

**AY2023 Center for Inclusive Leadership (CIL)
Research Project Grant**

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: Does 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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2023 年度 研究経過 (研究経過・到達点を明確にご記入ください。800~1,000 字) AY2023 Research Progress (Please state clearly the research progress, results, approx. 400 words.)				
<p>For AY2023, the research project progressed as planned and involved several phases. The objective of the study is to examine whether inclusive leadership and organizational inclusion matter in expatriate mission accomplishments. First and foremost is a thorough literature review on the concepts of the study – inclusive leadership, organizational inclusion and organizational performance as well as the cultural perspective of Japanese multinational companies. Additionally, prior studies on (1) the nexus between inclusive leadership and organizational inclusion, (2) organizational inclusion in expatriation, and (3) its effect on expatriate mission accomplishment was examined.</p> <p>On completion of the preliminary literature review, the next phase was developing the interview questions. Two sets of questions were prepared – one for senior HR executives and the other for the Japanese expatriates. 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>Several experts in the field were consulted before finalizing the questions. Visits to four universities were also made. The questions were then translated into Japanese and then verified by a Japanese academic. Another Japanese expert who is fluent in English further verified the accuracy of the translation. The translation was also crosschecked using online translation tools. The final set of questions was pilot tested with two volunteers – an academic and a practitioner. The two participating companies were then contacted and asked to help with identifying participants to be interviewed. The interviewing process is currently ongoing. An iterative process of data collection and analysis was employed to identify key themes as data was collected. Due to assurance of confidentiality, the identity of the participants will not be disclosed. Two other companies were also contacted to participate in the study. However, despite visiting the premises, no affirmative consent was given.</p> <p>The research project developed as planned with a paper presented at APU Conference 2023 and a conceptual paper submitted to an international journal. At the conference, constructive comments were received from the audience, which were duly noted in the development of the conceptual paper. The paper has undergone one round of review and based on the constructive feedback from the reviewers, the paper is being revised. The paper will be resubmitted after revision by the end of April 2024.</p>				
2023 年度中の研究発表 (予定を含めてご記入ください) Publication of Research in AY2023 (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 (online)	2024
	Pathways to Corporate Entrepreneurship: Do HRM Practices and Organizational Learning Capability Matter?	Evidence-based HRM Vol. 12, No.1, 230-246	2024
	Does Workplace Digitalisation Matter in Transformational Leadership, Innovative Culture and Employee Engagement?	Journal of Organizational Change Management Vol.36, No. 2, 197-216.	2023
	Rewards and Recognition on Employee Motivation and Employee Performance: A Study of a Manufacturing Company in Malaysia.	International Journal of Management Practice Vol.16, No. 3, 267-283	2023
	Leadership Styles and Organisational Innovation in Vietnam: Does Employee Creativity Matter?	International Journal of Productivity and Performance Management Vol.72, No. 2, 331-360	2023
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
	Accomplishing Corporate Missions Abroad: Does Inclusive Leadership Matter?	Asia Pacific Conference 2023	1 December 2023
	Family Business Innovation: From Past to Future Agenda	2023 Asia Pacific Family Business Symposium (virtual conference, Australia)	27 September 2023
その他 Others	Do Workplace Digitalisation and Group Diversity Matter in Linking Innovative Culture to Employee Engagement? (under revision after review)	Evidence-based HRM	Submitted 2023
	Employee Engagement in Homeworking Ecosystem: The Effect of e-Leadership, Virtual Communication and Shared Understanding (under revision after review)	International Journal of Manpower	Submitted 2023
	The Dynamics of Crisis Home Office and Employee Engagement (under revision after review)	Evidence-based HRM	Submitted 2023
	Fostering Japanese Global Human Resources: What Does It Take? (Ready to be submitted)		2024
	Efficacy of remote working in times of the COVID-19 pandemic: Evidence from Taiwan (R.O.C.), Japan and UK (Submitted)	Human Resource Management (UK)	2024

2024 年度 研究計画 (800~1,000 字)

Research Plan for AY2024 (Please state clearly the research progress, results, approx. 400 words.)

The following are the details of the research plan for AY2024:

1. To update the literature review

Extant literature reveals that though research on inclusive leadership and organizational inclusion has been conducted across different industries and cultures, there is a dearth of research in this domain in collectivist, developed economies of East Asia. Additionally, there are several gaps in the literature on the nexus between inclusive leadership, organizational inclusion and expatriate mission accomplishment in Japan. Most of the studies have focused on foreign expatriates working in Japan (e.g., Black, 1988; Bebenroth and Nahar, 2022; Tung and Verbeke, 2010) while another study on Japanese expatriates focuses on the predictors of expatriates' job performance in ASEAN countries, such as individual and non-work related differences (Zhaka, 2012). Generally, the emphasis is on the adjustment of expatriates, neglecting the role of organizational inclusion in enhancing the performance and productivity of expatriates. However, new developments may have emerged since the commencement of this study. Therefore further literature review is needed.

2. To continue with data collection, data verification, and data analysis

While data collection is currently ongoing, the process will continue until saturation is reached. Efforts will be made to get more participants from the two organizations or engage more organizations to participate. Further discussions with the relevant stakeholders are deemed necessary. As an iterative process of data collection and analysis is employed to identify key themes as data is collected, it is imperative to continue with the data collection. Data verification is also necessary to clarify any ambiguities during data analysis. Participants will be contacted on this and further interviews may be necessary. Also, participants, academics and industry experts will be consulted to fully comprehend the data, particularly, unexpected results.

3. To develop an empirical paper to be presented at an international conference

Based on the findings, an empirical paper will be developed. The paper will emphasize on its contribution to leadership theory for inclusivity and will provide insights into how inclusive leadership in homogeneous, collectivist, developed economies of East Asia influences organizational inclusion and expatriate mission accomplishment. The findings will verify if inclusive leadership and organizational inclusion work in tandem to foster expatriate mission accomplishment. Concisely, it provides valuable insights into the relationship between inclusive leadership and organizational inclusion and highlights the importance of incorporating both concepts into organizational practices to promote diversity, equity, and inclusion, ultimately leading to accomplishing missions abroad. The empirical paper will be presented at a relevant international conference for feedback. The constructive feedback is invaluable in improving the quality of the paper.

4. To submit the empirical paper to an international journal after revision based on feedback at the conference

A suitable journal that is Scopus-indexed or at least ranked B in the ABDC list will be selected to submit the empirical paper.