Conference Program

Exploring Leadership from a Human Resource Development Perspective

The 13th International Conference of The Asia Chapter of AHRD

November 12-14, 2014

Seoul, Korea
Hotel Prima

KJAHRD
The Korean Joint Association of Human Resource Development

AHRD
Academy of Human Resource Development
Leading Human Resource Development Through Research

"Exploring Leadership from
a Human Resource Development Perspective"

The 13th International Conference of the Asia Chapter
of Academy of Human Resource Development

Seoul, Korea
November 12-14, 2014

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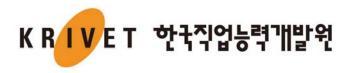## The Korean Joint Association of Human Resource Development

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Preface

The Korean Joint Association of Human Resource Development (KJAHRD) is pleased to host the 13th International Conference of the Asia Chapter of Academy of Human Resource Development to be held in Seoul, Korea during November 12-14, 2014.

The conference aims to present the latest research findings, best practices, and theoretical developments in HRD. KJAHRD warmly invites academics and professionals working in the field of HRD to contribute to the conference by presenting papers and participating in discussions.

Renowned scholars or experts are invited to present keynote speeches on the current state and future trends of human resource development and social networking in a globalizing workplace. In addition to the keynote speeches, there will be parallel presentation sessions of latest research on various sub themes of this conference. We wish to provide a platform for delegates from universities, industries, governments, and research institutes to gain insights to the developments in the important topic of "Exploring Leadership from a Human Resource Development Perspective".

This proceeding consists of articles that focus on the following sub-themes

· Leadership and Talent Development

· Career Development and Ethical Issues in HRD

· Organizational Change

· Job related Outcomes in HRD

· Global, Comparative and Cross Cultural HRD

· Training and Development

· Global HRD and Career Development

· Organizational Development

· Strategic HRD

· Leadership Development

· Career Development and Global HRD in the context of the culture and organization

· Organizational Development

· Leadership and Training and Development

· Employee Engagement in the context of the culture and organization

· Training and Development

· Cooperate Social responsibility and HRD

· Strategic HRD

· Ethic and HRD

Editors

Daeyeon Cho
Kiung Ryu
Mesut Akdere

Conference At-A-Glance

Date	Time	Venue	Topic
11.13 (Thu)	9:00–10:20	Grand Ballroom	Keynote Speech Ⅰ
	10:20–10:40	Coffee Break	
	10:40–11:50	Grand Ballroom	Keynote Speech Ⅱ
	13:00–14:45	Noblesse A	Innovative Session Ⅰ
		Noblesse B	Leadership and Talent Development
		SKY C	Career Development and Ethical Issues in HRD
		Omnibus B	Organizational Change
		SKY A	Job Related Outcomes in HRD
		SKY B	Global, Comparative & Cross Cultural Dimensions of HRD (Work In Progress)
	14:45–15:15	Coffee Break	
	15:15–16:30	Noblesse A	Innovative Session Ⅱ
		Noblesse B	Innovative Session Ⅲ
		SKY C	Training & Development
		Omnibus B	Global Dimension of HRD and Career Development
		SKY A	Organizational Development (Work In Progress)
		SKY B	Strategic HRD
	16:30–18:00	Debriefing	
11.14 (Fri)	9:00–10:20	Grand Ballroom	Keynote Speech Ⅲ
	10:20–10:40	Coffee Break	
	10:40–11:50	Grand Ballroom	Keynote Speech Ⅳ
	13:00–14:45	Noblesse A	Innovative Session Ⅳ
		Noblesse B	Leadership Development
		Omnibus A	Career Development and HRD
		Omnibus B	Organizational Development
		SKY A	Leadership Development and Training & Development (Work In Progress)
		SKY B	Employee Engagement
	14:45–15:15	Coffee Break	
	15:15–16:30	Noblesse A	Innovative Session Ⅴ
		Noblesse B	Training & Development
		Omnibus A	Organizational Development
		Omnibus B	Social Justice in HRD and Training & Development (Work In Progress)
		SKY A	Strategic HRD
		SKY B	Ethic and HRD
	16:30–18:00	Debriefing	
	18:00–21:30	Grand Ballroom	Gala Dinner Best Paper Award and Sponsor Appreciation

Program Schedule

12 November 2014 (Wednesday)

Time	Activities	Venue
08:30–17:00	Conference Registration & Check In	3rd Floor Lobby
09:00–12:00	**Workshop 1: Myths, Realities, and Half–Truths in HRD Practice** Leader: Gary N. McLean	Omnibus A Hall
	Workshop 2: Building Capacity for Sustained Leadership Research Leader: Julia Storberg–Walker	Omnibus B Hall
12:00–13:00	Lunch (on your own)	
13:00–16:30	**Workshop3: Neuro–science Based Principles for Learning and HRD** Leader: Doo Hun Lim	Omnibus A Hall
	Workshop4: How Do We Know What is Real in HRD? The Importance of Understanding Epistemologies Leader: Gary N. Mclean	Omnibus B Hall
17:00–19:00	**Opening Reception**	Omnibus A Hall

13 November 2014 (Thursday)

Time	Activities	Venue
08:30–17:00	Conference Registration and Check In	3rd Floor Lobby
09:00–10:20	**Keynote Speech I: Beyond Competency: The New Focus for Corporate Leadership Development** Alexandre Ardichvili *Professor of HRD at the University of Minnesota*	Grand Ballroom
10:20–10:40	Coffee Break	
10:40–11:50	**Keynote Speech II: Leadership Journey: How to Drive Leadership Behavior Change in Real World** Mijin Cho *Vice President of Leadership Development Group at Hyundai Motor Group University*	Grand Ballroom
11:50–12:00	**Group Photo**	
12:00–13:00	Lunch	Emerald Hall
13:00–14:45	**Innovative Session I: Network Analysis for HRD Research and Practice: What, How, and Why?** Leader: Seung Won Yoon, Doo Hun Lim, and Jihoon Song	Noblesse A Hall
	Paper Presentation Session A– Leadership and Talent Development **[Full Papers]** *Chair: Aahad Osman–Gani* Leadership Characteristics in Leading Korean Firms and Their Implications for HRD *Suk–Jean Kang, Joseph Kessels, Eun–Soo Lee, and Young–Sam Cho* Talent Development for Innovation *Nisha Manikoth and Maria Cseh* Examining Ethical Leadership Behaviors: Applications of VIE Model of Motivation *Emmanuel Osafo* Effects of Spiritual Intelligence on Leadership Effectiveness Mediated by Ethical Behavior: A Conceptual Analysis *Aahad Osman–Gani and Aftab Anwar*	Noblesse B Hall
	Paper Presentation Session B– Career Development and Ethical Issues in HRD [Full Papers] *Chair: Rob Poell* A Career Path Moving across Organizational Boundaries: Based on a Case Study Research of Corporate Executive Leaders *Kumiko Ito and Takehiro Inohara* The Moderating Effect of Religious Faith in the Relationship between Academic Dishonesty and Future Work Ethics among Undergraduates in the Public Universities in Malaysia. *Zoharah Omar, Suriani Ismail, Turiman Suandi, and Ismi Ismail Arif* The Relationship between Islamic Work Ethics and Deviant Workplace Behavior among Muslim Employees in a Selected Public Service Agency *Zoharah Omar, Salhah Salleh, Basma Al Arimi, Abu Daud Silong, and Aminah Ahmad*	SKY C Hall
	Paper Presentation Session C– Organizational Change [Full Papers]	Omnibus B

Chair: Hye−Seung Kang

Perceived Relationships among Knowledge Management, Total Quality Management, and Organization Innovation Performance
Gary N McLean and Pimpimon Kongpichayanond

Managing and Developing Global Teams
Gary McLean and Sewon Kim

Hall

Exploring HRD Professional Organizations: Implications for HRD Education
Gary N. McLean and Mesut Akdere

Creative Talent Mapping of Korea
Hunseok Oh, Kyung−Min Kim, Daekwon Park, Jae−Hun Jung, and Hanrim Park

Paper Presentation Session D− Job Related Outcomes in HRD [Full Papers]

Chair: Yi−Chun Lin

Exploring the Theoretical Link between Characteristics in a Job and Cyberloafing Using Job Demands−Resource Theory
Ahmad Alshuaibi, Faridahwati Mohd. Shamsudin Chandrakantan Subramaniam.

The Impact of Perceived Corporate Social Responsibility on Job Satisfaction and Organizational Commitment: Evidence from Pakistan
Muhammad Asrar−Ul−Haq, K Peter Kuchinke, Muhammad Hameed, and Hasan Tahir

SKY A
Hall

The Structural Relationship among Organizational Commitment, Job Satisfaction, and Turnover Intention
Yunsoo Lee

Employees' Learning Goals and Organizational Commitment: The Mediating Role of Career Adaptability
Eun−Jee Kim and Sooyoung Kim

Paper Presentation Session E− Global, Comparative & Cross Cultural HRD [Work in Papers]

Chair: Jeongho Jeon

Corporate Social Responsibility, Employer Reputation, and Employee Commitment: An Empirical Study in ASEAN Economic Community
Kanittaga Thardsatien

The Mediating Effects of Influencing Skills in the Relationship between Key Information−Processing Skills and Hourly earnings for wage
Herry Koh, Jeonghun Kim, and Heesu Lee

SKY B
Hall

Talent Identification for Contemporary Human Resource Development in Medium Sized Companies
Xiaoxian Zhu

An Examination of the Relationships between Goal Orientation, Self−directed Learning, Job−search Behavior of University Students: The Mediating Role of Career Adaptability
Heh Youn Shin

14:45−15:15	Coffee Break	

15:15−16:30	**Innovative Session II: Developing the Global Competence of HRD Graduate Students through a Comprehensive Learning Approach** Leader: Maria Cseh	Noblesse A Hall
	Innovative Session III: Tools and Tips for Publishing HRD Research Leader: Julia Storberg−Walker, Gary McLean, and Mesut Akdere,	Noblesse B Hall
	Paper Presentation Session F − Training & Development [Full Papers] *Chair: Roziah Mohd Rasdi*	SKY C Hall

Global Migration and Meanings of Work: Framing the Role of Human Resource
Development for Human Flourishing
K. Peter Kuchinke

A Study on Needs Assessment for Developing a Global Leadership Program in South Korea
Yangyi Kwon

Malaysian Public Sector Employees' Locus of Control and Financial Adequacy
*Husniyah Abdul Rahim, Zuroni Md. Jusoh, Husna Sulaiman, Mohd. Amim Othman, and
Noor Diyana Fazan Ahmad*

Paper Presentation Session G− Global HRD and Career Development [Full Papers]

Chair: Jin Gu Lee

The History, Present, and Future of HRD Education in the Netherlands
Rob Poell

Implementation of Common Core State Standards: Implications for Global Human
Resource Development
Seburn Pense, Elizabeth Freeburg, and Christopher Clemons

Omnibus B
Hall

A Theoretical Framework of Career Identity, Career Well−being, and Emotional Labor: A
Review of Literature
Yu−Ya Hsiao and Yi−Chun Lin

Effects of Spirituality and Social Responsibility on Leadership Effectiveness: A Conceptual
Analysis
Lokman Ramli and Aahad Osman−Gani

**Paper Presentation Session H− Organizational Development
[Work In Papers]**

Chair: Jeeyon Paek

An Examination of the Use of Older Adult Volunteers as Workers in Caring for Elderly
Peers in Taiwan
Su−Fen Liu and Po−Sheng Chiou

A Study on Good Meeting Practices, Interactional Justice, and Informal Learning:
Mediating Effect of Meeting Citizenship Behavior
Minjung Kim and Jeeyon Paek

SKY A
Hall

Knowledge Management Process in Accordance with Employee Competence: A Review of
Knowledge Acquisition, Sharing, and Utilization Process at Different Levels of Employee
Competence
Sanghyun Lee

The Mediating Effect of the Practice of Core Values Between Core Values Development
Activities and Work Engagement
Jihye Oh, Doo Hun Lim, and Dae Yeon Cho

Paper Presentation Session I− Strategic HRD [Full Papers]

Chair: Fee Yean Tan

Developing Expatriates and Inpatriates: Strategies, Challenges, and Benefits
Gary N. McLean, Junhee Kim, and Oranuch Pruetipibultham

A Theoretical Framework of Trait Anxiety, Political Skill, and Job Performance in the
Securities Industry in Taiwan: A Review of Literature
Chi−Wei Chiang, Yi−Chun Lin

SKY B
Hall

The Impact of Organizational Justice and Commitment on University Teachers'
Organizational Citizenship Behavior: In the Case of One Major University in Shandong,
China
Taejun Cho, Kiung Ryu, and Donglong Zhao

| 18:00−22:00 | **City Tour** | The Hotel Main Lobby |

14 November 2014 (Friday)

Time	Activities	Venue
08:30–17:00	Conference Registration and Check In	3rd Floor Lobby
09:00–10:20	**Keynote Speech III: Examining Leadership from an Outside and an Inside Perspective** Darlene Russ–Eft *Professor and Discipline Liaison of Adult Education and Higher Education Leadership in the College of Education at Oregon State University*	Grand Ballroom
10:20–10:40	Coffee Break	
10:40–12:00	**Keynote Speech IV: Lessons for Corporate HRD from Public Leadership Programs** Dae–Bong Kwon *Professor of the Department of Education, Korea University*	Grand Ballroom
12:00–13:00	Lunch	Emerald Hall
13:00–14:45	**Innovative Session IV: Asian Women in Top Management** Leader: Yonjoo Cho and Gary McLean	Noblesse A Hall

Paper Presentation Session K– Leadership Development [Full Papers]

Chair: K. Peter Kuchinke

Leadership and Organizational Commitment: The Case of a Thai Private University
Iratrachar Amornpipat, Gary N. McLean, and Meta Katekaew

