursively and materially enacted and how subjects, objects and practices come into being in the enactments. The context is neo-liberal with a focus on growing individualization in Swedish society in the encounter between people and technologies in which new spaces are created. Discourse analysis is used in the analysis of data to understand people's praxis, as expressed and connected to action within constraints (Alcoff 1988). This approach helps us to understand how language is used to create the social world although we also acknowledge Fairclough's (2003) work that sees social agents as not simply "pre-positioned in how they participate in social events and texts" (2003:160). We thus engage with our data as text, whilst remaining sensitive to the social, political and economic context from which it is derived. In this paper we conceptualize identities as multifaceted and fluid, and not fixed in some essentialized part (Hall, 1990). Our intention is to focus on new challenges for care work created by new technologies in terms of understandings of private and public spaces. We also explore how subjects and objects are constituted through transactions and negotiations in the new spaces, using examples from secondary sources and an earlier research project from 2005.

14:30 Elaine Yerby, Doctoral student at University of East London

Overview of research

The HR profession in the UK is still highly feminized, as membership statistics from the Chartered Institute of Personnel and Development (CIPD) reveal. Over seventy-five percent of its approximately 130,000 members are female (CIPD, 2012). As with other female dominated occupations there are consequences of this for female HR professionals. Pay inequity in senior roles is higher than the national average and whilst 86% of entry level HR roles are held by women at Director-level they only occupy 42.5% of positions (XpertHR Salary surveys, 2011). It can be argued that these unequal career outcomes call into question the espoused values, role and effectiveness of the HR profession in promoting and addressing wider equality, diversity and inclusion issues within organizations. The main aim of this thesis is to explore and challenge dominant discourses within the HR profession that contribute to unequal career

outcomes for women in the profession. In doing so there is the transformative opportunity to make careers in HR more equitable for women. In addition, by exposing and understanding the complex power relations that cause unequal outcomes within their own profession there is an opportunity for HR professionals, as important social actors in the management of diversity, to apply new thinking to the causes and solutions of disadvantaged and discrimination that exists within the wider organization.

The theoretical contribution of the research addresses calls for the application of feminist discourse analysis to expose and explore the unequal outcomes experienced by women in specific work contexts (Baxter, 2003). Currently there is only a small body of research that has explored the career experiences and outcomes for women in the HR profession (Legge, 1987; Gooch, 1994; Thompson, 2004; Ackah and Heaton, 2003 & 2006; Brandl et al, 2008; Pichler et al, 2008; Reichel et al, 2010). Women in these studies are usually presented, as a homogenous group and fail to recognise the multiple experiences and facets to being a 'women'. Withstanding the work of Legge (1987) there is also a tendency for the recommendations to rectify or improve female HR careers being focused on women's 'shortcomings' rather than challenging underlying power dynamics that contribute to women's experiences. This research seeks to address a current gap in the literature by employing the use of feminist discourse analysis to explore empirically how the gendered nature of organizations, management and occupations shapes female career experiences in the HR profession. This research also contributes to the small but growing body of work that has explored the roles and identities of men in female dominated professions (Williams, 1993; Lupton, 2000 & 2006; Simpson, 2004; Pullen and Simpson, 2009).

The gendered nature of organizations, management roles and occupations has been well established (Brannan and Priola, 2009). Feminist studies of organizations have revealed how gender is socially constructed and practiced at work... "through the distinction between male and female, and masculine and feminine" (Acker, 1990.p.146). Masculinity and femininity refer to the meanings, experiences and values of 'being' or in the 'image' of a man or women. Within a poststructuralist framework they are seen, as being discursively constructed and through everyday negotiation in different contexts, masculinities and femininities can be multiple and fragmented (Butler, 1990). In this respect within the workplace men and women are 'doing gender' through discursive regimes. It becomes important to understand how gender is done or performed, in order to 'undo it' and understand how female disadvantage is maintained and shaped (Butler, 2004). Exposing and challenging the way in which dominant masculine and feminine discourses sustain power relations

is important, as they are often promoted as natural and desirable.

This latter point is evident in the research examining how management and management careers have become gendered. It is argued that successful managers need to demonstrate culturally defined masculine characteristics, such as denying their emotions, in order to maintain control over themselves and others. Female managers need to adopt behaviours associated with the masculine ideal of 'manager' (Collinson and Hearn, 1996 and Kerfoot and Knights, 1998). Others have sought to highlight the complexities in how gender is negotiated and performed in management roles. Brannan and Priola (2009) suggest that in a call centre environment junior female managers need to display both masculine and feminine performances at different stages of their careers. This highlights how gendered processes are not necessarily imposed and can be interpreted or rejected dependent on the context within which they are operating.

