



THE UNIVERSITY OF  
**WESTERN  
AUSTRALIA**

## **EMERGE**

# **The 3<sup>rd</sup> UWA Business School Doctoral Research Conference**

**Wednesday, 9 November 2016**

# WELCOME & ACKNOWLEDGEMENTS

Welcome and thank you for attending *EMERGE: The 3<sup>rd</sup> UWA Business School Doctoral Research Conference*. It is with great pleasure that we present this year's program that brings together the four disciplines of the UWA Business School: Accounting and Finance, Economics, Management and Organisations, and Marketing. This year, we welcome **19** HDR candidate presentations from across the four disciplines.

There are three overarching goals for our conference which are to: *support high-quality research* within the Business School by soliciting input from academic staff; contribute to the *continued professional development* of HDR candidates through the presentation and constructive defence of research; and provide a rich forum for *interdisciplinary collaboration* by bringing young researchers together. We appreciate your participation in this year's conference.

We would like to extend our sincere gratitude and appreciation to the School's academic and administrative staff for their continued support and encouragement of this event. In particular, we would like to thank the following individuals, without whom this conference would not be possible:

- *Professor Phillip Dolan*
- *Professor Alison Preston*
- *Professor Richard Heaney*
- *Ms Robyn Oliver*
- *Ms Mei Han*
- *Dr Alisoun Nicol*
- *Mr Adam Hearman*
- *Ms Suzanna Santa*

We greatly appreciate the support and generosity of the Business School Dean's Office for providing us with today's facilities. We also extend our thanks to the Business School Research Office, and especially Ms Mei Han, who has provided outstanding support and has been indispensable in the organisation and execution of this conference. Our sincere thanks go out to the various dignitaries who honoured us by agreeing to participate in the conference's opening address and plenary session. Finally, we would like to extend our sincere thanks to our fellow HDR candidates for their participation in today's events and continued passion for research excellence.

Sincerely,

Hendrik Braun, Joseph Carpini, Shukrullah Fassehi, Mosha Hossain, Jian Liang, Haiyan Liu, Hussain Al Bin Shaikh and Manal Shehabi

## PROGRAM OVERVIEW

Time	Description	Venue
08:15 – 09:15	<p>Opening Ceremony Welcome and Opening Address: <b>Professor Richard Heaney</b> Associate Dean (Research and Training), Business School</p> <p>Guest Speakers: <b>W/Professor Geoff Soutar</b>, Marketing Discipline <b>Senior Economist Anthony Rossiter</b>, Victoria Department of Treasury and Finance</p>	BUS G42
9:30 – 11:00	<p>Concurrent Sessions:</p> <ul style="list-style-type: none"> <li>1 – Global challenges: Food consumption, climate change and currency misvaluation</li> <li>2 – Proactivity and work design</li> </ul>	BUS G42 BUS 142
11:00 – 11:30	Morning Tea	Business School Foyer
11:30 – 13:00	<p>Concurrent Sessions:</p> <ul style="list-style-type: none"> <li>3 – Investment and pricing</li> <li>4 – Employment relation and organisational growth</li> </ul>	BUS G42 BUS 142
13:00 – 14:00	Lunch	Woodside Courtyard
14:00 – 15:00	<p>Concurrent Sessions:</p> <ul style="list-style-type: none"> <li>5 – Corporate finance</li> <li>6 – Australia’s manufacturing future and relationship between human-wildlife interaction</li> </ul>	BUS G42 BUS 142
15:00 – 15:15	Afternoon Tea	Business School Foyer
15:15 – 16:45	7 – Teams and multicultural workforce	BUS G42
17:00 – open end	<p>Closing ceremony and BBQ Closing address: <b>Professor Richard Heaney</b> Associate Dean (Research and Training), Business School</p>	Business School Foyer & Café

# DETAILED PROGRAM

## OPENING CEREMONY: WELCOME AND OPENING ADDRESS

🕒 08:15 – 09:15

📍 BUS G42

👤 **Professor Richard Heaney**, Associate Dean (Research and Training), Business School  
Welcome and Opening Address

👤 **W/Professor Geoff Soutar**, Marketing  
Publishing while Doing Your Thesis

👤 **Senior Economist Anthony Rossiter**, Victoria Department of Treasury and Finance  
Job Opportunities in the Public Sector

## SESSION 1: GLOBAL ISSUES: FOOD CONSUMPTION, CLIMATE CHANGE, AND CURRENCY MISVALUATION

🕒 09:30 – 11:00

📍 BUS G42

👤 **Sigit Perdana**, Economics  
Global Climate Change Mitigation: Strategic Interaction or Unilateral Gains?