The Impacts of Learning Goal Orientation and Empowering Leadership on Psychological Well–being of Knowledge Workers: The Mediating Role of Psychological Empowerment
Baek–Kyoo Joo and Jong Gyu Park

Elevating Employee Engagement through Leadership Competency and Job Satisfaction: Evidence from Malaysia
Fee Yean Tan, Khulida Kirana Yahya, Johanim Johari, Mohd Faizal Mohd Isa, Zurina Adnan, Siti Zubaidah Othman

Venue: Noblesse B Hall

Paper Presentation Session L– Career Development and Global HRD [Full Papers]

Chair: Yi–Chun Lin

Individual and Organizational Factors Influencing Career Aspiration of Hotel Managers
Meliza Mohamad and Roziah Mohd Rasdi

Protean Career of Professionals at E&E Industry: The Moderating Role of Career Strategies
Wong Siew Chin and Roziah Mohd Rasdi

Developing Survival Skills: Thai Expatriate Adjustment in Myanmar
Oranuch Pruetipibultham and Panassya Singhavadhana

HRD Education in Developing Countries
Gary N. McLean and Chiraprapha Tan Akaraborworn

Venue: Omnibus A Hall

Paper Presentation Session M– Organization Development [Full Papers]

Chair: Jungjoo Kim

Making Money More Valuable: Sensegiving and Sensemaking in Monetary Rewards Distribution Process
Haiyun Li and Yufan Shang

The Excellent Higher Education HRD Teacher in Thailand: A Pilot Study
Thamarat Jangsiriwattana and Gary N. McLean

A Study on Human Resource' Legal Systems and Projects for Middle Aged Workforce following the Extension of Retirement Age

Venue: Omnibus B Hall

Jihyun Oh

Factors that Influence Customer Satisfaction with Training Received in Higher Education
Mohd Nizam Ab Rahman, Mohd Saiful Mohamed, and Dzuraidah Abd Wahab

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Paper Presentation Session N− Leadership and Training & Development [Work In Papers]

Chair: Hanna Moon

Perceived Managerial and Leadership Effectiveness in a National Defense Section within the Public Sector in South Korea
Hye−Seung Theresa Kang and Robert Hamlin

The Mediating Role of Job Crafting between Intrinsic Motivation, Job Expectations, and Job Enrichment
Min Hee Yoo and Doo Hun Lim

Interaction Effect of Job Demand and Learning Goal Orientation on Informal Learning Activities of Organizational Members
Daeyoung Kim and Hanna Moon

SKY A Hall

Paper Presentation Session O− Employee Engagement [Full Papers]

Chair: Taejun Cho

Career and Employee Engagement: Proposing Research Agendas Through A Review of Literature
Yunsoo Lee, Kibum Kwon, Woocheol Kim, and Daeyeon Cho

The Red Thin Line: Engagement and Burnout among Military Students in Angola
Pedro Ferreira and José M. Santos Cruz

"Will Work Alienation Really Decrease Employees' Performance?
− An Empirical Research in Chinese Culture Context"
Xiuming Sun, Wenzhuo Wang, and Yuchun Sun

SKY B Hall

14:45−15:15	Coffee Break

| 15:15−16:30 | **Innovative Session V: Corporate Core Values: Typologies and Implications for Organization Development and HRD**
Leader: Doo Hun Lim, Seung Won Yoon and Ji Hye Oh | Noblesse A Hall |

Paper Presentation Session P− Training & Development [Full Papers]

Chair: Seung Won Yoon

Theories and Models Supported Transfer of Learning to the Workplace
Zainon Mat Sharif, Syed Nurulakla Syed Abdullah, and Mohd Yusof Mardi

The Relationship among Leader's Coaching Behaviors, Role based Performance and Work Stressors
Daeyeon Cho, Eun Jung Jung, Youngsup Hyun

Identifying Competency Needs of Training for Insurance Sales Agents
Jungjoo Kim

Noblesse B hall

Paper Presentation Session Q− Organization Development [Full Papers]

Chair: Fee Yean Tan

What Drives Employee Ownership? : A Case Study of a High Performance Organization
Anoma Charoensap and Gary N. McLean

Definition and a Conceptual Model for Organizational Schizophrenia
Elizabeth Real de Oliveira

Elements That Influence High Performance Organization in a Top Company in Thailand
Boonthipa Jiantreerangkool and Gary McLean

Omnibus A Hall

Adapting Dubin's Theory Building Research Process in Thai Higher Education
Dawisa Sritanyarat

Paper Presentation Session R− Corporate Social Responsibility & HRD
[Work In Papers]

Chair: Woocheol Kim

The Association of Corporate Social Responsibility, Quality of Work Life, and Employees'
Job−Related Outcomes in Thailand
Kanittaga Thardsatien

A Review of the Critical HRD (CHRD) Trends in the Proceedings of the AHRD Conference
in the Americas from 2002 to 2014
Pyounggu Baek and Namhee Kim

Omnibus
B Hall

Professional Expertise Plateau and Its Influencing Factors
Haesun Park and Chan Lee

Effectiveness Analysis of NCS Educational Program in Vocational Institution
Youngjun Kim, Herry Koh, and Heesu Lee

Paper Presentation Session S− Strategic HRD [Full Papers]

Chair: Pedro Ferreira

Gossiping in the Workplace: Its Effect of on Job Satisfaction and Turnover Intention in
South Korea
Jihyun Shim and Baek−Kyoo Joo

Comparing Managerial Competency Priorities across Seven Asia−Pacific Countries and the
United States
*Joseph Wohkittel, Louis Quast, Bruce Center, Katherine Edwards, and Witsinee
Bovornusvakool*

SKY A
Hall

The Relationship Between TQM Practices and Organisation Performance in Malaysian
Skills Training Institutes
Mohd Nizam Ab Rahman, Mohd Zuhdi Ibrahim, Ruhizan M. Yasin, and Rizauddin Ramli

Paper Presentation Session T− Ethic and HRD
[Full Papers]

Chair: Sujin Son

The Moderating Role of Cognition-Based Trust in Formal Mentoring Relationships in
Korea
Sujin Son and Peter K. Kuchinke

SKY B
Hall

University Social Responsibility (USR): Knowledge Sharing for Community Development
Siriporn Yamnill, Gary N. McLean, Amornrat Phunakorn, and Supaporn Jaturapat

Towards a Definition of Professional Accountability in Human Resource Development
Xiaoping Tong, Sanghyun Lee, and Ronald Jacobs

| 18:00−21:30 | **Gala Dinner** **Best Paper Award and Sponsor Appreciation** | Grand Ballroom |

Venue Locations

Floor	Venue	Activities
3F	3rd floor lobby	Registration & Check in
4F	Grand Ballroom	Keynote Speech Gala Dinner Best Paper Award and Sponsor Appreciation
6F 9F 10F	Noblesse A,B / Omnibus A,B / SKY A,B,C	Innovative Session Paper Presentation Session

Grand Ballroom (4F)

Noblesse Hall A, B (6F)

Omnibus Hall A, B (9F)

Omnibus B
Hall

Omnibus A
Hall

9F
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SKY B
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SKY C
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Pre−conference

12 November 2014 (Wednesday)

Abstracts

Pre−conference Workshop 1

Myths, Realities, and Half−Truths in HRD Practice

A Proposal for a Half−Day Workshop at the Asian AHRD Conference

Seoul, Korea, 2014

Gary N. McLean

Renowned Scholar

Graduate School of Management

International Islamic University, Malaysia

Traditional HRD practices have evolved from a variety of sources, many of which have not been research−based. Instead, they are often "the way we've always done things" or the latest "fad of the month." In this workshop, we will explore practices from the full range of human resource development, exploring myths and half−truths that are commonly accepted as fact and considering how these might be handled differently for increased effectiveness and efficiency for the organization and for increased efficacy of the employees. The outcome of this workshop will be an appreciation of the need for continuous improvement in HRD, with the possibility of changing practices to benefit all stakeholders in the organization.

Building Capacity for Sustained Leadership Research
Through Applied Theory Building

Julia Storberg-Walker

George Washington University

Associate Professor

830 Frye Street, Wake Forest NC 27587

jswalker@gwu.edu

202-680-4173

The purpose of this half-day preconference is to enhance participant ability to create innovative and relevant leadership theory for leaders embedded in diverse contexts. In addition, participants will be offered a new way to understand the relationship between research and practice. This session is an outgrowth of work begun in 2013 with the Women and Leadership Affinity Group of the International Leadership Association, and builds on lessons learned from applied theory building sessions in Utah (June, 2014) and San Diego (October, 2014). (See the ILA's website at http://ilanet. org/Conferences/2014/PCAdvancingtheories.html)

Calls for new HRD theory are not new (Lynham, 2000; Torraco, 2004), but a call for new leadership frameworks and theories is fostering a resurgence of new ideas for developing leaders and evaluating leadership programs (Avolio, 2007; Clarke, 2012; Hernandez, Eberly, Avolio, & Johnson, 2011; Shuck & Mogan Herd, 2012; Waldman, Balthazard, & Peterson, 2011; Yammarino & Dansereau, 2011). This innovative session will provide participants with a framework for generating new theory and theoretical insights as well as forging research to practice connections.

Participants will be presented with a highly‒cited applied theory building research model (Lynham, 2002) and prompted to discuss various research issues such as values, context, culture, and power. There will be space for participants to self‒select into small groups for actual hands‒on applied theory building practice. This pre‒conference session is appropriate for scholars who are interested in learning more about applied theory building, and those who are working to develop a focused and sustained research agenda over time.

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Outline of the Applied Leadership Theory Building Pre−Conference Workshop

Purpose: To meet the leadership challenges facing the planet and to be able to develop the types of leaders needed in today's dynamic, complex, and interdependent world.

Goals: To build the capacity of HRD scholars and professionals to generate new applied leadership theories. To foster a new and different way to understand the relationship between theory building, research, and practice.

Target Audience: HRD scholars and professionals interested in leadership and who want to better integrate research and practice.

Justification for the session: See details within the proposal; leadership literature contains many calls for new leadership theories.

Theoretical significance: The session better positions the discipline of HRD to produce cutting edge leadership theories.

Practical significance: The session better positions HRD scholars and professionals to integrate research and practice.

Benefits to participants: Enhanced skills and understanding for theoretical development and creating sustained research agendas.

Preliminary agenda:

- Overview of contemporary social science theory building issues, processes, and challenges
- Presentation of the applied theory building framework, small group work using the framework
- Small group report out
- Creating a sustained leadership research agenda discussion
- Individual work using the applied theory building framework
- Group discussion
- Wrap up and conclusion

Neuro−science Based Principles for Learning and HRD

A Proposal for a Half−Day Workshop at the Asian AHRD Conference

Seoul, Korea, 2014

Doo Hun Lim

Program Chair

Workforce Learning and Development

University of Oklahoma

While traditional cognitive and behavioral science based approaches have been influential and dominant in almost all aspects of teaching, learning, and HRD, brain/neuro−science based approaches have caught a keen attention of HRD researchers and practitioners these days as they have newly revealed more fundamental findings about how brain functions are related to invisible as well as visible aspects of memory processing, learning, and performance of workplace employees. In this half−day workshop, with an intention to experience this new thrust of learning and cognitive principles and findings, we will discuss the following topics:

- Basic functions and mechanisms of human brain
- Hormones effects on brain function, mood, and learning
- The relationship between instinct and learning
- The influence unconscious memory or trauma on learning and memory processing
- The relationships between multiple brain styles and learning styles
- The four levels of cognition affecting memory processing and learning
- Case studies about the effect of the four levels of cognition on learning

- Brain based cognitive principles and learning activities based on the four levels of cognition for synapse development and learning and memory retention

- Application and integration of brain based cognitive principles to ADDIE model

- Key consideration of training transfer based on brain based cognitive principles

- How to sustain brain health and improve brain power

- Future of brain science and its implications for learning and HRD

Various instructional methods and class interaction activities such as reflective learning, experiential learning, and brain based learning will be adopted and demonstrated for the participants to experience how the neuro−science based cognition principles are different from traditional learning principles. The outcome of the session is for the learners to select effective brain based cognitive principles and methods to be applied in each individual's jobs, tasks, and for career and life development.

How Do We Know What Is Real in HRD?
The Importance of Understanding Epistemologies

A Proposal for a Half−Day Workshop at the Asian AHRD Conference

Seoul, Korea, 2014

Gary N. McLean

Renowned Scholar

Graduate School of Management

International Islamic University, Malaysia

For centuries, academics have been steeped in positivistic ways of understanding the world and in conducting their research to extend their knowledge of the world. Most social science scholars today reject the universalist (positivist) approach to knowledge, and, at the very least, restrict their conclusions to time and space (post−positivism).

Increasingly, scholars across all branches of the social sciences, including HRD and management, are recognizing that not all useful information is that which can be generalized. There is also value in having a deep understanding of people's experiences in relation to identified phenomena. This branch of philosophy is known as epistemology—answering the question, how do we know what we know?

13 November 2014 (Thursday)

Keynote speech 1. Alexandre Ardichvili, Ph.D.

Beyond Competencies: The new Focus for Corporate Leadership Development

Leadership development is one of the most important areas of focus for HRD practitioners and academics. By different estimates, only in the United States companies spend annually more than $60 billion on training and development, and the largest portion of this amount is allocated for leadership development. For example, in 2012 the US firms have spent $14 billion on LD, and this amount has doubled compared with annual spending in mid−1990s (Loew &O'Leonard, 2012); the following year this spending grew by 14 percent (Bersin, 2014). At the same time, a recent survey of Fortune 500 executives in the US showed that 90% of respondents don't believe their organizations develop leaders well. Similar results were obtained in the UK: only 7% of executives thought that their companies developed global leaders effectively (Gitsham et al., 2009). Furthermore, an estimated 40% of new executive hires derail in first 18 months (Research by MDA Consulting, Minneapolis).