The gendered nature of organizations and management is evidenced by the extent of occupational segregation, which results in women being clustered in female 'caring' or 'administrative' occupations (Acker, 1990, p. 147). Through social conditioning the assumptions that certain types of work are male or female are deeply embedded. Research exploring the experiences of men crossing the gendered work boundary reveals how gendered identities and occupational segregation is maintained. Male minority status can become a source of dominance and power. Men adopt careerism strategies and aspire to management, as there is a need to enact their masculinity and distinguish themselves (Lupton, 2006). Men can also align and identify themselves with more powerful male groups in the organisation (Simpson, 2004) and seek more 'masculine' specialisms within an occupation (Williams, 1993 and Simpson, 2004). To illustrate, Legge (1987) suggested that in the HR profession where men are the clear minority they seek to undertake employment relations roles that are perceived to be more masculine.

This short overview of the gendered organization, management and occupation literature highlights how gendered discourses can impact and influence the career experiences and outcomes for women. There are calls for more occupational specific examinations of how masculinities and femininities are negotiated and performed to understand how persistent patterns of unequal opportunity and access, in terms of progression and pay are maintained. This research applies a feminist discourse analysis to examine how female HR career experiences are shaped by gendered discourses. The HR profession is currently marred with an uncomfortable pay gap and glass ceiling. As important social actors in the promotion, and at times the enforcement of equality in organizations, this

research can provide new insights for the profession in relation to addressing its own inequalities and considering new strategies for effective diversity management in the wider organization.

A feminist discourse analysis (Baxter, 2003) is being used to analyse 20 in-depth semi structured interviews with women and men in middle management positions in the HR profession (15 women and 5 men). During the interviews participants have been encouraged to explore experiences and influences on their careers in an open and participant led manner. As is the advantage of using a feminist discourse analysis the emerging findings highlight the divergence and heterogeneity of female HR career experiences and there is evidence of resistance and reinterpretation to dominant social practices and identities (Baxter, 2003, p. 78). This research therefore seeks to make a significant contribution to studies of women careers in the HR profession by avoiding the common trap of presenting women as a homogenous group and recognising the multiple experiences and facets of being a 'woman'. Previous recommendations for improving women's career opportunities have tended to be made in relation to the women's 'shortcomings' and in comparison to a male 'ideal' this research seeks to provide new insights in career management that highlight the underlying causes that create unequal outcomes for women in the profession rather than blaming them.

Reasons for applying for the Dilemmas doctoral colloquium

This research project is at the data transcription and analysis stage and a key emerging issue is the role of change in organisations and how it impacts differently on female and male HR careers. The field research was conducted at a significant period of change in organisations as private sector organizations were emerging from the recession and public sector and quasi-public sector bodies faced downsizing due to the comprehensive spending review. The Doctoral colloquium and Dilemmas conference will support the exploration of the contextual (or more fundamental role) change management has played in the careers of female HR professionals in this study. HR professionals at middle management level have played a significant role in change management processes across the human services professions. As explored by participants in this research, who were often in human services organizations, HR professionals are required to implement senior management decisions in a top down manner, which does not adhere to their own professional principles and ethical code. These experiences are often at the heart of their reflections concerning their career trajectories, confidence and commitment to stay within the profession. This conference will provide the opportunity to explore these issues in more depth and locate their centrality in relation to the overall findings of the thesis.

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15:00 Evaluating the Leadership role of Health and Wellbeing Boards as Drivers of Health Improvement and Integrated Care Across England, Jennifer Gosling, London School of Hygiene & Tropical Medicine

This paper explores key themes emerging from a range of initial interviews of national actors involved in setting up Health and Wellbeing Boards (HWBs) and a survey of HWB Chairs. HWBs were set up under the Health and Social Care Act 2012. They are statutory bodies which reside within local government structures (the location of Public Health since the 2012 Act) and are intended to bring together public health, adult and child social services, elected members, patients and the public (through Healthwatch and other voluntary groups). Although widely welcomed, there was some concern about their lack of powers and, therefore, potential efficacy.

The Department of Health commissioned a team led by Durham University, in collaboration with the London School of Hygiene & Tropical Medicine and Sheffield University, to conduct a national evaluation of HWBs. This paper considers the work undertaken in stage two of this project, before the main case study fieldwork. This consisted of two elements: a range of elite actor interviews – individuals involved nationally in the development and implementation of this Government policy – and a survey of all HWB Chairs and Directors of Public Health. The response rate to the survey was poor, at 19% (lower than previous surveys undertaken by the King's Fund, 47%, and Local Government Association, 39%), however the themes that emerged from the qualitative comments aligned with those in the elite actor interviews. Three themes emerged – the use of partnership as a policy instrument; the importance of the level of local leadership to the success of HWBs and, lastly, their creation and development against a backdrop of policy tension and conflict.