👤 **Long Vo**, Economics  
New Measures of Currency Misvaluation: Extending the Big Mac Index

👤 **Haiyan Liu**, Economics  
The Income and Price Sensitivity of Diets Globally

*Session Chair: Manal Shehabi, Economics*

## SESSION 2: PROACTIVITY AND WORK DESIGN

🕒 09:30 – 11:00

📍 BUS 142

👤 **Georgia Hay**, Management and Organisations  
A Qualitative Exploration of the Drivers of Work Design in Public Hospital Operating Theatres

👤 **Zijun Cai**, Management and Organisations  
When You Bite Off More than Your Team Can Chew: The Misfit Effect of Individual and Team Proactivity on Task Performance

👤 **Nicole Celestine**, Management and Organisations  
'Have Some Fun with It': How Playful Approaches to Task Engagement Facilitate Thriving At Work

*Session Chair: Joseph Carpini, Management and Organisations*

## MORNING TEA

🕒 11:00 – 11:30

📍 Business School Foyer

### SESSION 3: INVESTMENT AND PRICING

🕒 11:30 – 13:00

📍 BUS G42

👤 **Troy Barry, Economics**

Regulation and Competition in Broadband – Evidence From Prices

👤 **Kazuki Tomioka, Economics**

The Time Varying Risk Perception: Analysing the Behavioural Link to Investment

👤 **Tom Simpson, Economics**

Reserve Pricing in Auctions for Fine Art

*Session Chair: Mosha Hossain, Accounting & Finance*

### SESSION 4: EMPLOYMENT RELATION AND ORGANISATIONAL GROWTH

🕒 11:30 – 13:00

📍 BUS 142

👤 **Elly Leung, Management and Organisations**

Docile Minds and Bodies: A Genealogy of Chinese Workers

👤 **Hanako Frawley, Management and Organisations**

Growth, Growth or Growth? Comparing Different Growth Conceptualisations within the Management Literature

👤 **Sandra Martain, Management and Organisations**

Conceptualising the Embodied Labour Process in the Case of Paid Aged Care Work in The Home in Australia

*Session Chair: Shukrullah Fassehi, Management and Organisations*



🕒 13:00 – 14:00

📍 Woodside Courtyard

### SESSION 5: CORPORATE FINANCE

🕒 14:00 – 15:00

📍 BUS G42

👤 **Mosha Hossain, Accounting & Finance Discipline**

Method of Payment, Director Trading and Announcement Period Performance of Acquiring Firms: The Australian Evidence from Single versus Multiple M&A

👤 **Chao Ding, Accounting & Finance Discipline**

Impact of Managerial Incentives on Dividend Pay-out: Evidence from Australia

*Session Chair: Jian Liang, Accounting & Finance*

## SESSION 6: TWO TOPICS: AUSTRALIA'S MANUFACTURING FUTURE , AND RELATIONSHIP BETWEEN HUMAN-WILDLIFE INTERACTIONS

🕒 14:00 – 15:00

📍 BUS 142

👤 **Shane Baker**, Marketing Discipline

Building Australia's Manufacturing Future: In Search of an Australian Mittelstand

👤 **Christine McCagh**, Marketing Discipline

Exploring the Relationship of Human-Wildlife Interactions, Human Psychological Relatedness and Wildlife Conservation Behaviours

*Session Chair: **Hendrik Braun**, Management and Organisations*

### ☕ AFTERNOON TEA

🕒 15:00 – 15:15

📍 Business School Foyer

## SESSION 7: TEAMS AND MULTICULTURAL WORKFORCE

🕒 15:15 – 16:45

📍 BUS G42

👤 **Shukrullah Fassehi**, Management and Organisations

Team Disseminative Capacity: Can Teams Teach What They Learn?