A quick Google Scholar search using keywords "leadership" AND "fail*" will produce a long list of recent publications, explaining why so much money seems to be spent without any measurable return. Let me provide just a few examples that illustrate the range of issues and concerns, discussed in recent publications. A study by McKinsey and company (Gurjian et al., 2013) listed a number of possible causes of the LD failure, including the lack of attention to specific contextual factors when developing LD programs, a gap between

teaching and reflection and real work applications, underestimation of entrenched mind−sets, and failure to measure results. Kaiser and Curphy (2013) agree that the lack of evaluation of LD outcomes beyond Kirkpatrick's first level is one of the main problems, and add to the list the persistent confusion about the definition of what leadership is, focus on individuals and individual development as opposed to focus on team leadership, and the lack of acknowledgement of the central role of power relationships. Finally, two recent research reports produced by the Center for Creative Leadership (Petrie, 2012; Ruderman et al. 2014) provide further detailed analysis of the problems with current approaches to LD, and largely agree with the above list of issues. However, the most often cited problem is the over−reliance on competency models as foundation for developing leadership programs and interventions

Meanwhile, the new challenges, faced by organizational leadership, require frame−breaking solutions and radically new ways of thinking. The socio−political and business environment is becoming more complex and unpredictable, organizations and communities are getting more interconnected and interdependent, the amount of available information continues to grow exponentially, and new opportunities for self−organizing are emerging due to social media and other technologies.

It is clear that a change is needed in our approaches to developing leaders, and this change needs to be informed by questioning our assumptions about what constitutes effective leadership, and what are the factors contributing to leaders' success. My goal for this keynote is to offer an alternative approach to the design and delivery of leadership development programs that would address the main gaps in the current approaches. Specifically, I will focus on the following points:

- Problems with the competency−based approach to leadership development
- An alternative approach based on a holistic multi−level model of leadership development
- Implications for HRD practice: Program design considerations
- Implications for research: Promising areas of focus and methodologies

Keynote speech 2. Mijin Cho

Leadership Journey: How to Drive Leadership Behavior Change in Real World

Is leadership a nature or is it nurtured? It becomes more risky if we just let naturally emerging leaders carry out large scale business as most businesses rapidly grow with increasing diversity and complexity. Companies define their own leadership expectations and leadership development starts with closing the gap between these expectations and what current or future leaders are doing. Among leaders, executives have highest impact and their leadership development is vital for any organization or business. Unfortunately, executives are not motivated to learn or to change their behaviors since they have their own success stories. Therefore the leadership development framework for executives should include "self-reflection" where leaders are self-motivated to transit into an ideal leadership based on the repeated observation of themselves. HRD plays an important role in helping leaders look into themselves and change their behavior and add values to the organizational performance. To accomplish this role, the HRD's intervention to drive behavior change must be different from the traditional collective training or simple knowledge transfer. Here I suggest a "leadership journey" concept where HRD invites leaders to a long-term process of focused and integrated solutions intended to make real changes. Leadership journey begins with 1) assessment against leadership expectations, 2) design customized interventions based on the derived gaps from the assessments, 3) provide combined interventions of individual and small group sessions, leadership storytelling and personal tutoring, 4) provide feedback reports to the target groups as well as to HR. Several successful implementation examples are introduced to illustrate how the journey is working in the real business.

Innovative Session I:

Network Analysis for HRD Research and Practice:

What, How, and Why?

Leader**:**

Seung Won Yoon,

Doo Hun Lim,

Jihoon Song

Network analysis has grown in usage substantially over the years in many disciplines including management. Nevertheless, adoption for HRD for research and practice has been slow. Two common misconceptions in HRD about network analysis are that 1) it is merely a tool for examining relationships among people or organizations (the statement does not highlight the theoretical dimension of network as social capital. For related discussion, see Carolan, 2013 and Kadushin, 2012), and 2) it is a new approach that is distinct from traditional research methods (rather, it is most effective when combined with them and conceptualized as an important part of mixed methods).

Simply put, network analysis is a study of the *bounded* whole 'target' population or individual actors' network assuming the value−creating role of connections among actors (e.g., employees, departments, organizations), their attributes (e.g., gender, job title, industry type), and relationships (e.g., trust, friendship, collaboration). A handful of studies reported

potential and exemplary applications of network research in HRD (Hatala, 2006, Hatala & Lutta, 2009; Parise, 2009). If properly conducted, network analysis can enable HRD researchers and practitioners to capture, explain, and proactively manage numerous HRD activities (e.g.,knowledge transfer, learning, coaching, resource sharing, and innovation adoption, to name a few) incorporating interdependence of actors and relationship fabrics.

However, gaps are strongly felt regarding the presence of network research in HRD.

Using a couple of datasets relevant to HRD and organizational research (i.e., physicians' adoption of evidence−based practice and distributed R&D engineers' information seeking), this session will demonstrate how network analysis can capture the presence or lack of connection among actors, which factors influence their adoption or information−seeking, and how design can adjust to other HRD/OD settings. Traditional research methods treated interdependency among actors as a *threat* to research validity and reliability. In contrast, network analysis focuses on interdependency to best explain and predict the central phenomenon or variable associations. More importantly, traditional research methods can critically influence the design and analysis rigor of network research. When network research design, analysis, and application are incorporated into the firm's performance measurement and HR systems, impacts can be maximal. These power and promises of network analysis require a higher level of rigor in planning, designing, and implementation, however, particularly in areas of sampling and handling research ethics. In the Innovative Session we will demonstrate how the theory of social capital (Nahapiet & Ghosal, 1998) was used for our analysis. We will open to floor discussion to draw practical implications for OD/HRD practice and research.

PAPER PRESENTATION SESSION A

13 November, 2014

13:00 ~ 14:45

Noblesse B Hall

Leadership Characteristics in Leading Korean Firms and Their Implications for HRD

Suk−Jean Kang (CEO Consulting Group, Korea, Chairma)

Joseph W. M. Kessels (University of Twente, Netherlands, Professor)

Eun−Soo Lee (Korea Social Enterprise Promotion Agency, Ph.D.)

Young−Sam Cho (Korea University Business School, Ph.D. candidate)

Abstract

This paper builds on a study of the relationships between leadership characteristics, organizational culture, knowledge productivity and value creation in four leading Korean corporations, namely Samsung Electronics, LG Electronics, Shinhan Bank and the Woong−Jin Group. In knowledge−intensive organizations, it is important to understand the kind of leadership needed to enhance knowledge productivity and learning to achieve continuous improvement and radical innovation, and the relationship between leadership and human resource development. It is assumed that the production and application of knowledge form the basis for value creation in today's knowledge economy. However, investigating these elements in successful companies can be a delicate matter. For the first time, leaders of the four companies included in this study agreed to participate in empirical research into what makes them successful in terms of leadership. We present four case studies comprising interviews with senior−level executives and managers in addition to a survey distributed to 480 leaders and managers in these companies. This mixed−methods research design allows for a thorough cross−case analysis. In this paper we focus on the cross−case analysis of the qualitative data, obtained from the interviews and the document studies. The results indicate that a people−oriented, highly challenging and entrepreneurial style of leadership that encourages open, boundary−less communication and knowledge sharing is strongly related to value creation, sustainability and future growth engine development in these four companies. These results have major implications for human resource development. This study not only offers directions for leadership development and management training, but its results also reinforce the relevance of talent and knowledge development and creating a learning climate conducive to improvement and innovation, thus placing HRD at the core of modern entrepreneurship. The discussion section elaborates on the implications for HRD in a knowledge economy.

Keywords: leadership, knowledge productivity, organizational culture, value creation, HRD

PAPER PRESENTATION SESSION A

13 November, 2014

13:00 ~ 14:45

Noblesse B Hall

Talent development for innovation in organizations

Nisha Manikoth (University of Maryland University College)

Maria Cseh (The George Washington University)

Abstract

Innovation is becoming increasingly critical for competitiveness in a global economy (Florida, 2002). The need for organizations to foster innovation is evident (Naqshbandi & Kaur 2012) as is the criticality of talent development in sustaining innovation in organizations (Ligon et al, 2011; Mumford & Gustafson, 1988). Although there are many advocates for sourcing talent externally as a talent management strategy(Cappelli, 2009), innovation calls for industry and firm−specific knowledge and skills (Lepak& Snell, 1999) that make talent development a strategic necessity (Barlow, 2006; Cohn et al., 2005; Cook, 2010; Garafano& Salas, 2005; Garavan et al., 2011). Talent development can ensure a steady succession pipeline instead of the less efficient and more expensive option of external recruitment (Gandz, 2006). There is now renewed emphasis on the role of organizations in talent development in spite of the emergence of the new career and an expectation that self−directed individuals will take charge of their own careers. However, the academic literature on talent development is still nascent and that on talent development for innovation is sparse in spite of the acknowledged need for talent development in a competitive era of globalization (Scullion and Collings, 2011; Barlow, 2006; Garaofano& Salas, 2005; Garavan et al., 2011; McCall, 2002). Thus this paper fills the gap by looking at talent development frameworks proposed in the literature and knowledge, skills, and learning conditions necessary for innovation, and offering a conceptual framework for talent development for innovation

Keywords: talent development, innovation, human resource development

Examining Ethical Leadership Behaviors: Applications of Vroom's Valence–Instrumentality–Expectancy (VIE) Model of Motivation.

Emmanuel Osafo (Organizational Leadership Policy and Development Department University of Minnesota–Twin Cities)

Abstract

There is a clarion call for critical examination into leadership behaviors as a result of instances of character failure of people in leadership positions that have characterized organizations in recent years. This phenomenon presents a challenge to scholars and practitioners interested in ethical leadership behaviors, including HRD professionals. To help reduce the occurrence of these incidents require more effort to be expended into developing a framework that seeks to motivate leaders to behave ethically. Some researchers have used theories and models to examine the underlying factors that drive ethical leadership behaviors. Modeling is one common strategy that has been used to inspire leaders to mimic their superiors' ethical behaviors in a vicarious manner and pass them on to their subordinates. Another commonly used approach is the trickle–down method. However, there is lack of clarity regarding the effectiveness of these models in inspiring ethical behaviors. To add to the body of knowledge regarding ethical leadership behaviors, HRD professionals need to develop a framework that seeks to motivate leaders to see themselves as active participants in their ethical decision making rather than mere observers of other peoples' behaviors. This work seeks to use ideas from the VIE model to examine ethical leadership behaviors and to provide clarity regarding how to motivate leaders to behave ethically.

Keywords: Ethical leadership, human resource development, VIE model of motivation

PAPER PRESENTATION SESSION A

14 November, 2014

13:00 ~ 14:45

Noblesse B Hall

Effects of Spiritual Intelligence on Leadership Effectiveness Mediated by Ethical Behaviour: A Conceptual Analysis

AAhad M. Osman–Gani (Graduate School of Management IIUM University, Kuala Lumpur, Malaysia)

Aftab Anwar (Faculty of Economics & Management Sciences IIUM University, Kuala Lumpur, Malaysia)

Abstract

Management and Leadership scholars are looking for new ideas and interventions that would have significant effects on corporate leaders in overcoming the ethical lapses that were observed in recent times. In this regard, positive and higher levels of spirituality and religiosity were found to help in controlling greed and reducing ethical–moral violations leading to improved performance of organizational leaders (Osman–Gani, Hashim& Ismail, 2013; Osman–Gani &Sarif, 2011). Spiritual intelligence is another dimension of human capability that is related to individual level of Spirituality, and this has recently become an important research topic for investigating its effects on individual and organizational performance. Leadership effectiveness is the measurement of leader's performance effectiveness in relation to his/her abilities to the achievement of individual and organizational goals. Management and leadership scholars have found that human–centered organizations give more emphasis on doing meaningful work and on improving employee self–esteem, expectation, contentment and personal development through the directions of effective leaders (Rego& Cunha, 2008). This paper presents a conceptual analysis in identifying the effects of spiritual intelligence on leadership effectiveness, and in linking the mediating effects of ethical behavior in this relationship. The analysis based propositions may trigger more research interests in this area leading to increased empirical studies in future, findings from which will help organizations to develop relevant policies and strategies in nurturing and developing spiritual dimensions of leaders and employees.

Keywords: workplace spirituality, spiritual intelligence, leadership effectiveness, ethical behavior

PAPER PRESENTATION SESSION B

13 November, 2014

13:00 ~ 14:45

SKY C Hall

A career path moving across organizational boundaries
−Based on a case study research of corporate executive leaders−

Kumiko Ito, **Takehiro Inohara**

(Graduate School of Decision Science and Technology,

Tokyo Institute of Technology, Tokyo, Japan)

Abstract

The purpose of this study is to clarify how Japanese executive leaders moving across organizational boundaries develop their careers by focusing on their career paths and the individuals' behavioral features. In this research, we developed a new framework in order to visualize individuals' career paths by applying previous researches. And 14 corporate executive leaders working in a variety of industries were interviewed. By examining those 14 cases, it turned out that there are three common features such as mobility patterns, motivation patterns, and source of information patterns. On the basis of the results, we discuss how executive leaders develop their career paths by moving across organizations, and whether there are any common behavioral features which lead them and/or support them to transfer organizations. Furthermore, by examining the results of the case studies, we add the insights for organizations which accept the executive leaders from outside the companies.

Keywords: boundaryless career, career development, executive leaders, labor markets

The moderating effect of religious faith in the relationship between academic dishonesty and future work ethics among undergraduates in the public universities in Malaysia.