The research found an acknowledgement by the interviewees that the problems the HWBs had been set up to address were 'wicked problems' that required a different approach to traditional organization-specific solutions. This led to the conclusion that partnership, tried and trusted, if not always successful, was the only viable policy option, combined with good local leadership. However, some interviewees also expressed concern about the potential for fragmentation resulting from placing HWBs between the

NHS, NHS England, Public Health England and local government. Others also questioned the capacity of local government to lead such organizations without them becoming 'talking shops'. However, although HWBs emerged as another element in the complex adaptive system of health and wellbeing policies and organizations, there was also the potential that they might offer a new type of partnership and thus the opportunity to work in different ways (Hunter & Perkins, 2012). At the same time, this would require a different level of understanding, at a local level, about an area's health and social care systems.

16:00 Using the Psychological Contract to explore the experiences of Domiciliary Migrant Care Workers within London Boroughs, Cathlynn D'silva

The changes in the social services sector, the aging population and the perceived inability to attract and to retain indigenous British Care Workers are contemporary and role of migrants have been a subject of great debate topics worthy of researching on. Statistics suggest that the sector employs a good number of migrants most of who are women. The few men working as Carers find themselves having to grapple with the stereo-typing associated with working in a female dominated role.

This paper uses the lived work experiences narratives of forty two Migrant Domiciliary Workers working within London Boroughs to investigate the psychological contract. Though it can be argued that a contract involves two parties, this research will examine the Psychological contract using the experiences of Migrant Workers and not those of their employer (s) as espoused by (Rousseau, 1989, Robinson and Morrison, 2000, Shore and Tetrick, 1994, Taylor and Takleab, 2004, Jepsen and Rodwell, 2012).

In seeking to understand the workers' multi- foci employment form and the consequential psychological contract types, this exploratory research paper adopted qualitative research methods. These methods include a narrative interview for data collection, use of Interpretative Phenomenological Analysis (IPA) and Phenomenological Hermeneutics for data interpretation and analysis. This methods were used in a complementary manner to enrich and validate the research.

My intent in employing narratives was motivated by a desire to apply a fulsome methodology whose emphasis is interviewing and resonates with me, one who has previously worked as a domiciliary care worker and being of migrant origin.

A handful of prospective participants who represent diversity with regard to age, gender, race and ethnicity and

meet the research specifications were approached and asked to recommend others known to them meeting the selection threshold. The snowball sampling design was applied as it is applicable for use in reaching rather difficult to access populations and is well poised for investigating organic social networks and marginalised populations (Noy, 2007).

Most research conducted on psychological contracts has tended to be case studies of employees in specific organisation (s). This research will use a cross section of Migrant Domiciliary employees working with various agencies.

Earlier research on the psychological contract has concentrated on contract breach (or extent to which employees feel their contract is satisfactory) but this study will be seeking to find out employee perceptions on the psychological contract in their tripartite working arrangement which is novel.

The Psychological Contract theory argues that it is possible for a psychological contract to exist between/with several groups or parties in a work relationship (Rousseau, 1995; Marks, 2001) this research will interrogate this supposition using empirical evidence.

Finally this research findings will impact on decisions in policy making on social care provision, may interest Labour Unions to recruit and mobilise the domiciliary care workers to further their employment rights and more importantly contribute to new knowledge in this research field.

14:00-15:30 Cottesbrooke 126 Chair: Mike Dent

Paper Dilemmas of Change and the Community

14:00 Changing families, changing schools; exploring community aspects of parenting initiatives, Linda Bell, Middlesex University, l.bell@mdx.ac.uk

'Parenting initiatives' are increasingly being used by local authorities and others to spread the notion of 'positive parenting'. These initiatives have varied objectives, but whilst some groups may be based simply on local peer support, others represent more formalized attempts to modify children's behaviour and/ or change parenting behaviour (these programmes are usually termed 'evidence based'). These formal initiatives are often run in what are termed 'deprived' local areas. In a neoliberal context we might expect these initiatives to encourage a focus on changes for individual parents and children (for example in terms of parent-child bonding), although in parallel with this one of their key intentions may also be to bring about change to enable families to become socially compliant and to produce 'good citizens'.

Many such parenting initiatives have been developed internationally (especially in the United States) and they are usually located in the third sector but may have significant links to the public sector, for example to local authorities or in some cases schools. Last year (Dilemmas conference, 2015) I had begun to explore and to critically reflect on how social workers and their managers use knowledge when developing and organizing interventions and services for families in urban areas in the UK. In this paper I discuss an example where teachers in some schools in the UK are also becoming involved in certain parenting initiatives; whereas there remains a focus within the initiative on individual families, I argue that there can also be significant impacts on the schools themselves from participation in such initiatives. As an anthropologist I am interested in the social implications of the development of parenting initiatives in these kinds of settings.