👤 **Sonia Raghav**, Management and Organisations

Multiple Identity Interactions: Implications for Workplace Outcomes

👤 **Terence Chia**, Management and Organisations

Pathways to Managing Multicultural Organisations

*Session Chair: **Hussain Al Bin Shaik**, Marketing*

### 🏛️ CLOSING CEREMONY AND BBQ

📍 Business School  
Foyer & Café

🕒 17:00

**Closing Address by Professor Richard Heaney**

*Associate Dean (Research and Training)*

*UWA Business School*

~ *END OF CONFERENCE*

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2. **Long Vo**, Economics  
*New Measures of Currency Misvaluation: Extending the Big Mac Index*  
Supervisors: Kenneth Clements & Yihui Lan
3. **Haiyan Liu**, Economics Discipline  
*The Income and Price Sensitivity of Diets Globally*  
Supervisors: Kenneth Clements & Yihui Lan
4. **Georgia Hay**, Management and Organisation  
*A Qualitative Exploration of the Drivers of Work Design in Public Hospital Operating Theatres*  
Supervisors: Sharon Parker & Patrick Dunlop
5. **Zijun Cai**, Management and Organisation  
*When You Bite off More than Your Team can Chew: The Misfit Effect of Individual and Team Proactivity on Task Performance*  
Supervisors: Sharon Parker & Zhijun Chen
6. **Nicole Celestine**, Management and Organisation  
*'Have some fun with it': How playful approaches to task engagement facilitate thriving at work*  
Supervisors: Gillian Yeo & Catherine Leighton
7. **Troy Barry**, Economics  
*Regulation and competition in broadband – evidence from prices*  
Supervisors: Ishita Chatterjee, Luciana Fiorini & Michael McLure
8. **Kazuki Tomioka**, Economics  
*The time-varying risk perception: analyzing the behavioral link to investment*  
Supervisors: Rod Tyers & Leandro Magnusson
9. **Tom Simpson**, Economics  
*Reserve Pricing in Auctions for Fine Art*  
Supervisors: Ken Clements & Marvin Wee
10. **Elly Leung**, Management and Organisation  
*Docile Minds and Bodies: A Genealogy of Chinese Workers in China*  
Supervisors: Donella Caspersz & Rob Lambert
11. **Hanako Frawley**, Management and Organisation  
*Growth, growth or growth? Comparing different growth conceptualisations within the management literature*  
Supervisors: Christine Soo, Mark Edwards & Richard Gruner

12. **Sandra Martain**, Management and Organisation  
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13. **Mosha Hossain**, Accounting and Finance  
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15. **Shane Baker**, Marketing  
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16. **Christine McCagh**, Marketing  
*Exploring the relationship between human-wildlife interactions, humans' psychological need for relatedness and wildlife conservation*  
Supervisor: Joanne Sneddon & Dave Webb
  
17. **Shukrullah Fassehi**, Management and Organisation  
*Team disseminative capacity: Can teams teach what they learn?*  
Supervisors: Christine Soo & Professor John Cordery
  
18. **Sonia Raghav**, Management and Organisations  
*Multiple identity interactions: Implications for workplace outcomes*  
Supervisors: Cristina Gibson & Sharon Parker
  
19. **Terence Chia**, Management and Organisations  
*Pathways to Managing Multicultural Organisations*  
Supervisors: Cristina Gibson & Patrick Dunlop



# PAPER ABSTRACTS

## Paper 1

**Sigit Perdana**, Economics

*Global Climate Change Mitigation: Strategic Interaction or Unilateral Gains?*

Supervisors: Rod Tyres & Peter Robinson

Despite widespread commitments following the recent Paris negotiations, the global mitigation strategy remains in deadlock. Concern over growth performance at national levels has weakened these voluntarily commitments and their implementation. This paper combines a comprehensive survey of the potential economic costs of ignoring climate change, and of its partial mitigation, with a global modelling analysis of the immediate costs of controlling carbon emissions. The results conflict with the widespread perception that mitigation at the global level has pay-offs that take the form of a coordination game, requiring all major emitters to act together. The results show that the large emitters, including the US, Europe and China, have such large unilateral climate impacts that gains from mitigation exceed their own emission control costs. The simulations employ a dynamic global model with a standard representation of energy use and emission coefficients in each of 21 regions to evaluate effects on regional costs and global emissions of a representative USD 20 per tonne carbon tax. Collective implementation of the tax changes the terms of trade between regions, causing net gains in Europe and Japan and eventual gains in China, relative to the rest of the world, but these changes are small compared with the collective costs of uncontrolled temperature rise. For the second level emitters, like Russia and the low level emitters, like Indonesia or Australia the optimal response is to free ride on the implementation of carbon taxes by the large emitters. These results are found to be robust to the wide range of estimates of global costs associated with atmospheric carbon accumulation.

## Paper 2

**Long Vo**, Economics Discipline

*New Measures of Currency Misvaluation: Extending the Big Mac Index*

Supervisors: Kenneth Clements & Yihui Lan

Currency valuation lies at the heart of international macroeconomics, attracting much attention in recent times, yet elicits so little understanding. Conventional approaches rely on the specification of some equilibrium exchange rate (EER) derived from comparing economic fundamentals across countries. Problems arise when the nature of these fundamentals is ambiguous, i.e. what exactly needs to be compared? Complicating the matter further is that the corresponding uncertainty of the EER estimates is often not reported, resulting in strident debate on whether a currency is over or under-valued. This issue has important implications for policy makers who require accurate and timely estimates of the EER.

This paper analyses the performance of various currency misvaluation measures based on the Big Mac (BM) index and its variations. The creation of these indices,

which was initiated by The Economist magazine, can be viewed as a simple but valuable effort to exploit the link between prices and exchange rates according to purchasing power parity theory. Specifically, currency misalignment can be reasonably modelled by the differential between Big Mac prices across countries, after being converted to a common currency. We also add a new BM-based measure that incorporates uncertainty into currency valuation via a stochastic index approach.