Zoharah Omar (Universiti Putra Malaysia)

Suriani Ismail (Universiti Putra Malaysia)

Turiman Suandi (Universiti Putra Malaysia)

Ismi Arif Ismail (Universiti Putra Malaysia)

Abstract

This study aims to examine the relationship between academic dishonest behavior and their future ethical work behavior among undergraduate in public universities in Malaysia and how this relationship is moderated by the strength of students' religious faith. A total of 2447 undergraduate students from four Research University in Malaysia participated in this study. The students were selected as study respondents using multi−stage cluster sampling. Data were collected by trained enumerators who approached the students to answer the questionnaire. A hierarchical regression was used to test the hypothesis. The result revealed, after controlling for social desirability, that both academic dishonesty and religious faith significantly predicts student's perception of unethical work behavior. The result also showed that strength of religious faith moderates the relationship between student academic dishonesty and attitude towards unethical work behavior. The result revealed that the influence of academic dishonest behavior on student attitude toward unethical behavior is stronger among students with low religious faith compared to students with strong religious faith. The findings suggest that strong religious faith may reduce the influence of academic dishonest behavior on students' attitude toward unethical work behavior.

Keywords: academic dishonesty, religiosity, workplace dishonesty, strength of religious faith, work ethics

The Relationship between Islamic Work Ethic and Deviant Workplace Behavior among Muslim Employees in Selected Public Service Agency

Zoharah Omar

Salhah Salleh (University Putra Malaysia)

Basima Al Arimi (University Putra Malaysia)

Abu Daud Silong (University Putra Malaysia)

Aminah Ahmad (University Putra Malaysia)

Abstract

The main purpose of the study was to examine the relationship between Islamic Work Ethics (IWE) on employee deviant workplace behavior (DWB) among civil servants in a selected public service agency. Specifically this study aims to 1) describe the IWE and DWB of the respondents, and 2) determine the influence of IWE on DWB. Two types of DWB were examined namely; interpersonal deviance (DWBI) and organizational deviance (DWBO). The study sample comprised of 141 civil servants from a public service agency selected using a stratified cluster random sampling. The results revealed that the study sample reported high IWE and has low DWBI and DWBO. This study also found, after controlling for social desirability, a significant moderate negative relationship between IWE and DWBI. Only a negligible relationship was found between IWE and DWBO. The findings suggest that IWE may function as a self− control mechanism to prevent employees from engaging in DWBI

Keywords: Islamic work ethics, interpersonal deviance, organizational deviance, employee deviant work behaviour

Perceived Relationship among Knowledge Management, Total Quality Management, and Organization Innovation Performance

Pimpimon Kongpichayanond (Thailand Management Association)

Gary N McLean (International Islamic University of Malaysia)

Abstract

The purpose of this study was to examine the relationships among Knowledge Management (KM), Total Quality Management (TQM), and organization innovation performance (INNO), and to determine the role of KM implemented through TQM in INNO based on 470 respondents in Thailand. Confirmatory Factor Analysis (CFA) identified a variable factor structure of independent variables, dependent variables, and mediators. SEM was performed to investigate the relationships among the three variables in general and their relationships through mediation. The results showed that: (a) KM strongly and positively influenced INNO and TQM, and TQM enhanced INNO and (b) the overall relationship via TQM as a mediator was supported.

Keywords: Knowledge Management, Total Quality Management, Innovation Performance, HRD

PAPER PRESENTATION SESSION C

13 November, 2014

13:00 ~ 14:45

Omnibus B Hall

Managing and Developing Global Teams

Gary N. McLean (Graduate School of Management International Islamic University of Malaysia Renowned Scholar)

Sewon Kim (Business, Management and Economics State University of New York (SUNY) Empire State, USA Assistant Professor)

Abstract

The emergence of global teamwork is becoming a significant theme in contemporary business environments—because organizations are expanding their operations globally via alliances, mergers and acquisitions, or joint ventures for easier access to world markets and resources, product localization, and other potential advantages (Castellano, 2012; Minton−Eversole, 2012). Yet, systematic empirical investigation of global teams is sparse. Scholars have just begun to explore if global teams can be as effective as traditional teams, how geographical distribution and cultural diversity affect their team processes and outcomes, and whether global teams operate differently in on−site, virtual, or cross−functional contexts (Connaughton & Shuffler, 2007). The purpose of this article was to examine the research and practice of global team management and development. It also offers a conceptual framework of, and practical guidelines for, global teams, integrating relevant literature on team development, cross−cultural management, organization development, and international human resources. We explored global teams by introducing theories and research, as well as practice implications for HRD professionals, related to global team operations and types; critical factors for global team success; approaches for developing global teams; and future directions for research.

Keywords: Global Teams, Virtual Teams

PAPER PRESENTATION SESSION C

13 November, 2014

13:00 ~ 14:45

Omnibus B Hall

Exploring HRD Professional Organizations: Implications for HRD Education

Gary N. McLean (McLean Global Consulting, Inc.)

Mesut Akdere (University of Wisconsin−Milwaukee)

Abstract

There are many global professional organizations or associations that are designed to give professionals in the field of HRD opportunities to share their knowledge and to acquire new information, skills, attitudes, or social capital. HRD education, on the other hand, does not take place only in academic institutions or in publicly offered workshops. Yet, there has been little research to determine what such organizations anticipate contributing to professionals' education. Particularly problematic is the large number of professional organizations at global, regional, and country levels, all of which claim to add to professionals' expertise. While there is literature focusing on the contributions of professional organizations, there is little literature focusing on specific HRD professional organizations (Wiessner, Hatcher, Chapman, &Storberg−Walker, 2008). In this article, we explore samples of both academic and practitioner professional organizations globally and on each populated continent. We have identified educational outcomes that are part of the educational missions of professional organizations and associated modes. Data were gathered through websites, interaction with professional networks, and our personal experiences. HRD practitioners and academics need to be aware of the significant contributions made by professional organizations to HRD education. Greater intentionality of this mission may improve the outcomes experienced by professional organizations and help others select appropriate organizations with which to affiliate.

Keywords: professional organizations, HRD education, HRD practice

PAPER PRESENTATION SESSION C

13 November, 2014

13:00 ~ 14:45

Omnibus B Hall

Creative Talent Mapping of Korea

Hunseok Oh, Kyung‒Min Kim, Daekwon Park, Jae‒Hun Jung, Hanrim Park

(Seoul National University)

Abstract

The map of world economy has been changed. In the past, Europe and the U.S were dominant along side with Atlantic Ocean but the main axis has been changed to the Pacific Ocean recently; G7, mostly European countries, were marked as super power on the map before, but now a day G2 aim at each other across Pacific Ocean. The rise and fall of nations are marked on the map and so do the cities.

The purpose of this article is to figure out where the creative talents are located and which creative industries are developed in Korea and display the layouts of creative industry and talents on the map; the distribution of creative industry will be stretched out. This study not only shows the current distribution of creative talents and level of maturation of creative industry but also suggest the blue print of economic development strategy of each region based on the present strength. So this article can be used as a guideline to the creative future of Korea.

Keyword: Creative Talent, Creative Industry, CID, LQ, LISA

PAPER PRESENTATION SESSION D

13 November, 2014

13:00 ~ 14:45

SKY A Hall

Exploring the Theoretical Link Between Characteristics in a Job and Cyber loafing Using Job Demands−Resource Theory

Ahmad Said Ibrahim Al−Shuaibi (Universiti Utara Malaysia)

FaridahwatiMohd. Shamsudin (Sultan Qaboos University, Oman/Universiti Utara Malaysia)

ChandrakantanSubramaniam (Universiti Utara Malaysia)

Abstract

Scholarly interest in cyber loafing, defined as using the Internet during working hours for non−work related purposes, has been gaining momentum over the years. In this paper, we seek to propose how the characteristics in a job may influence cyber loafing at work. Using job demands and resources theory to underpin our proposal, we suggest that job demands increase the tendency of employees to engage in cyber loafing due to the stress experienced at work. On the other hand, job resources tend to enhance employees' work engagement and hence reduce their likelihood to cyber loafing.

Keywords: cyber loafing, job demands, job resources, work engagement, job stress

PAPER PRESENTATION SESSION D

13 November, 2014

13:00 ~ 14:45

SKY A Hall

The impact of perceived corporate social responsibility on job satisfaction and organizational commitment: Evidence from Pakistan

Muhammad Asrar−ul−Haq (COMSATS Institute of Information Technology Sahiwal, Pakistan)

K. Peter Kuchinke, Muhammad S Hameed, Hasan Tahir (University of Illinois at

Urbana−Champaign, USA)

Abstract

This study examines the relationship between employees' perceptions of Corporate Social Responsibility (CSR) and organizational commitment and job satisfaction in Pakistani universities. In addition, it provides a brief insight about the role of higher education institutions in national HRD strategies and the embedded role of HRD in CSR activities. The study is based on responses from 245 employees from 14 campuses of seven universities in Pakistan. Multiple regression analysis is used to analyze the data. The results show that perceived CSR has a significant and positive relationship with employee job satisfaction and organizational commitment.

Keywords: social responsibility, job satisfaction, organizational commitment

PAPER PRESENTATION SESSION D

13 November, 2014

13:00 ~ 14:45

SKY A Hall

The structural relationship among organizational commitment, job satisfaction, and turnover intention

Yunsoo Lee (Korea University)

Abstract

This study explores the structural relationship of organizational commitment, job satisfaction, and turnover intention. Based on a review of the relevant literature, it assumes that organizational commitment mediates between job satisfaction and turnover intention. The survey polled the employees of D Company, an infrastructure support business in Korea. The results of this study indicate that affective commitment was positively affected by job satisfaction and had a negative effect on turnover intention. To be specific, affective commitment had a full−mediating effect, whereas continuance and normative commitment did not.

In terms of its practical implications, the study reveals, first, the structural relationship of organizational commitment, job satisfaction, and turnover intention. Second, it emphasizes the importance of affective commitment and job satisfaction; third, it suggests that Korean companies must prioritize the affective commitment to prevent the turnover of high performers.

Keywords: organizational commitment, job satisfaction, turnover intention

PAPER PRESENTATION SESSION D

13 November, 2014

13:00 ~ 14:45

SKY A Hall

Employees' learning goals and organizational commitment: The mediating role of career adaptability

Eun–Jee Kim (KAIST)

Sooyoung Kim (Seoul Women's University)

Abstract

The purpose of this study is to examine the relationship between employees' learning goals and their perceived organizational commitment. In particular, this study attempts to explore the mechanism beyond the relationship between employees' learning goals and organizational commitment by investigating the mediating role of career adaptability. Participants (n=131) at a large chemical company in South Korea were invited to participate in the survey. Hierarchical regression analyses showed that employees' learning goals were predictive not only of career adaptability but also of organizational commitment. In addition, career adaptability was found to be partial mediator between employees' learning goals and organizational commitment. This study discusses the theoretical and practical implications of the findings and proposes directions for future research.

Keywords: Learning goals, career adaptability, organizational commitment

PAPER PRESENTATION SESSION E

13 November, 2014

13:00 ~ 14:45

SKY B Hall

Corporate social responsibility, employer reputation, and employee commitment: An empirical study in ASEAN Economic Community

Kanittaga Thardsatien (National Institute of Development Administration, Thailand)

Abstract

The purpose of this study is to investigate and monitor the relationship among CSR activities, employer reputation, and employee commitment in country−members of ASEAN CSR Network by considering on the economic differences among those country−members. This study also aims to maintain the attention of organizations in the coming AEC towards this area and to create the competitive advantages through their CSR reputation. On the basis of signaling theory, this study would conduct an empirical study among 180 organizations in Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam. The result would be expected to reveal some relationships between organizational CSR reputation and employees as the internal stakeholder. The signaling effects of CSR activities would be considered in each country and shows how CSR activities act as signals to prospect and existing employees and how these signals affect the perceived reputation of the organizations. However, there would be some limitation to be concerned, including the ignorance on other related factors among the different six countries. Therefore, the future research should consider more on longitudinal studies with other factors might impact to organizational CSR reputation and the perception and commitment of employees and job seekers and pay attentions on all ten countries in AEC.

Keywords: corporate social responsibility, employer reputation, employee commitment, ASEAN Economic Community, signalling theory, ASEAN CSR Network

PAPER PRESENTATION SESSION E

13 November, 2014

13:00 ~ 14:45

SKY B Hall

The Mediating Effects of Influencing Skills in the Relationship between Key Information−Processing Skills and Hourly earnings for wage − Analysis of Korean vs. American adult workers −

Herry Koh, Jeonghun Kim, Heesu Lee (Graduate School of Chung−Ang University)

Abstract

The purpose of this study is to investigate the mediator effect of influencing skills in the relationship between key information−processing skills and wages in the two nations.

By using PIAAC(Programmed for the International Assessment of Adult Competencies) data, this study finds the dynamic of the relationship. A total number of 11,677 Koreans and United States adults(It consists of 6,667 Koreans and 5,010 Americans) participated in this study. In the previous research, the study proved the mediator effect of influencing skills between key information−processing skills and wages in Korean. As a follow−up, the study analyzes American's the mediator effect of influencing skills of the relationship to compare Korean with American

The implications of the study are as following. First it can prove the dynamics of adult career and observe practical application of influencing skills in the workplace in each nation. Second, it supports that PIAAC data is very useful for the adults' competencies and influencing skills in those nations.

PAPER PRESENTATION SESSION E

13 November, 2014

13:00 ~ 14:45

SKY B Hall

Talent Identification for Contemporary Human Resource Development in Medium Sized Companies

Xiaoxian Zhu (University of Teesside)

Paul Iles (Glasgow Caledonia University)

Abstract

Financial market conditions in the EU have improved substantially since summer 2012. To be successful to drive the innovation and achieve target GDP growth, EU small and medium−sized companies need to have strong understanding of markets, cultures, business skills and methods and brand growth. Talent development has become very popular and key processes in HRD, especially to the high technology industries which are leading the organisational innovation in the world.