I am drawing in this paper on a detailed analysis that I have made using the Nvivo package of a set of interviews and focus groups held with parents, teachers /head teachers and community representatives; this demonstrates the ways in which an example parenting initiative has developed and changed the ways in which school staff and parents can interact and organize their activities. The interview and focus group data reveals strengths but also tensions within community settings when parenting initiatives are set up. There are implications here for managing staff in school settings, especially where emphasis is being placed on changing and building school communities that can give parents a more active role alongside professionals.

14:30 Organizational Responses to the Equalities Duty in the London Borough of Hackney, John Chandler, Gil Robinson, University of East London.

The UK's Equality Act imposes a duty on public authorities to promote equality in relation to the various protected characteristics covered by the Equality Act, 2010 (including, among others, those relating to ethnicity, gender and disability). It also required organizations covered by this Equality Duty to prepare and publish at least one specific objective designed to achieve this.

This paper is based on a small scale study of organizational responses to the duty imposed by the Act investigating the objectives set by public bodies in the London Borough of Hackney.

After surveying the findings in relation to the specific protected characteristic(s) targeted in the objective(s) the paper discusses them in relation to the implied approach to equality adopted by the organizations concerned, using Beardwell and Claydon's (2007) classification of organizations as either "negative, minimalist, compliant or proactive" in relation to their equal opportunity activities.

Organizations will also be assessed in relation to the quality of the objectives in tackling inequality, focussing in particular on their contribution to tackling ethnic inequalities in a highly ethnically diverse geographical area. The paper argues that the objectives set by the organizations in the study are often vague and provide a poor basis for effective action to promote greater equality.

15:00 Corporate Social Responsibility (CSR) as a Key Strategy in Consumer Retention: A case study of Pakistan's community, Hina Saleem, Hina Saleem, Assistant Professor, Institute of Business & Information Technology, University of the Punjab, Lahore, Pakistan, Nida Iram, Research Scholar, Institute of Business & Information Technology, University of the Punjab, Lahore, Pakistan

The objective of the current study was to explore the effect of Corporate Social Responsibility (CSR) on consumer retention behavior in different industries of Pakistan. Corporate Social Responsibility (CSR) has become a growing concern for corporations around the globe. Over the past few years, leading companies throughout the world who want to achieve competitive advantage in the market adopt the Corporate Social Responsibility (CSR) as a strategy in order to fulfill the customer's need while projecting the company's favorable image as a socially responsible entity. Corporate Social Responsibility in essence is a broad concept and organizations can practice it by engaging in vast range of activities encompassing: ethical ways to run their operations, obeying legal rules and regulations, promoting society welfare, contributing to the economic growth of the firm as well as stakeholders, and all these efforts collectively engender a healthy effect on society. The basic aim of CSR is that the company should adopt those processes and procedures that positively affect its stakeholders including society. The very phenomenon of CSR started in western countries and has been widely practiced in developed societies. However, of late developing countries like Pakistan (in South Asia) became acquainted with the significance of CSR. In Pakistan, CSR strategy is yet in infancy stage.

The current study is based on the basic assumption: If consumers are conscious of the CSR initiatives then their intentions to purchase a product /service will be based on the practices of CSR initiative a particular company is undertaking. It is an explanatory research and a quantitative approach of research was contented. The design of the current research was essentially cross sectional. The sample of this study was selected through probability sampling. Survey method was used for and data was collected with the help of personally administered questionnaires. The survey was conducted on a total of 300 consumers including students of business professionals and non-professionals, employees and household, within Lahore, Pakistan. Research finding revealed that companies implementing CSR

has a positive effect on consumer retention. For this purpose four elements of corporate social responsibility were selected. Consumer retention on economic, legal, ethical and philanthropic responsibilities is measured. Consumer retention behavior acts as a dependent variable. The study suggested that it is beneficial for companies to incorporate sustainable activities in their organizations. The current research subsumed two dimensions of Consumer retention and these dimensions were consumer satisfaction and consumer loyalty and commitment. The results of the study revealed a positive correlation between Economic, Legal, Ethical and Philanthropic aspects of Corporate Social Responsibility (CSR) and Consumer Retention Behavior. Moreover, study also unveiled that in Pakistan's community strongest correlation exist between philanthropic aspects of CSR and consumer retention and discovered that the highest change in consumer retention is because of philanthropic element of corporate social responsibility. Correlation between legal and ethical aspects was found to be moderate.

Keywords: Corporate Social Responsibility (CSR), Consumer Retention Behavior, Consumer satisfaction, consumer loyalty and commitment.

Thank you to the Chartered Management Institute (CMI) for sponsoring this conference.

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