These indices of misalignment will then be compared with a popular benchmark proposed by the International Monetary Fund (IMF). We will see whether the BM indices provide simpler, yet comparable alternatives to the IMF approach, particularly in times of currency crises, when uncertainty matters the most.

### **Paper 3**

**Haiyan Liu**, Economics

*The Income and Price Sensitivity of Diets Globally*

Supervisors: Kenneth Clements & Yihui Lan

This research analyses detailed consumption patterns of food items in a large number of countries with a three-stage budgeting approach. Under the assumption of separable preferences, the first stage separates total consumption into food and non-food; the second splits food into the major food groups; and the third stage allocates consumption to the elementary goods within each food group. The model is implemented for the second two stages with 25 food items divided into 6 groups: staples, meats, dairy, fruit and vegetables, sweet things and other food. For each group, there is a system of conditional demand equations (with one equation for each elementary good), which depend on expenditure and prices within the group. The six systems are estimated with unpublished International Comparison Program data for more than 100 countries. These estimates are then combined with estimates of the group demand equations, which depend on total food consumption and prices indexes of the six groups, to give the overall income and price responses, conditional upon total food.

### **Paper 4**

**Georgia Hay**, Management and Organisation

*A Qualitative Exploration of the Drivers of Work Design in Public Hospital Operating Theatres*

Supervisors: Sharon Parker & Patrick Dunlop

The work design literature is vast, yet poor work design persists. Theoretical and empirical models of work design are likely outdated and primarily frame work design as an independent variable. In a new wave of work design research, scholars are beginning to explore what 'good work design' means in contemporary organisations. Forming a foundational piece in this wave of research, the current study aims to investigate the process of work design, framing it as the dependent variable; to understand what drives poor work design-related decisions in today's organisations. Thus far, ongoing data

collection from a Perth-based public hospital, in which the work of operating theatres teams is being re-designed, has elicited 25 interviews with operating theatre and management staff. A grounded theory approach was used to explore the possible drivers of work design-related decisions in this context. Preliminary findings highlight the flow-on effects of poor managerial work design for the work design of their subordinates – especially in the public hospital environment, where work is inherently risky, time-pressured, and resource-poor. Quantitative survey data from this organisation as well as others will be used to supplement and enrich these qualitative findings, thus working towards a more comprehensive and relevant theory of the antecedents of work design.

## **Paper 5**

**Zijun Cai**, Management and Organisation

*When You Bite off More than Your Team can Chew: The Misfit Effect of Individual and Team Proactivity on Task Performance*

Supervisors: Sharon Parker & Zhijun Chen

Research on the relationship between proactive personality and core task performance has inconsistent findings, inspiring scholars to examine the boundary effects. One essential but largely ignored factor is the role played by the team. This omission is unfortunate because, to behave proactively at work, individuals often need support from their team members. Adopting person-environment fit theory, we propose that a misfit in the proactive personality of individuals relative to their team will impair core task performance because misfit causes interpersonal problems. We further propose that the negative effect would be stronger when individuals are more proactive than their team. Emotional intelligence will have moderation effect because individuals with stronger interpersonal capabilities will more wisely manage interpersonal problems in proactivity process.

With the data collected from 5 organizations in mainland China, we applied multilevel polynomial regression technic to examine our hypotheses. We found that the misfit effect is marginally significant, and the moderation effect on this misfit effect is significant so that when EI is high, the misfit effect becomes weaker.

With these results, we highlight that the team as a social context shapes proactivity processes and outcomes and EI might help individuals cope with this situation. This may shed lights into team design and personnel selection.

## **Paper 6**

**Nicole Celestine**, Management and Organisation

*'Have some fun with it': How playful approaches to task engagement facilitate thriving at work*

Supervisors: Gillian Yeo & Catherine Leighton

There are many different ways that employees may choose to engage with their work tasks. One way that has yet to be explored is how employees take it upon themselves to approach a task playfully – a style of engagement characterised by intrinsic motivation and the momentary experience of fun, resulting in altered task characteristics. The present study seeks to pioneer the concept of playful approaches to task engagement, in order to address gaps in the current play-at-work literature and understand how individuals cultivate their own vitality and learning at work.

In this presentation, I will first talk about the potential utility of play in the workplace, and highlight the strengths and weaknesses of the two existing play-at-work literatures which have been fundamental in informing the scope of this research: the gamification literature, focused on the application of game-design elements in non-game contexts (Deterding, Dixon, Khaled & Nacke, 2011), and serious play, denoting “... situations in which people engage in playful behaviours deliberately with the intention to achieve work-related objectives” (Statler, Heracleous & Jacobs, 2011, p. 236). By drawing on the play, thriving and training literatures, I will present a conceptual model indicating how playful approaches to task engagement facilitate thriving via two differential pathways. Following this, I will present the preliminary results of a construct validation study, conducted with a sample of UWA Business School students. Lastly, I will present the research design for subsequent studies, focused on further evaluating the new construct’s psychometric properties and testing the proposed model at different timescales (e.g. daily, long-term). I will conclude with a discussion of this study’s theoretical, empirical and practical contributions.