The paper usefully explores the rationale for using talent as distinct from earlier terms including skill, knowledge and competence. An analysis of a variety of talent identification indicators matter to small and medium−sized high−tech companies are carried out. This paper develops a contemporary talent identification model, especially in analyzing talent identification processes in small and medium−sized high−tech industries in UK.

Keywords: talent development, talent identification, high technology, SME

PAPER PRESENTATION SESSION E

13 November, 2014

13:00 ~ 14:45

SKY B Hall

An Examination of the Relationships between Goal Orientation, Self‑directed Learning, Job‑search Behavior of University Students: The Mediating Role of Career Adaptability

Heh Youn Shin (Graduate Student, Korea University)

Abstract

Today's s turbulent work environment is characterized by a decrease in stability and security in careers. Especially, with dim employment prospects, many young adults in higher education find it difficult to find a job. Thus, it has become important for them to take responsibility for career development and be prepared to enter and stay competitive in the world of work. In this regard, this study attempts to explore what promotes individuals to engage in job search activities which is a critical antecedent of employment outcomes. Particularly, the relationship between goal orientation, self‑directed learning, job search behavior and the mediating effect of career adaptability will be examined. The study results are expected to provide useful guidelines in developing and implementing interventions for university students in search of employment.

Keywords: goal orientation, self‑directed learning, job search behavior, career adaptability, university students

Innovative Session II:

Developing the Global Competence of HRD Graduate Students through a Comprehensive Learning Approach

Leader:

Maria Cseh

In a world of increasing globalization characterized by continuous change, complexity, diversity, and technological advancement, global competence is increasingly necessary in today's workplace and society. Since HRD professionals play a crucial role in contributing to strategies leading to globally competent employees and citizens, their experiences in higher education HRD programs is vital in their development as global HRD professionals.

International student programs based on both the inbound flows of international students and outbound flows of students via study abroad programs, if well-designed, could offer the potential of broadening students' learning and intercultural perspectives and preparing them for an increasingly globalized economy. Despite these programs and their potential impact, there is evidence that the vast majority of students worldwide do not study abroad [e.g., only 1.4% of American students studied abroad in 2011-12 (NAFSA, 2012)] and mobility alone is insufficient for developing global competence. Having diverse students share a campus or classes does not necessarily translate to meaningful cross-cultural learning or relationships. In order to ensure a comprehensive global competence learning approach, in this innovative session, a co-curricular global enrichment program (that includes interventions such as seminars, intercultural exchanges, service-learning, and critical reflection) and research project (that includes a questionnaire, interviews, focus groups and reflective journals) will be presented. This project was conceptualized to "Globalize Higher Education from the Inside-Out" and was piloted at the George Washington University's Graduate School of Education and Human Development.

Innovative Session III:

Tools and Tips for Publishing HRD Research

Leader:

Julia Storberg−Walker,

Gary McLean,

Mesut Akdere,

This session will describe some of the key issues surrounding publishing empirical and conceptual HRD research. Panelists will describe the process of peer review and revising, offer ideas and suggestions for maximizing impact, and provide tips and tools for strengthening written work.

Panelists include:

Dr. Gary McLean

Graduate School of Management, International Islamic University

Malaysia

Dr. Julia Storberg−Walker

Editor, Human Resource Development Review

George Washington University

Dr. Mesut Akdere

Associate Professor of Human Resource Development

Academy of Human Resource Development Asia Chapter Coordinator

University of Wisconsin−Milwaukee

PAPER PRESENTATION SESSION F

13 November, 2014

15:15 ~ 16:30

SKY C Hall

Global Migration and Meanings of Work: Framing the Role of Human Resource Development for Human Flourishing

K. Peter Kuchinke (University of Illinois at Urbana−Champaign)

Abstract

Global migration and international labor mobility have reached unprecedented levels in recent decades and are predicted to increase even more as global interconnected of economic systems offer opportunity to individuals and organizations worldwide. Apart from the important phenomenon of expatriate training and adjustment, however, very little attention has been given to this phenomenon by HRD researchers. This paper seeks to raise awareness among HRD scholars of global migration and propose the central role of HRD at the individual, organizational, and national policy levels of analysis. The focus on the meaning of work serves as focus to review research literatures on cross−cultural work values, international meaning of work research, and, finally, the human development literature. Each illustrates specific challenges and opportunities for HRD. At the national level of analysis, migrants are faced with the challenge to adapt to often highly different preferences and value patterns related to work, and resources to manage the transition are often scarce outside of structured corporate settings. The literature on work meaning suggests a more homogenous understanding of the role of work and working in countries around the world, but implies the central role of family support structures to maintain productivity and work engagement. At the policy level of analysis, finally, the human development literature proposes reciprocity of obligations for individuals and host countries, and implies the need to carefully balance demands for individual productivity with support structures and systems. The paper concludes with recommendations for research on this important topic.

Key words: Labor Mobility, Global Migration, Human Flourishing

PAPER PRESENTATION SESSION F

13 November, 2014

15:15 ~ 16:30

SKY C Hall

A study on needs assessment for developing a global leadership program in South Korea

Yangyi Kwon (Hongik University, College of Education)

Abstract

Today's youth are coming of age in the growing complexity of a global society that is much more multicultural, globally connected, and interdependent than ever. The global leadership of tomorrow's leaders is critically important in this era of globalization. However, there are few studies related to what global leadership competencies will be needed by tomorrow's global leaders over the world. Furthermore, little research in this area has been conducted on Korean emerging adults. In this paper, Korean college students' perceived current level of global leadership competencies and the perceived level of importance of the competencies for the future were investigated by employing two needs assessment models. The results of the study showed that Korean college students' perceived the level of importance of global leadership competencies relating to the area of demonstrating inquisitiveness to be the highest. Results of this empirical study will provide curriculum developers and HRD professionals with meaningful suggestions. Suggestions for future global leadership programs have also been discussed.

Keywords: global *leadership competency, global leadership program, HRD*

PAPER PRESENTATION SESSION F

13 November, 2014

15:15 ~ 16:30

SKY C Hall

Malaysian public sector employees' locus of control and financial adequacy

Husniyah, A. R. (Seoul National University)

Zuroni, M. J. (Faculty of Human Ecology)

Husna, S. (Faculty of Human Ecology)

Mohd. Amim, O. (Institute of Gerontology[)]

Noor Diyana Fazan, A. (Universiti Putra Malaysia)

Abstract

An organization's productivity relies on the workers' job performance which is affected by many factors including personality. Workers' locus of control is deemed important as proved by past studies. The ability to control reactions will lead to the success of planned activities. Past research found financial well−being to result in better job performance. The study aimed at identifying differences in locus of control based on socioeconomic characteristics, associations of financial well−being with socioeconomic characteristics and to determine the predicting ability of locus of control on financial well−being as measured by financial adequacy. A cross−sectional study via a multistage random sampling resulted in 500 respondents among public sector employees in Peninsula Malaysia. Self−administered questionnaires distributed at the work−place were returned with a total of 472 usable questionnaires. Those having more working experience were found to be more internally locus of control. Logistic regression analysis identified male, graduate, higher income and savings regularly as the more likely to predict financial adequacy that reflected a good financial well−being. Apart from socioeconomic characteristics, those who possessed an internal locus of control personality will more likely to predict financial adequacy. As financial well−being was found by past research to influence job performance thus, those who were internally locus of control will indirectly influence job performance. Hence, an internal locus of control worker performs better. This study seeks for an intervention program to increase employees' internal locus of control and financial well−being that will increase the organization's productivity.

Key words: public employee, locus of control, financial well−being and job performance

PAPER PRESENTATION SESSION G

13 November, 2014

15:15 ~ 16:30

Omnibus B Hall

The History, Present, and Future of HRD Education in the Netherlands

Rob F. Poell (Tilburg University, R.Poell)

Abstract

Compared to twenty years ago, human resource development (HRD) education in the Netherlands has grown especially in the private sector. Academic HRD education, however, has been in decline and highly dispersed at the same time. The purpose of this paper is to provide an overview of, and explanation for, these developments and the current state of Dutch HRD education. It is argued that academic HRD education in the Netherlands has suffered from three related problems: 1) failure of the Schools of Education —from which it emerged —to be relevant for organizational practice, 2) resistance by the Schools of (HR) Management — towards which it is leaning — to seeing HRD as a discipline in its own right, and 3) lack of self‒consciousness on the part of the HRD discipline itself.

Keywords: HRD Education, The Netherlands, History of HRD, HRD Professional Associations, HRD Academic Programs, Private HRD Education

PAPER PRESENTATION SESSION G

13 November, 2014

15:15 ~ 16:30

Omnibus B Hall

Implementation of Common Core State Standards: Implications for Global Human Resource Development

Seburn L. Pense, Ph.D., Associate Professor (Southern Illinois University)

Beth Winfrey Freeburg, Professor (Saint Louis University)

Christopher A. Clemons, Graduate Student (Southern Illinois University)

Abstract

In an effort to standardize learning expectations and prepare students for their roles in the global community, Common Core State Standards (CCSS) have been formulated to meet college and career readiness. It was seen to be the most sweeping and ambitious reform of education in the history of the United States (Bomer&Maloch, 2011; Calkins, Ehrenworth& Lehman, 2012) and may globally impact Human Resource Development. However, varied voices in the media have led to several states backing away from the Common Core. The *purpose of this study* was to describe the voices heard, positions portrayed, and frames of newspaper messages regarding the implementation of Common Core State Standards (CCSS). The dataset contained 69 articles from 38 community newspapers in 24 states (n = 62) and from three national newspapers (n = 7). Researchers identified five voices (learning experts, journalists, politicians, teachers, community members including parents) and four positions (positive, negative, cautionary, neutral attitudes) regarding CCSS implementation. Four frames (accountability, comprehensive perspective, economic impact, school governance) came from newspaper messages related to the implementation of Common Core State Standards. The analysis of these messages identifies clear and unambiguous perceptions and realities for educational practitioners preparing a future workforce for life in a global economy.

PAPER PRESENTATION SESSION G

13 November, 2014

15:15 ~ 16:30

Omnibus B Hall

A Theoretical Framework of Career Identity, Career Well−being, and Emotional Labor: A Review of Literature

Yu−Ya Hsiao (Graduate Institute of International Human Resource Development
National Taiwan Normal University)

Yi−Chin Lin (Graduate Institute of International Human Resource Development
National Taiwan Normal University)

Abstract

The purpose of the present study was to examine the relationship between career identity and career well−being with emotional labor as the moderating effect. The researcher reviewed the literature that was drawn from journal articles from online database to explore the relationships among them. From the review, this paper found that little literature has been used career identity as a predictor of career well−being and this paper considered that emotional labor is essential for individuals whose work involved frequent interpersonal interactions. Specifically, this paper suggested taking career identity into consideration while recruiting and training new employees. We believe that career identity might improve individuals' career well−being while working in high−pressured and high risky environment.

Keywords: Career identity, Career well−being, Emotional labor

PAPER PRESENTATION SESSION G

13 November, 2014

15:15 ~ 16:30

Omnibus B Hall

Effects of Spirituality and Social Responsibility on Leadership Effectiveness: A Conceptual Analysis

Lokman Effendi Ramli , AAhad M. Osman–Gani (Graduate School of Management, IIUM, Malaysia)

Abstract

Scholars, practitioners and policy makers concluded that leadership effectiveness helps organization to become more productive when facing new challengers, because leadership effectiveness is related to human performance and productivity. In the past, leadership and leadership effectiveness had been studied intensively but no research has been carried out to investigate the effects of leader's spirituality and social responsibility on leadership effectiveness. This paper presents a conceptual analysis and proposes are search framework to study the effects of spirituality and social responsibility on leadership effectiveness from Islamic perspective. Future empirical research could be conducted to validate the research framework, which will contribute to the existing body of knowledge in human capital development and leadership areas.

Keywords: Spirituality, Social Responsibility, Leadership Effectiveness, Ethical Behavior,

Islamic Perspective,

PAPER PRESENTATION SESSION H

13 November, 2014

15:15 ~ 16:30

SKY A Hall

An examination of the use of older adult volunteers as workers in caring for elderly peers in Taiwan

Su‒fen Liu (National Pingtung University,)

Po‒sheng Chiou (National Pingtung University)

Abstract

Taiwan's population is aging. Thus, with the shortage of caregivers for taking care of the elderly, the government is promoting older adults' human resources through volunteering. This study's purpose is to identify older adults who intend to volunteer for the elderly in terms of their demographics and volunteer experience.

Using questionnaires, this study looks at 253 respondents aged 50 and over in Pingtung, Taiwan. Results show that older adults have a high intention to volunteer for the elderly. T‒tests and ANOVA reveal that not one of the demographic variables, such as economic status, employment status, education, age, race, gender, marital status, and religion, impacts the intention to volunteer for the elderly.

Compared to those who have never volunteered, volunteers with previous experience have a significantly higher intention to volunteer for the elderly ($p<.01$). Current volunteers also have a significantly higher intention to volunteer for the elderly ($p<.001$). Post hoc analyses present that those who started volunteer work in adulthood or retirement have a stronger intention ($p<.05$) than those who have never volunteered. Those with more than 5 years' volunteer experience have a significantly higher intention to volunteer for the elderly versus those with less than one year of experience ($p<.001$) or no experience ($p<.001$). More literature review and further discussion are needed.

