

AY2024 Center for Inclusive Leadership (CIL)
Research Project Grant Final Report
研究プロジェクト助成最終報告書

研究代表者 Research Representative	所属・職位 Affiliation/Position	Professor	氏名 Name	HOOI Carol Lai-Wan
研究課題名 Research Title	Accomplishing Corporate Missions Abroad: Do Inclusive Leadership Matter?			
研究メンバー Research Group Members	氏名 Name	所属 Affiliation	職位 Position	
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研究成果(研究経過・到達点を明確にご記入ください。800～1,000 字) Research Results (Please state clearly the research progress, results, approx. 400 words.)				
<p>For AY2024, the research project progressed as planned and involved several phases. The study aims to examine whether inclusive leadership and organizational inclusion matter in expatriate mission accomplishments. First and foremost is a thorough update of the literature review on the concepts of the study – inclusive leadership, organizational inclusion, organizational inclusion in expatriation, organizational performance, and the cultural perspective of Japanese multinational companies. Additionally, the ability-affective talent framework and the work role transition theory were thoroughly researched to establish their relevance to the study. Prior studies on the nexus between inclusive leadership, organizational inclusion, and expatriate mission accomplishments were also examined.</p> <p>After revising the literature review, the next phase involved developing the interview questions and conducting the interviews. Data collected from senior HR executives include policy development and implementation; alignment with inclusive leadership; communication and awareness; measuring effectiveness, challenges and adaptation; support mechanisms; cross-cultural training and awareness; feedback from expatriates; continuous improvement; and integration with performance management. Data collected from Japanese expatriates include presence of inclusive leadership and organizational inclusion; impact on performance; challenges and opportunities; cross-cultural dynamics; feedback mechanisms; and suggestions for improvement.</p> <p>An iterative data collection and analysis process was employed to identify key themes as data was collected. Due to confidentiality assurance, the participants' identities will not be disclosed. The findings from the interviews reveal several key themes that underscore the role of inclusive leadership in accomplishing corporate missions abroad. These themes include (1) experiential learning and cross-cultural immersion, (2) leadership communication and engagement, (3) career development and structured training, and (4) informal interactions for inclusiveness. These themes illustrate the interplay between experiential learning, inclusive leadership, and organizational strategies in successfully accomplishing corporate missions abroad.</p> <p>The findings highlight that inclusive leadership is crucial in achieving corporate missions abroad by fostering an environment where employees can thrive across cultures. By prioritizing experiential learning, enhancing leadership communication, supporting career development, and encouraging informal cultural exchanges, organizations can cultivate a globally competent and deeply engaged workforce. These insights suggest that companies should integrate inclusive leadership strategies into their international operations to navigate cultural complexities effectively and drive long-term success. This approach aligns with Japan's increasing emphasis on global talent competitiveness and sustainable international business expansion.</p> <p>The research project progressed as planned, with a paper presented at APU Conference 2023 and an empirical paper almost ready to be submitted to an international journal. At the conference, constructive comments were received from the audience, which were noted in the development of the manuscript. The plan is to submit the manuscript "Accomplishing Corporate Missions Abroad tentatively: Does Inclusive Leadership Matter?" to a Tier-A journal listed under ABDC Listing by the end of April 2024.</p> <p>On a recent trip to Singapore, further valuable insights related to the study were obtained from interviews with the relevant parties at the National University of Singapore, James Cook University, and the Singapore National Employer Federation. Two other prominent corporate leaders provided more insights on the topic through snowballing. All in all, the trip was meaningful and fruitful.</p>				

2024 年度研究発表(論文、学会等) ※予定を含めてご記入ください。

Research Publications in AY2024 (journal articles, conferences, etc.) *Please include future plans as well.

発表方法 Publication Methods	詳細 Details		
著書・論文等 Books or Articles	著書・論文名等 Title of Books or Articles	出版社／掲載誌・巻号等 Name of Publisher / Name and Volume of Journal	刊行年月日 Date of Publication
	Innovation in Family Business: An Updated Bibliometric Study to Propose Future Research Agenda	International Journal of Organisational Analysis, Vol. 32, No. 10, 2375-2401	11 November 2024
	The Dynamics of Crisis Home Office and Employee Engagement.	Evidence-based HRM, Vol. ahead-of-print No. ahead-of-print.	6 August 2024
	Do Workplace Digitalisation and Group Diversity Matter in Linking Innovative Culture to Employee Engagement?	Evidence-based HRM, Vol. ahead-of-print No. ahead-of-print.	3 June 2024
	Pathways to Corporate Entrepreneurship: Do HRM Practices and Organizational Learning Capability Matter?	Evidence-based HRM, Vol. 12, No.1, 230-246	19 February 2024
学会等 Presentation at an Academic Conference	タイトル Title	学会名 Name of an Academic Conference	発表年月日 Date of Presentation
	Green and Human Capital Practices in Japan: Do Operating Margin and Governance Matter?	SITES-GLO 2024 Conference	11 September 2024
	ESG and Performance: What is the Relationship?	APU CIL Conference 2024	1 June 2024
その他 Others	Employee Engagement in Homeworking Ecosystem: The Effect of e-Leadership, Virtual Communication and Shared Understanding (under review)	International Journal of Manpower	Submitted October 2023
	Does Remote Working Help in Times of Crisis? (under review)	International Journal of Human Resource Management	Submitted February 2025
	ESG Practices and Organizational Performance: The Moderating Roles of Board Diversity (under review)	Business Strategy and the Environment	Submitted February 2025
	Employee Engagement - Work Performance in Remote Working: Roles of E-Leadership and Working from Home Experience (under review)	Asia Pacific Journal of Management	Submitted March 2025

	Accomplishing Corporate Missions Abroad: Does Inclusive Leadership Matter?	Almost ready to be submitted	Plan to submit in April 2025
	Cultivating a Global Mindset: Revitalizing Japanese Global Human Resources	Almost ready to be submitted	Plan to submit in April 2025