Data collection consists of two parts. Initially, findings from focus groups will be used to answer the first research objective. To address the second and third objectives, this study will use a 4 (attributions) x 2 (relationship with service provider) experimental design. Hence, eight written experimental scenarios portraying service failure will be designed. Respondents recruited from an online panel provider will be randomly assigned to read one of these scenarios and answer questions adapted from established emotion regulation scales as well as emotional labour scales.

This study is expected to contribute theoretically and practically to our understanding of emotion regulation during service encounters from customer perspective.

## **Paper 7**

**Troy Barry**, Economics

*Regulation and competition in broadband – evidence from prices*

Supervisors: Ishita Chatterjee, Luciana Fiorini & Michael McLure

The broadband internet industry has grown rapidly in developed economies including Australia, and national governments have experimented with varying approaches to privatization, investment and regulation. Electorates and governments advocating expanded network reach and improved quality of service cite market failures, and empower regulators to constrain the activities of broadband-supplying firms to enhance competition. Economic theory states welfare is maximized when price and quantity are at a competitive market equilibrium. In oligarchical markets firms possessing significant market power

may set prices above or production quantities below competitive equilibrium levels to increase producer surplus at the expense of consumers surplus and total welfare. Thus, absent regulation, a market where oligarchical behavior is prevalent should show higher prices and lower quantities than the same market operating competitively. Also, effective procompetitive regulation in markets tending to oligarchy should decrease prices relative to unregulated markets.

This paper uses recent OECD broadband price, penetration and quality statistics from developed economies to seek evidence of anticompetitive oligarchical behavior in domestic fixed broadband markets, and to examine the effectiveness of regulatory options adopted in different jurisdictions. Control variables are used to generate equations for price, penetration and quality, and the effects of adding explanatory variables for market structure and regulatory options are assessed. I find no evidence that regulation affects price, and evidence that some regulation has a weak negative effect on penetration. There is some evidence that high market concentration improves consumer welfare. These findings reverse the common assumptions justifying regulatory intervention. Possible explanations and implications for firms and public policy are discussed.

## **Paper 8**

**Kazuki Tomioka**, Economics

*The time-varying risk perception: analyzing the behavioral link to investment*

Supervisors: Rod Tyers & Leandro Magnusson

This paper develops a time-varying parameter structural vector autoregression model with stochastic volatility (TVP-VAR) to investigate the behavioral link between perceived risk and investment decisions in the U.S. Bayesian inference for the model estimation via the Markov chain Monte-Carlo simulation allows for a direct assessment of the time variations in the propagation of the changes in the perceived risk to investment and to the rest of the economy. Reduced form and structural analyses of the posterior estimates of the model indicate substantial time variations in the propagation of changes in risk perception to investment. In particular, the magnitude with which risk perception aggravate investment increases since the Global Financial Crisis. We argue that the evidence provided by the model propagation mechanism is important in providing an alternative view and explanation to the stories on secular stagnation in the U.S.

## **Paper 9**

**Tom Simpson**, Economics

*Reserve Pricing in Auctions for Fine Art*

Supervisors: Ken Clements & Marvin Wee

Are sellers in fine art auctions setting their reserve prices efficiently? The reserve price is the price level which bidding must rise above for the auction to be successful, that is, for the consignor (seller) to release the artwork to the highest bidder. If bidding stops below the reserve price, the auction passes-in

(fails), and the consignor keeps the artwork. If an auction passes-in, the consignor may return the piece to market at a later auction; if they sell the artwork at this second auction for more than the highest bid on the initial passed-in auction, then the reserve price on the passed-in auction functioned efficiently as it prevented the consignor from selling too low. If, however, the consignor sells the artwork at the second auction for a price at or below the highest bid of the passed-in auction, then they would've been better selling the piece at the first auction; that is, their reserve price on the first auction was set too high. We find that consignors in the fine art market are indeed setting their reserve prices too high. The strength of this finding is only increased by the high transaction costs and high holding costs associated with the art market.

## **Paper 10**

**Elly Leung**, Management and Organisation

*Docile Minds and Bodies: A Genealogy of Chinese Workers in China*

Supervisors: Donella Caspersz & Rob Lambert

This study draws on a historical elaboration of Michel Foucault's (1980) concept of power-knowledge to analyse how worker consciousness has been historically shaped in China to reflect 'docile bodies and minds'. This study thus uses Foucault's genealogical method to analyse how key events in Chinese history have shaped worker consciousness in the present day.