Keywords: older adults' human resources, volunteer recruitment, Taiwan

PAPER PRESENTATION SESSION H

13 November, 2014

15:15 ~ 16:30

SKY A Hall

A Study on Good Meeting Practice, Interactional Justice, Informal Learning: Mediating effect of Meeting Citizenship Behavior

Minjung Kim (EwhaWomans University)

JeeyonPaek (EwhaWomans University)

Abstract

The purpose of this study is to demonstrate the perception and reactions of employees influenced by managers' behavior within a group meeting. This study is also aimed at investigating the contextual factors that facilitate informal workplace learning during the meeting process and/or after the meeting. This study expects to contribute the importance both of supervisors' behaviors within meetings that they lead and of a reliable way to encourage attendees' informal learning.

Keywords: Workplace learning, group meetings, interactional justice, meeting citizenship behavior, informal learning

PAPER PRESENTATION SESSION H

13 November, 2014

15:15 ~ 16:30

SKY A Hall

Knowledge Management Process in accordance with Employee Competence: A Review of Knowledge Acquisition, Sharing, and Utilization Process at Different Levels of Employee Competence

Sanghyun, Lee (University of Illinois at Urbana−Champaign)

Abstract

Knowledge management is a key process in organizations to be competitive in today's knowledge−based economy. More and more claim is required to competences and skills with the advancement of the knowledge economy. The research of knowledge management has mainly focused on individual's dispositions and situational factors. However, relatively fewer studies have investigated the relationship between knowledge management and employee competence. The purpose of this paper is to investigate what characteristics of knowledge management process exist with different employee competence level. The research will be done mainly through analysis of existing knowledge acquisition, sharing, and utilization theories and models in different employee competence level. With the findings of the research about the different characteristics of knowledge acquisition, sharing, and utilization at different employee competence level, HRD professionals would able to develop HRD programs which have better fit for employee's competence level.

Keywords: knowledge management process, employee competence, performance, HRD

PAPER PRESENTATION SESSION H

13 November, 2014

15:15 ~ 16:30

SKY A Hall

The Mediating Effect of the Practice of Core Values between Core Values Development Activities And Work engagement

JiHye Oh (Graduate Student, Korea University)

Doo Hun Lim (Associate Professor University of Oklahoma)

DaeYeon Cho (Associate Professor Korea University)

Abstract

In HRD field, core values have received a continuous attention from both practitioners and researchers. However, in HRD research, especially in Korean organizational settings, the institutionalization of core values (e.g., core values development activities and practice of core values) has rarely been studied. In addressing this research gap, the purpose of this study is to investigate the relationship between core values development activities and work engagement and the mediation effect of the practice of core values between core values development activities and work engagement. We expect the study findings will provide useful guidelines in developing and implementing plans of core values for Korean firms.'

Keywords: core values and practice, developmental activities, work engagement

Developing expatriates and inpatriates: Strategies, challenges, and benefits

Gary N. McLean (McLean Global Consulting, Inc., USA)

Junhee Kim (Texas A&M University, USA)

OranuchPruetipibultham (National Institute of Development Administration)

Abstract

Despite the critical role of expatriate and inpatriate for succeeding in global business, a number of references have suggested a fairly high number of expatriates or members of their families who have encountered difficulties coping with the local workforce of the host countries. This often leads to premature return to their home countries, resulting in a huge amount of loss ranging from $250,000 to $1 million per failed assignment. In response to the issue above, the purpose of the current paper was to examine the strategies for developing expatriates and inpatriates, as well as to provide an understanding of challenges and benefits of overseas assignments. To that end, an extensive literature review was employed. We highlighted the significance of selected themes related to these two groups of employees to understand better these international sojourners at different stages of their experience. We discuss how expatriates/inpatriates can be developed in relation to time available. Last, we present challenges and benefits of expatriate/inpatriate assignments, followed by trends in expatriation/inpatriation and future research needs. We explore all of these issues in the context of existing literature and theories supporting recommendations for research and practice.

Keywords: expatriate, inpatriate, repatriate

PAPER PRESENTATION SESSION I

13 November, 2014

15:15 ~ 16:30

SKY B Hall

A Theoretical Framework of Trait Anxiety, Political Skill, and Job Performance in the Securities Industry in Taiwan: A Review of Literature

Chi−Wei Chiang (National Taiwan Normal University)

Yi−Chun Lin (National Taiwan Normal University)

ABSTRACT

This paper presents two propositions to examine the relationship between trait anxiety and job performance and the moderating role of political skill in the trait anxiety−job performance relationship through a review of literature. From the reviews, this paper found that trait anxiety has rarely been used as a predictor of job performance. In addition, this paper maintains that the use of political skill is needed for individuals high in trait anxiety at work. Specifically, this paper suggests that securities companies in Taiwan might provide training programs of political skill to securities specialists, since the use of political skill is likely to improve job performance of securities specialists who are high in trait anxiety and work at stressful environment, which makes organizations toward to success.

Keywords: trait anxiety, political skill, job performance

PAPER PRESENTATION SESSION I

13 November, 2014

15:15 ~ 16:30

SKY B Hall

The impact of organizational justice and commitment on university teachers' organizational citizenship behavior: In the case of one major university in Shandong, China

Taejun Cho (The University of Suwon), **KiungRyu** (Soongsil University),

Zhao Donglong (Linyi University)

Abstract

The present study focuses on the relationship between university teachers' Organizational Citizenship Behavior (OCB), affective organizational commitment, and organizational justice. The simple definition of OCB can be as the extra−role behavior that is not prescribed in the formalized organizational rules or job description, which promote the organizational effectiveness. The dimensions of OCB can be various based on characteristics or types of organization. This study adopted two dimensions of OCB specialized to the university, as namely, OCB toward the school and teaching. The data were collected through a questionnaire returned by 257 university teachers from one major university in Shandong Province, China. According to the results, three types of organizational justice, as namely, distributional, procedural and interaction justice, were positively associated with affective organizational commitment that was the most influential predictor for university teachers' OCB. Since the HR conditions of Chinese universities are relatively unknown, the findings gave some enlightenments for providing implications for educational policy−makers, university administrators and HR related practitioners in China.

Keywords: *organizational justice, organizational citizenship behavior, organizational commitment*

14 November 2014 (Friday)

Keynote speech 3. Darlene Russ−Eft, Ph.D.

Examining Leadership from an Outside and an Inside Perspective

This paper focuses on the theme of this conference−*Exploring Leadership from a Human Resource Development Perspective.* To do that I will describe my experiences from the outside as a researcher studying leadership and as an evaluator examining leadership development programs. I will also describe my experiences from the inside as a leader in different organizations and explore the connection or lack of connection to the findings from the research and evaluation efforts. This presentation will turn to the identification of some conflicting perspectives or issues. It will conclude with the identification of some areas for further research and evaluation efforts.

Keynote speech 4. Dae−Bong KWON, Ph.D.

Lessons for Corporate HRD from Public Leadership Programs

To change or to be changed is a matter of your choice. In order to function as a changer, Corporate HRD needs to help corporate people to be creative. To explain this I will use my own change matrix that is composed of "creative person", "adaptive person", "resistant person", and "indifferent person" depends on motivation and competence. Then, I will take a look at public leadership programs at the Global Big 3 HRD institutes to see how they are working in an effort to help government people to be creative. These are *the French Ecole Nationale d'Administration (ENA), the Chinese Academy of Governance, and the United States Federal Executive Institute (FEI)*. I found that *the French Ecole Nationale d'Administration(ENA) is running relatively field oriented leadership program, the Chinese Academy of Governance is running relatively process oriented leadership program, and the United States Federal Executive Institute (FEI)* is running relatively performance oriented leadership program. These findings give implications for corporate HRD whether to more focus on field oriented, process oriented, or performance oriented leadership programs.

Innovative Session IV:

Asian Women in Top Management

Leader:

Yonjoo Cho

Gary McLean

In the past few decades, Asian countries have put significant efforts into rapid economic development. Gender inequality and underutilization of female talent, however, are deeply rooted and among the least understood issues in Asia. Working late nights and weekends has been an unwritten societal norm to succeed in organizations. As a result, these countries are experiencing a serious societal dilemma (Rajashi, Li, & Sims, 2013). Many times, female workers face gender inequality and stereotypes due to cultural and religious beliefs. Other times, their fertility rate has been compromised to stay employed in organizations.

Acknowledging these critical issues, Asian governments have made various policies and laws to promote women's participation in the workforce, while also encouraging them to have children. However, female workers are still experiencing the gap between their professional work and traditional values. Female workers' career paths to top management are extremely challenging.

We are interested in the lived experiences and feelings of Asian women at work, particularly women in top management, which is significantly shaped by how they view the world (Johansen & McLean, 2006) in relation to Asian countries' values forged from historical contexts and societal views. In our innovative session, we will collaborate with researchers from eight Asian countries (in Alphabetical order): China, India, Japan, Korea, Malaysia, Sri Lanka, Taiwan, and Thailand. We will present our ongoing research on women in top management concerning their worldviews, common practices, and distinctive features

of each country's workplaces where they are situated.

This session has critical implications for HRD, providing intriguing insights into developing the potential of highly qualified women in organizations set in rapidly developing ASIAN WOMEN Asian countries in which traditional cultural expectations and modernized values coexist. Our discussion in the session will open a possibility to see what has not been exposed behind the scenes and identify lessons learned from an HRD perspective.

Panelist Bios

Co−Host: Dr. Yonjoo Cho(choyonj@indiana.edu) is an associate professor of Instructional Systems Technology at Indiana University. She had worked as an HR professional in South Korea, in business, non−profit, and academic sectors, for more than 10 years. Her research interests includeaction learning in organizations,research collaboration between neighboring HR fields,and,most recently, women in leadership. She has published a book entitled "Trends and issues in action learning practice: Lessons from South Korea" (Cho & Bong, 2013) with Routledge. She is an editorial advisory board in the *European Journal of Training and Development* and a board member of the Korea Action Learning Association and Korean Association for Educational Technology. She received her Ph.D. degree in Instructional Technology from The University of Texas at Austin.

Co−Host: Dr. Gary N. McLean (Ed.D., Ph.D. hon.) (gary.mclean@mcleanglobal.com) is president of McLean Global Consulting, Inc., a family business. As an OD practitioner, he works extensively globally. He is also currently working in the Graduate School of Management in the International Islamic University of Malaysia as "Renowned Scholar." He teaches regularly in the PhD program in HRD at NIDA in Thailand and in the master's program at AUBC in Mexico. He was formerly a senior professor and executive director of international HRD programs at Texas A&M University and is professor emeritus and cofounder of the HRD program at the University of Minnesota. He served as President of the AHRD and the International Management Development Association. His research interests are broad, focusing primarily on OD and national and international HRD.

China: Dr. Jessica Li (jli2011@illinois.edu) is an associate professor at University of Illinois at Urbana Champaign where she serves as the HRD online Masters' program coordinator and Dean's Fellow of Faculty Development and Diversity Initiatives at the College of Education. Her research interests include work ethic, international HRD, and emerging technological applications for learning in the workplace, corporate universities, and talent management. Prior to becoming a professor, Jessica worked as a business executive for corporations like Motorola, Raytheon, and Nokia for 10 years. She also taught at University of North Texas, Texas A&M University, and North China University and Technologies. She is a board member for AHRD, associate editor for *Human Resource Development International*, regional editor for the *Journal of Chinese Human Resource Management*, and senior research fellow for The Conference Board. Her Ph.D. is from the Pennsylvania State University.

India: Dr. Nisha N. Manikoth (nnmanikoth@gmail.com) is an independent consultant and adjunct professor of HRM at the University of Maryland University College. As part of her consulting practice, she has provided human capital strategy and learning and development solutions to the Foreign Service Institute, Department of State, and the Inter−American ASIAN WOMEN Development Bank. Prior to receiving her Ed.D. from the George ashington University, she worked for Accenture and the Service Employees International Union in the U.S. and Motorola Global Software Center in India. Her research interests include career and talent development with emphasis on the role of gender and culture.

Japan: Mayuko Horimoto (mayuko.horimoto@tokai−u.jp) is an assistant professor at Tokai University Student Project Center, Japan and previously worked as an HR professional for seven years in Tokyo, in business and non−profit sectors. Her research interests include adult education, leadership development, and diversity training in business. She received her master's degree in HRD from the George Washington University. She completed her doctoral course in adult education from Ochanomizu University, Tokyo, Japan.

Korea: Dr. Mimi Miyoung Lee (mlee7@uh.edu) is an associate professor in the Department of Curriculum and Instruction at the University of Houston. She received her doctorate degree in Instructional Systems Technology from Indiana University at Bloomington. Her

research interests include theories of identity formation, sociological examination of online communities, cross−cultural communication, issues of representation, and critical ethnography.

Malaysia: Dr. Jamilah Othman (jamilah.othman@gmail.com) is an associate professor and the Head of the Department of Professional Development and Continuing Education, University Putra Malaysia (UPM). She had her B.S. in Adult Home Economics Education and M.S. in Adult and Extension Education from the Iowa State University and Ph.D. in HRD from the University of Minnesota. She conducts research on HRD, leadership, conflict management, and program planning. Her research projects include conflict resolution of sexual harassment, community policing, women leadership in the police force, and women leadership in academics and the private sector. She was awarded the Civil Service Excellence Award by UPM several times. She was also conferred Ahli Mangku Negara (A.M.N) by his Majesty the Yang DiPertuan Agong of Malaysia.

Sri Lanka: Dr. Gertrude I. Hewapathirana (Gertrude.hewapathirana@gmail.com) is an assistant professor of the Graduate Studies Department in the Forbes School of Business at Ashford University in San Diego, California. She held senior executive positions as a managing director, executive director, project director respectively in the Business Management Bureau, Sri Lanka Business Development Center and Agromart Foundation. She also worked as a researcher in the United Nations Development Program and the University of Minnesota. Her research interests include leadership competencies needed for global managers, global business relations and global HRD strategies. She was a Fulbright scholar and obtained her Ph.D. from the University of Minnesota. She also possesses her MBA from the Postgraduate Institute of Management and BA Economics from the University of Kelaniya in Sri Lanka.

Taiwan: Dr. Wei−Wen Chang(changw@ntnu.edu.tw) is a professor of International HRDat National Taiwan Normal University (NTNU). Her research interests focus on business training design and intercultural competence development. Currently, she serves as Director for the Institute of InternationalHRDat NTNU, the host Institute forthe 12th International

Conference of the AHRD (Asia Chapter) last yearin Taipei, Taiwan. Dr. Changreceived her Ph.D. degree from the University of Wisconsin−Madison. She has conducted workshops for business and ASIAN WOMEN 4 government sectors for more than ten yearsin Taiwan. She is a board member of theAssociation for Cross−Cultural Training and reviewer for Journals such as *Academy of Management Learning and Education*and *International Journal of Intercultural Relations*.

Thailand: Iratrachar Amornpipat (Iratrachar.A@live.com) is a PhD student in HR and OD at NIDA, Thailand. Prior to her academic career, she worked in the aviation industry in Qatar and Australia. She is now a faculty of Aviation Industry Management at Aviation Personnel Development Institution. Her research interests include the areas of leadership and organizational commitment, especially in the higher education context.

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PAPER PRESENTATION SESSION K

14 November, 2014

13:00 ~ 14:45

Noblesse B Hall

Leadership and Organizational Commitment:
The Case of a Thai Private University

Iratrachar Amornpipat (Aviation Personnel Development Institution, Bangkok, Thailand)

Gary N. McLean (International Islamic University of Malaysia)

Meta Katekaew (Aviation Personnel Development Institution, Bangkok, Thailand)

Abstract

This study examined the relationship between transformational and transactional leadership behaviors by Thai private university deans and directors and faculty's level of organizational commitment. Of the 362 Thai full−time faculty members who received the survey, 344 returned it for a 95% response rate. Stepwise regression analysis was used to determine the impact of leadership behaviors on the level of organizational commitment. The findings revealed that all aspects of transformational leadership behaviors and two leadership behaviors of transactional leadership (contingent reward and active−management by exception) were positively correlated with the level of organizational commitment. In the regression analysis, we found that contingency reward, passive−management by exception, and intellectual stimulation were the factors that most significantly affected organizational commitment among the faculty. The influence of leadership on faculty organizational commitment was discussed in light of these findings.

PAPER PRESENTATION SESSION K

14 November, 2014

13:00 ~ 14:45

Noblesse B Hall

The Impacts of Learning Goal Orientation and Empowering Leadership on Psychological Well−being of Knowledge Workers: The Mediating Role of Psychological Empowerment

Baek−Kyoo (Brian) Joo (Winona State University)

Jong Gyu Park (Pennsylvania State University)

Abstract

Despite its increasing attention in practice, employee well−being is an under−researched area in human resource development (HRD). This study investigated personal (learning goal orientation), contextual (empowering leadership), and job−related (psychological empowerment) antecedents of psychological well−being (PWB). As the result of structural equation modeling analysis using data collected from 334 knowledge workers in eight Korean firms, employees' level of psychological empowerment turned out to partially mediate the relationship between learning goal orientation, while fully mediating the relationship between empowering leadership and PWB. In terms of squared multiple correlations (SMC), the antecedents accounted for 54% of the variance in psychological empowerment and 47% of the variance in PWB. The significance lies in that it is the first study that empirically examined the relationship among learning goal orientation, psychological empowerment, and PWB.

Keywords: learning goal orientation, empowering leadership, psychological empowerment, psychological well−being

PAPER PRESENTATION SESSION K

14 November, 2014

13:00 ~ 14:45

Noblesse B Hall

Elevating employee engagement through leadership competency and job satisfaction: Evidence from Malaysia

Tan Fee Yean, Johanim Johari, Khulida Kirana Yahya, Zurina Adnan, Siti Zubaidah Othman

Mohd Faizal Mohd Isa (Universiti Utara Malaysia)

Abstract

The main objective of this study is to determine the influence of leadership competency on employee engagement. The role of job satisfaction as a mediator is also examined in the leadership competency and employee engagement link. In line with the Social Exchange Theory (SET), this study posited that leadership competency exerts a significant impact on employee engagement and the hypothesized relationship is mediated by job satisfaction. A total of 235 non−executive employees reported on their level of engagement, job satisfaction, and their superiors' leadership competency in their respective organizations. Using structural equation modelling via partial least squares (PLS) analysis, the results confirmed that leadership competency had substantially impacted on job satisfaction, which in turn positively influenced employee engagement. Discussions articulated on the plausible explanations for the results. Finally, the theoretical and practical ramifications of this study are also brought to fore.

Keywords: *Leadership competency, job satisfaction, employee engagement.*

Individual and Organizational Factors Influencing Career Aspiration of Hotel Managers

Meliza Mohamad, Roziah Mohd Rasdi (Universiti Putra Malaysia)

Abstract

This study aims to examine the factors influencing the career aspiration of managers at the selected hotels. Using descriptive correlational approach, this study involved 162 managers from 11 5-star international hotels and resorts in Malaysia. The findings of this study revealed that the managers' career aspiration was explained by different aspects of variables. The research revealed that the overall level of managers' career aspirations was high, and generally the levels of the managers' individual-related variables and organizational-related variables were also high. The correlation results indicated that commitment, self-efficacy, extraversion and perceived organizational support were correlated with the managers' career aspiration except for the conscientiousness and organizational socialization. The implications for research and practice are highlighted.

Keywords: career aspiration, commitment, self-efficacy, extraversion, conscientiousness, perceived organizational support, organizational socialization

Protean Career of Professionals at E&E Industry: The moderating role of career strategies

Wong Siew Chin (Universiti Putra Malaysia)

Roziah Mohd Rasdi (Universiti Putra Malaysia)

Abstract

The purpose of this paper is to examine the influence of individual−related factors and the moderating role of career strategies on protean career among professional employees in Malaysian Electrical and Electrics (E&E) industry. This study draws on a sample of 306 professional employees in 18 Electrical and Electronics MNCs in Malaysia. Partial Least Squares Structural Equation Modelling (PLS−SEM) was employed for data analysis purposes. Our results suggest that individual−related variables are potential predictors of protean career. There is significant moderating effect of career strategies on the relationship between goal orientation and protean career among professional employees in E&E industry. Practical interventions for HRD professionals were suggested to assist individuals and organisations towards protean career in the career management process.

Keywords Career, Protean career, Professional, Job characteristics, Self−efficacy

PAPER PRESENTATION SESSION L

14 November, 2014

13:00 ~ 14:45

Omnibus A Hall

Developing Survival Skills: Thai Expatriate Adjustment in Myanmar

Oranuch Pruetipibultham, Panassya Singhavadhana

(Thailand national Institute of Development Administration)

Abstract

This research focuses on the influences of the cultural adjustment of Thai expatriates that have lived and worked in Myanmar. The subjects were studied within the framework of the U Curve Theory (i.e. honeymoon, culture shock, adjustment, and mastery periods) by Black and Mendenhall (1990), and the Adjustment Theory (i.e. general, work, and interactive adjustments) by Black, Mendenhall, and Oddou (1991). Data triangulation was used through the ethnographic method with participants from two separate areas, as well as through the researcher's personal observation.

Utilizing the snowball sampling technique, this research interviewed two subject groups with acombined sample size of n=34, from 20 Thai Companies. One group of participants was from the companies' offices located in Yangon's central business district, and another was from those located in the Hliang Thar Yar industrial estate. The results showed that the participants did not always experience the adjustment period sequence as the conceptual model suggested. Suggestions to the management are provided at the end. The study concluded that Thai organizations and HR practitioners should focus on expatriate adjustment both at the individual level, and the system level. Improved relationships with the locals were found to be key in cultural adjustment, and this can be accomplished through effective communication.

Keywords: Thai expatriates, Adjustment, Myanmar

PAPER PRESENTATION SESSION L

14 November, 2014

13:00 ~ 14:45

Omnibus A Hall

HRD Education in Developing Countries

Gary N. McLean (International Islamic University of Malaysia

Chiraprapha (Tan) Akaraborworn (National Institute of Development Administration (NIDA), Thailand)

Abstract

HRD university programs have been found dominantly in the U.S. and the U.K. However, university programs in HRD have emerged elsewhere, interestingly, more often in developing countries than in other developed countries. But, globally, we know virtually nothing about these programs, their histories, their curricula, their missions, and so on, as there is an almost complete gap in international literature. Two countries in ASEAN, Thailand and Malaysia, are selected as case studies for HRD Education in developing countries or upper-middle income countries defined by World Bank and also they are most active in Academy of HRD in Asia since they have hosted AHRD conference twice within a decade. The research method is based on limited literature thus the authors have accessed related websites to determine details about the HRD programs and the authors themselves are the key informants for this study. There are more than one local university offering HRD majors in undergraduate, master and doctoral levels.

Keywords: Developing countries, Thailand, Malaysia, HRD education

PAPER PRESENTATION SESSION M

14 November, 2014

13:00 ~ 14:45

Omnibus B Hall

Making money more valuable: Sense giving and Sense making in monetary rewards distribution process

Haiyun Li, **Yufan Shang** (Xi'an Jiaotong University)

Abstract

Monetary reward is an important topic in organization research. However, few researchers have investigated the distribution practices. The way that the monetary rewards were delivered to employees can influence the effectiveness of monetary rewards. In this article, we posit that leaders are crucial actors in monetary rewards distribution process. We build on theories of sense giving and sense making to examine leaders' role and employees' perception of monetary rewards in distribution process. We further explore sense giving strategies leaders can adopt to influence the employee's sense making of monetary reward. Using Critical Incidents Technique, we collected incidents of monetary rewards distribution. A qualitative study of these critical incidents shows that leaders can generate and strengthen meanings of monetary reward by providing feedback, valuing employees, orienting future and publicizing, while employees' sense making of monetary rewards includes instrumental meaning and symbolic meanings. The findings suggest that leaders have an influence on employees' sense making by exerting the power of meaning. The article contributes to the monetary rewards literature by demonstrating a tight coupling between leader behavior and effectiveness of monetary rewards. It also expands our understanding of sense making and sense giving by revealing that sense giving can occur in various contexts such as monetary reward distribution process.

Keywords: sense giving; monetary reward distribution process; meaning of monetary reward

PAPER PRESENTATION SESSION M

14 November, 2014

13:00 ~ 14:45

Omnibus B Hall

The Excellent Higher Education HRD Teacher in Thailand: A Pilot Study

Thamarat Jangsiriwattana (National Institute of Development Administration, Thailand)

Gary N. McLean (International Islamic University of Malaysia)

Abstract

The Thai educational system is administered under the National Education Act of B.E 2542 (1999), as amended (Second National Education Act B.E. 2545 (2002)). Chapter 7 of this Act (2002) focused on teachers, faculty, staff, and other educational personnel but not those who are in informal education, professionals responsible for educational administration outside of educational institutions, and specialized educational resource persons. Higher education teachers are considered to be under this Act. This pilot study describes what excellent HRD teachers are in higher education in Thailand. The four participants were interviewed based on faculty referrals to excellent faculty. The interviewees' perceptions reflected on themselves, their classroom approaches, and their students. The findings of Thai excellent HRD teachers in higher education are: 1) faculty perceived themselves positively with respect to teaching and learning; 2) they perceived that they treated their students with care and had good relationships with them, and 3) how they approached their teaching was important to them. The interviewed students agreed with these perceptions. This study lays the groundwork for additional research on excellent HRD teachers in higher education in Thailand.

Keywords: *teaching, excellence, faculty, higher education, Thailand, HRD*

A Study on Human Resource' Legal Systems and Projects for Middle Aged Workforce following the Extension of Retirement Age

Oh Jihyun (Sookmyung Women's University)

Abstract

The purpose of this study is to take a look at domestic legal systems and projects in operation by the government and local governments for facilitating middle−aged workforce following the extension of retirement age and present the challenge and implication points in policies accordingly. As the legal system for facilitating domestic master plan records, the master plans on retirement age system related laws and regulations, high−age society related laws and regulations, and middle−age related vocational competency development is sought.

With respect to the legal system, first, the extension of retirement age may decline the corporate competitiveness and provoking conflicts between the generations around the available jobs that a careful approach is required. Second, step−by−step extension may be considered in appropriate time by considering the economic and project situation with respect to the time to implement the extension of retirement age. Third, improvement of national pension system is required in consideration of extension of retirement age influencing on finance of national pension. Fourth, a practical plan to moderate the dismissal system under the current labor law is required.

With respect to the project level, first, support and incentives on government level, such as, strengthening of role for employment supporting institutions. Second, it requires the improvement on the current employment encouragement fund system for the middle−aged. Third, continuous studies by academic center that the middle−aged workforce contributes to the outcome of projects as rich human resources are required. Fourth, development of a vocational training program in conjunction of training institutions and projects specialized for the middle−aged is required. Fifth, there is a need of publicity campaign on projects with respect to the center for the middle−aged as operated by Seoul City.