Foucault's genealogical study of the effects of power relations in conditioning individuals into a certain "kind of thinking" is contrasted to the traditional conceptualisation of a continuous, knowing consciousness (Bacchi 2012). In opposition to the notions of continuation and 'true' knowledge (or universal knowledge) as the 'final point' of human development (Weeks 1982), Foucault's analysis of the emergence of 'prison practices' (1977); the institutionalisation of 'madmen' (1976; 2006); and the construction of 'sexual regulation' (1978) has shown that individuals are the products of power relations. Foucault's critique of knowledge (or episteme) is that traditional historians aim to write history in a way that maintains and reinforces a continuous narrative with little or no critical explanation (Smart 1985). However, whilst recognising the deficiency in traditional, historical writing, Foucault does not advocate abandoning knowledge and investigation of the past (Thacker 1997). Rather, Foucault suggests that the quest for a more authentic and accurate knowledge of the past is about re-interpreting earlier interpretations (Thacker 1997). Thus, history is written from a subjective perspective to make sense of the past (Thacker 1997). In so doing, writing history enables us to think, act, judge, and open up new possibilities for knowledge and thought in our present interpretations of history (Poster 1982; Thacker 1997).

Drawing on Foucault's genealogical method, the study argues that beginning with the Zhou dynasty (13th B.C.E), the *li* rules with Confucian elements created docile minds and bodies amongst 'the Chinese' and indelibly shaped a worker consciousness that continued into the pre-reform through to the present-day China. This study argues these 'old' forms of consciousness and interactions that had existed in the past China has continued to constrain the actions of Chinese workers in the present day. This consciousness has been the foundation

of success by the Chinese state in reforming China from a rural, agrarian economy into a modern, urbanised and industrialised economy (Gabriel 2006).

## **Paper 11**

**Hanako Frawley, Management and Organisation**

*Growth, growth or growth? Comparing different growth conceptualisations within the management literature*

Supervisors: Christine Soo, Mark Edwards & Richard Gruner

Managers' understanding of growth is a key determinant of their organisations' strategies. But although organisational growth paths, and their measurement, occupy a central role in the management and marketing literature, few attempts have been made to understand and explicate what such conceptualisations look like. To address this gap, the authors conduct a large scale integrative literature review to explore what the literature reveals about managers' understanding of growth and its effect on the three dimensions comprising of Elkington's (1998) triple bottom line. The aim of this research is to explore growth conceptualisations as represented in the management and marketing literature. The authors find scholars tend to adopt an economic perspective of growth, or do not provide a growth conceptualisation within their research. These findings suggest there is a lack of understanding differentiated growth conceptualisations within the management and marketing literature, providing new directions for theory development and empirical studies.

## **Paper 12**

**Sandra Martain, Management and Organisation**

*Conceptualising the embodied labour process in the case of paid aged care work in the home in Australia*

Supervisors: Donella Caspersz & Rob Lambert

The marketisation of the aged care sector in Australia provides a need to examine the impact of this on the organisation of paid aged care work in the home and to reconceptualise labour process theory. Drawing on Hamington's (2004) concept of 'embodied care', this study proposes that in the case of paid aged care work in the home, the labour process is best described as an 'embodied labour process', comprising three unified aspects of caring knowledge, caring habits and caring imagination. An embodied labour process recognises the importance of embodiment in the worker's performance of quality aged care work in the home. Of concern then is how the deepening marketisation of the provision of paid aged care in the home, with its pursuit of consumer choice, efficiency and flexibility, will impact on this embodied labour process. An extended case method (Burawoy 2009), utilising indepth interviews with paid aged care workers who work in aged persons' homes, is the methodology for this research.

## **Paper 13**

**Mosha Hossain, Accounting and Finance**

*Method of payment, director trading and announcement period performance of acquiring firms: The Australian evidence from Single versus Multiple M&A*

Supervisors: Richard Heaney

This study investigates the relationship that exists between the method of payment and share market reaction on M&A announcement. We study both single and multiple M&A announcements. This study also examines the relationship between director trading, prior to M&A announcement, and method payment on acquiring firms share price on M&A announcement. Using sample of 658 single acquisitions and 636 multiple acquisitions between 2003 and 2012, we find that acquiring firms with stock offers outperform the other acquiring firms. Using quantile regression we find that acquiring firms with stock offers generate significantly higher returns when acquiring firms CARs fall within the 95<sup>th</sup> quantile. Further while the full sample results are driven by single acquirers, the multiple acquirers' results are little affected by method of payment on M&A announcement. Finally acquiring firms with stock offer are found to earn higher (lower) abnormal returns when director are net purchasers (net sellers).

## **Paper 14**

**Chao Ding, Accounting and Finance**

*Impact of Managerial Incentives on Dividend Payout: Evidence from Australia*

Supervisors: Millicent Chang

This paper investigates the impact of managerial incentives in the form of executive compensation on a firm's dividend payout, both in terms of the likelihood of payment and the amount paid. The results show that CFO compensation has more negative impacts on the likelihood of paying dividends while CEO equity compensation determines how much dividends to be paid. Further, partially franked firms are usually the most mature firms while the no franked firms are the newest firms.

## **Paper 15**

**Shane Baker, Marketing**

*Building Australia's manufacturing future: in search of an Australian Mittelstand*

Supervisors: Tim Mazzarol, Geoff Soutar & Thierry Volery

Manufacturing is an essential component of any advanced, "complex" economy. Manufacturing not provides its industry value-add, but services to other segments of the economy, it has high levels of research and development, enables other sectors from its purchases of goods and services, and trains its employees. Furthermore, Kaldor's growth laws posit a positive correlation between



manufacturing and overall productivity.

In Australia, manufacturing is a larger employer than mining and agriculture, fisheries and forestry sectors combined, and contributes substantially more value-add to the economy than primary industries. However, the proportion of Australia's GDP and employment contributed by manufacturing is reducing. Explanations for this include the relative growth of the service sector, and the increasing value of the services bundled by manufacturers with their tangible products.

However, some Australian manufacturing firms are prospering, and a proportion of these appear to be a close fit to the German Mittelstand; often seen as the backbone of the German manufacturing economy. If this is the case, the research question that arises is:

If Australian manufacturers that follow the Mittelstand model are more successful than their conventional counterparts, how can Australia encourage the creation of more Mittelstand?

The question can then be disaggregated into a research problem in two parts.

Firstly, are these Australian Mittelstand objectively more successful than their conventional counterparts in terms of growth and financial robustness?

Secondly, if that is the case, how can more Australian firms be encouraged to adopt the Mittelstand model?

My research methodology comprises defining the Mittelstand, examination of ABS data for manufacturers and developing case studies of "Aussie Mittelstand".

My aim is to influence Australian industry policy away from its focus on short-term thinking and towards a focus on strategic firm creation for the long-term economic and social benefit of the country.

## **Paper 16**

**Christine McCagh, Marketing**

*Exploring the relationship between human-wildlife interactions, humans' psychological need for relatedness and wildlife conservation*

Supervisor: Joanne Sneddon & Dave Webb

Human behaviours play a major role in wildlife population declines. Wildlife conservation intervention programs are struggling to encourage alternative, sustainable conservation behaviour. Research suggests that this is because programs are not employing methods that promote autonomously motivated behaviours. Behaviours that are autonomously motivated predict sustained behaviour changes. Self-determination theory (SDT) is a universal theory that explains the conditions under which individuals can become autonomously motivated.

According to SDT, social interactions can impact individuals' well-being, and influence their motivation and behaviour. For instance, social interactions that satisfy human psychological needs (e.g., relatedness; the need to have a

meaningful connection with a significant other), can predict sustainable conservation behaviour that is autonomously motivated. Although the social interactions described by SDT are generally defined as human-human interactions, some studies have demonstrated that need satisfaction can occur through interactions with pets and the natural environment.

Other studies have demonstrated that interactions with wildlife can increase well-being and encourage wildlife conservation behaviours. Studies have also shown that HWIs can promote feelings of “connectedness” with wildlife. While these results suggest that humans may have an innate tendency to emotionally connect to wildlife, none of these studies isolate the underlying cause-and-effect processes from other variables (e.g. context), that would indicate humans’ psychological need for relatedness, could be extended to wildlife. Put another, could the ‘love’ and ‘care’ experienced by individuals in their human-human interactions (as defined by SDT), be similarly experienced in HWIs?

The aim of this study is to investigate whether need satisfaction – specifically relatedness - can occur through HWIs. This aim will be achieved by testing different types of HWIs on individuals’ motivation, well-being and affective responses, using methods adapted from previous SDT studies that measured the experience of ‘relatedness’. This will determine whether SDT’s definition of relatedness can be extended to wildlife. A SDT model that provides relatedness needs satisfaction through HWIs, will then be tested on the adoption of sustainable wildlife conservation behaviour. Redefining a prominent behavioural motivational theory will make a significant theoretical contribution. This study will also have major implications for wildlife conservation efforts.

## **Paper 17**

### **Shukrullah Fassehi, Management and Organisation**

*Team disseminative capacity: Can teams teach what they learn?*

Supervisors: Christine Soo & Professor John Cordery

Building upon the notion of absorptive capacity (ACAP) and its recent application at the team level, this study conceptualises team disseminative capacity (DCAP) as the capability of teams to effectively pass on knowledge to others. I employed an exploratory study using 34 semi-structured interviews with members of knowledge disseminating and recipient teams at a large multinational firm in Australia. The focus of this study was on how teams disseminate knowledge they have absorbed to other teams and sub-units across the organisation. Thus, the study sought answers to the following research questions: (1) how is a team’s capacity to disseminate knowledge best conceptualised; (2) what factors enhance or constrain disseminative capacity in teams; and (3) what beneficial outcomes are related to team disseminative capacity, both for the disseminating and recipient teams?

Findings of this study reveal that team DCAP involves the processes of knowledge co-creation, implementation, and integration. Further, the study found that intra-organisational knowledge transfer (team to team) was more effective when knowledge was co-created. Antecedents of team DCAP include characteristics of knowledge, features of disseminating and recipient teams, team cohesion and organisational enablers. In addition, findings reveal that increased

team DCAP leads to extrinsic and intrinsic outcomes for disseminating teams and extrinsic and operational outcomes for recipient teams.

## **Paper 18**

**Sonia Raghav, Management and Organisations**

*Multiple identity interactions: Implications for workplace outcomes*

Supervisors: Cristina Gibson & Sharon Parker

Professional medical migrants are considered an important part of the global talent pool but integration of such skilled migrants into home organizations poses serious challenges. At the same time, the multidisciplinary model is increasingly being used in hospitals and other industry settings the world over. However, interaction and interdependence of different functions creates the potential for confusion, errors and delays. Consequently, quality and safety have emerged as prime foci in the delivery of hospital services and other organizational outcomes. To address these challenges, this dissertation investigates how optimum patient care outcomes can be achieved by understanding the dynamics of healthcare provider interactions and relationships within the context of multicultural multidisciplinary teams.

The main research question addressed is, “how do members’ multiple identities combine and interact with each other in influencing teams’ relational processes and outcomes?” To this end, the dissertation draws from social identity theory and in particular, literature on intrapersonal identity networks (Ramarajan, 2014). Preliminary evidence indicates a person’s identities may conflict, enhance one another or be fully integrated, such that they are experienced as a single identity; evidence from the lab suggests both benefits and liabilities of each type of interaction among identities. But we have very little knowledge of how these issues manifest in actual work teams in the field, and we have yet to understand how they might affect workplace outcomes.

The thesis attempts to provide answers to these pertinent questions. The research model investigates the identity patterns between cultural, organisational, professional and team identities, and the relationship between these patterns and quality of patient care. Further, it is proposed that this relationship is mediated by relational coordination defined as “a mutually reinforcing web of communication and relationships carried out for the purpose of task integration” (Gittell 2002: 300). Specifically, we argue that the less identity conflict, the more relational coordination, and thus the better work outcomes.

The thesis also investigates what organizations can do to improve team outcomes, in light of the complex interplay of identities within teams. For example, we investigate the utility of organisational practices such as multidisciplinary training, multidisciplinary meetings and use of boundary spanners (case coordinators) to produce better patient care outcomes. These managerial points of leverage can potentially facilitate development of a ‘strong team identity’ that can mitigate the negative consequences of intrapsychic and interpersonal conflict. This research utilizes a mixed-method/ multiple source research design. The first study is an exploratory interview-based study to facilitate initial understanding of the impact of identity patterns on relational coordination and the distal outcome of quality of patient care. The second study is a quantitative investigation, entailing a

total of 150-300 surveys administered in hospital sites (75 healthcare practitioners across 2-4 hospitals). The practitioner survey assesses identity patterns, communication and coordination within the team, use/utility of organisational practices and clinician satisfaction with the quality of team care. An independent patient survey assesses the satisfaction level of the patients with the quality of care provided.

Currently, site approval has been obtained for 2 hospitals and data collection for phase 1 interviews is underway. The presentation will cover the analysis and findings of phase 1 interviews.

## **Paper 19**

**Terence Chia, Management and Organisations**

*Pathways to Managing Multicultural Organisations*

Supervisors: Cristina Gibson & Patrick Dunlop

Globalisation and immigration have resulted in an increasingly multicultural workforce(1). Organisations have responded with diversity initiatives(2) with much room for improvement given minority groups are vastly underrepresented in senior management(2,3). Research indicates engagement-focused diversity climates can harness the benefits of multiculturalism to increase innovation and effectiveness(3), yet we know little about the practices that develop them.

Mindfulness and inclusive leadership are two practices that hold great promise for multicultural organizations, given both contribute to positive work outcomes(2,4), but have not yet been applied to the particular challenge of enabling contributions of immigrants and minorities.

I investigate the development of mindfulness and inclusive leadership as mechanisms toward improving engagement of immigrants and minorities. Psychologically safe communication and appreciative inquiry are proposed as important manifestations of these mechanisms (2). In addition to building theory for managing a multicultural workforce, I develop and test a competency framework for intercultural training.

Managing multiculturalism addresses critical human needs in organisations and encourages positive workplace behaviours, which creates benefits for improved employee well-being and increased innovation, productivity, and competitiveness of organisations.