Keywords: Extension of Retirement Age, Middle−aged Workforce, Human Resource Development, Legal System and Project

PAPER PRESENTATION SESSION M

14 November, 2014

13:00 ~ 14:45

Omnibus B Hall

Factors that Influence Customer Satisfaction with Training Received in Higher Education

Mohd Saiful Mohamed, Mohd Nizam Ab Rahman & Dzuraidah Abd Wahab
(Department of Mechanical and Materials Engineering, Faculty of Engineering & Built Environment, Universiti Kebangsaan Malaysia Bangi Selangor 43600, Malaysia)

Abstract

Customer satisfaction in service quality is emphasized to ensure customer loyalty. This study focuses on student as the main customer in higher education. Therefore, the objective of this study is to recognize major factors to successfully implement training services that influence the student satisfactions through training from Universiti Kebangsaan Malaysia (UKM). The factors involved were quality of object, quality of process, quality of infrastructure, quality of interaction and quality of atmosphere. A set of questionnaire was developed and 7−Likert scale is used as measurement satisfaction. This survey involved 131 experienced students that have joined training organized by UKM previously. Frequency analysis, descriptive analysis and reliability analysis are used to analyze collected data. The result shows that 72.7 percentage respondents agree that quality of interaction was the most satisfying service because they consider an effective two−way interaction between staff and students eases activities and training smoothness. Meanwhile, the less satisfying quality was the quality of process. This weakness occurred due to problem of late registration process, training postponement, incomplete facilities, and less coverage of internet at certain training centres. There are recommendations to improve the service quality in future such as extending the training period, expanding the activities and training contents to be more diverse and fixing registration using online system to avoid wasting time. This study's assessment should be considered to ensure that the shortcomings can be overcome and to stabilize training service management in higher education.

Keywords: *customer satisfaction; service quality; training; higher education; TQM*

PAPER PRESENTATION SESSION N

14 November, 2014

13:00 ~ 14:45

SKY A Hall

Perceived Managerial and Leadership Effectiveness in a National Defense Section within the Public Sector in South Korea

Hye−Seung (Theresa) Kang (Indiana University at Bloomington)

Robert G. Hamlin (University of Wolverhampton)

Abstract

This empirical qualitative study is a replication of the perceived managerial and leadership effectiveness studies that Robert G. Hamlin has initiated and conducted in conjunction with indigenous co−researchers in various countries around the globe. The goal of the study is to explore the perceptions of managerial and leadership effectiveness, and in particular, that which occurs in a national defense section within the public sector in South Korea. From January until October 2014, 45 informants provided 355 critical incidents (CIs) of recalled cases of managerial behavior that they had personally observed, and which they had considered to be concrete examples of 'most effective/effective' or 'least effective/ineffective' managerial performance carried out by middle and senior managers. Eventually, the result of this South Korean study will be compared against the findings of other indigenous replication studies that have been conducted in various other countries. Overall, the key finding is that the managers in the national defense section in South Korea are perceived as effective managers and leaders when they are intellectually competent educators and delegators, and experts and professionals in their specific departmental duties. Being behaviorally democratic, reasonable, strategic, collaborative, supportive, and communicative are perceived as indicative of effective management and leadership. Also, being perceived to be socially active as well as being system developers, idea facilitators, problem and conflict solvers, and confident decision makers are important behavioral indicators of effective managerial performance. The emergent implications for HRD practice will be discussed and tentative directions for future HRD research will be recommended.

Keywords: managerial and leadership effectiveness, critical incidents, international management

The Mediating Role of Job Crafting between Intrinsic Motivation, Job Expectations, and Job Enrichment

Min−Hee Yoo (Korea University)

Doo Hun Lim (University of Oklahoma)

Abstract

In addressing workplace job fit issue, job crafting has been one approach as a voluntarily adjustment of the physical and cognitive changes in tasks or people relationships (Wrzesniewski & Dutton, 2001). As job crafting is considered to contribute not only to employee satisfaction but also improve organizational performance, this study explores the mediating role of job crafting on various individual level variables such as intrinsic job motivation, job expectation, and job enrichment. In pursuing research purpose, this study will use survey method to collect data from employees working in private sector organizations located in metropolitan Seoul area, South Korea. From the study we expect to find the impact of individual's intrinsic job motivation and the degree of conformity of job expectations on job crafting which will provide important implications for facilitating Korean employees' active and voluntary job performance.

Keywords: *job crafting, intrinsic job motivation, job expectations, and job enrichment*

PAPER PRESENTATION SESSION N

14 November, 2014

13:00 ~ 14:45

SKY A Hall

Interaction Effect of Job Demand and Learning Goal Orientation on Informal Learning Activities of Organizational Members

Daeyoung Kim, Hanna Moon

(Korea Research Institute for Vocational Education & Training)

Abstract

In order to create high performance, traditional job performance style of assigning one specific task for an individual is no longer viable. Organizational members are required to handle increased job demand than before. To perform effectively and efficiently in response to greater job demand, organizational members should develop their capabilities and develop them through various informal learning activities. According to Gardner's (1986) activation theory, job demand is a stimulus to organizational members in that organizational member's learning goal orientation and informal learning activities are response to job demand, and thus learning goal orientation and informal learning have an inverted−U relationship. This study will investigate the inverted−U relationship between job demand and informal learning activities, the effect of learning goal orientation on informal learning activities, and the interaction effect of job demand and learning goal orientation on informal learning activities.

Keywords: Job Demand, Learning Goal Orientation, Informal Learning Activities

Corporate Core Values:
Typologies and Implications
for Organization Development and HRD

Leader:

Doo Hun Lim,

Seung Won Yoon

Ji Hye Oh

Corporate core values have been considered a key research issue in HRD field as many researchers have emphasized the criticality and impact of core values onorganizational longterm successas well as short−termbusiness effectiveness(Levoy, 2012; Reilly & Pfeffer, 2000).

In literature, core values are defined in various concepts like behavioral standards (Schein, 1997), beliefs (Ferguson & Milliman, 2008; Reilly & Chatman, 1996), basis of organizational culture (Ferris et al., 1998), central tenetsand enduring philosophy (Collins & Porras, 1994), principles (Brewer, 2002), and guiding norms (Soyer, Kabak, & Asan, 2007) that deeply guide the thinking and behavioral aspects of all members of an organization to achieveits vision and mission. Drucker (2008) pointed out that an organization's mission must capture opportunities, competency, and commitment, and its vision is an idealized status of its mission accomplished through strategic goals. Companies'core values must be closely aligned with its mission, vision, and strategic goals to clarify priorities and directions for everyone.

With an intention to review and analyze the core values of the existing corporations in the U.S., we performed content analysis of the core values of the top Fortune 100 companies

and identified specific typologies of what constitute their core values in terms of major conceptual commonalities, key words, company size, industry type, and longevityof the companies. From our analysis, we identified several findings of the current status of core values used in those companies and draw implications for OD and HRD.For example, various miss−matcheswerefound between the core values and organizational vision and mission statements. Also, common key words used incore values statements varied based on the industry types.Distinctions between industry types are becoming more blurry as technologies drive innovations pushing firms to incorporate best practices from outside the box. However, how firms create values and how incremental or rapid changes affect value creation process differ by major industry types (i.e., radical, progressive, creative, and incremental)(McGahan, 2004). Examining how leading companies' core values are aligned with its mission and vision,and how patterns, strengths, or needs emerge by industry types can provide HRD professionals with useful information for clarifying organizational as well as employee development goals. In the Innovative Session we will present the major findings of our review and open to floor discussion to draw practical implicationsfor OD/HRD practice and research.

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PAPER PRESENTATION SESSION O

14 November, 2014

13:00 ~ 14:45

SKY B Hall

Career and Employee Engagement:
Proposing Research Agendas Through A Review of Literature

Yunsoo Lee (Korea University)

Kibum Kwon (The Pennsylvania State University)

Woocheol Kim (Chung−Ang University)

Daeyeon Cho (Korea University)

Abstract

Employees put their high value on career in that they spend one third of their waking hours in work−related activities. Indeed, employee engagement has become one of most studied topics in the organizational science, and recent research has identified employee engagement as a key research topic for career development, performance, and well−being. Despite the increasing scholarly attention, the relationship between career and employee engagement has not been actively investigated. Thus, a comprehensive understanding on the relationship between career and engagement from the extant literature would be vital and beneficial to HRD professionals for designing and implementing career−related strategies to enhance individual employees' engagement. In this vein, this study conducted an extensive review of current studies that examined the relationship between career and employee engagement, analyzed/synthesized the studies into an integrated framework for the career−engagement relationship, and proposed future research agendas.

Keywords: *employee engagement, career, literature review*

PAPER PRESENTATION SESSION O

14 November, 2014

13:00 ~ 14:45

SKY B Hall

The Red Thin Line:
Engagement and Burnout among Military Students in Angola

Pedro Ferreira (Faculty of Business and Economics)

José M. Santos Cruz (Centro de Estudos e Investigação Científica)

Abstract

Engagement studies have grown considerably in the last few years. One of the main approaches sets engagement as the antipode of burnout, a more established concept. On the other hand, and although some research is undertaken in the context of education, the studies of engagement are mainly developed in the context of companies and with employees.

The goal of this paper is to understand students' burnout and engagement in the specific context of a military higher education institution. Specifically, the paper tries to assess the connections that may exist between students' burnout and engagement and their respective dimensions. It is known that the military organizations have several specific characteristics that make them unique and, to some extent, may have impact in their individual members. Moreover, these kind of empirical studies in Africa, specifically in Angola, are still scarce, which reinforces the importance of the results.

Keywords : engagement, burnout, students, military, Angola

PAPER PRESENTATION SESSION O

14 November, 2014

13:00 ~ 14:45

SKY B Hall

Will work alienation really decrease employees' work performance? −An empirical research in Chinese culture context

Sun Xiu−ming, Wang Wen−zhuo, Sun Yu−chun

(Economy and Management College of Tongji University)

Abstract

Through an empirical research on 212 Chinese employees, we explore the influence of work alienation on work performance, and checkout the moderate role of Chinese traditionality. The results indicate that: in the Chinese organizational context, work alienation can impact on task performance negatively but non−significantly, Chinese traditionality significantly and negatively moderates the relationship between work alienation and task performance; Work alienation effect on job dedication negatively and significantly, Chinese traditional negatively and significantly moderates the relationship between work alienation and job dedication; work alienation has no obvious negative influence on interpersonal facilitation, Chinese traditionality can not significantly moderate the relation between work alienation and interpersonal facilitation.

Keywords: Work Alienation, Chinese Traditionality, Task Performance, Interpersonal Facilitation, Job Dedication

PAPER PRESENTATION SESSION P

14 November, 2014

15:15−16:30

Noblesse B Hall

Theories and Models Supported Transfer of Learning to the Workplace

Zainon Mat Sharif, PhD (Universiti Sultan ZainalAbidin)

Syed Nurulakla Syed Abdullah (Universiti Putra Malaysia)

MohdYusof Mardi (National Institute of Valuation, Malaysia)

Abstract

This paper presents a critical review on training transfer theories and models, a comparison between 10 training transfer models including the author's study model. The objective of this paper is to provide a critical review on training transfer theories and models and the theoretical implication of training transfer model. In conclusion, the measurement of transfer of training should be inclusive of environment, training related and motivational factors.

The relationship among leader's coaching behaviors, role based performance and work stressors

Daeyeon Cho (Korea University), **Eun−Jung Jung** (Konkuk University),

Young−Sup Hyun (Kyungpook National University)

Abstract

The purpose of this study was to explore the relationship of leader's coaching behaviors, work stressors and role based performance. This study proposed hypotheses about the relationship among the variables from the review of related literature and then empirically investigated hypotheses. This study was conducted in three global companies in Korea. The survey was carried out targeting 393 randomly selected employees. The data of 177 questionnaires was analyzed by using structural equation modeling and principal factor analysis. The result showed that leader's coaching behaviors has positive relationship with role based performance and hindrance stressors has mediate effect between leader's coaching behaviors and role based performance. Based upon the result, some implications are discussed.

Keywords: coaching behavior, managerial coaching, work stress, role based performance

Identifying competency needs of training for insurance sales agents

Jungjoo Kim (Samsung Life Insurance Company)

Abstract

This study purports to identify and prioritize competency needs of insurance sales agents for training development, for which it applies a set of analyses including T test, Borich model and the Locus for Focus model. Considering the importance of job and context specific competencies and prioritization with the limited time and resource in organizations, this study uses the competency model originally developed for the given target and prioritizes a group of competencies that should be taken precedence over others for training. The findings show that the top five competency needs are strategic orientation, relationship building, planning, activeness and preparedness. Insurance sales agents perceive their competence levels of those competencies are lower compared to their perceived level of importance. And other competencies are listed in ranking for further decision making. Application of these analytic and statistical approaches should be practiced in organizations where training decision is apt to change easily depending on the superiors newly come. Finally implications and strategies are suggested.

Key words : Borich model, competency needs, insurance sales agents, needs assessment, the Locus for Focus model.

What Drives Employee Ownership?
A Case Study of a High Performance Organization

Anoma Charoensap (National Institute of Development Administration, Thailand)

Gary N. McLean (International Islamic University of Malaysia)

Abstract

Organizations have been challenged to find ways to serve future customer demands. Employees are one of the key factors for business success. Previous studies (Lampel, Bhalla&Jha, 2014) have shown that organizations, using an employee ownership concept, have had a lower risk of business failure and outperformed conventional organizations. Employee ownership concepts are based on extrinsic rewards and other dimensions that enhance employee behaviors. Extrinsic rewards in the form of ESOP, Employee Stock Ownership Plans, have been widely used in many countries for decades. However, stock ownership alone, does not necessarily lead to higher productivity. Employee ownership contributes significantly to productivity and performance when it is accompanied by employee participation in decision−making. Currently, there have been limited studies exploring factors that impact employee ownership.

This study identified factors that might drive employee ownership. A qualitative case study was undertaken a multinational pharmaceutical company in Thailand. Methods included individual interviews with three high−performing employees and a group interview with two other high−performing employees. Data analysis yielded four themes with sub−themes: 1) intrinsic factors: passion in work and the organization, winning attitude, sense of responsibility, sense of importance and value contribution, participation, and learning at work; 2) leadership style and expertise of the supervisor: proactive and prompt feedback, sharing knowledge and experiences, trust between supervisor and employee and empowerment, leader−member relations, and supportive career development; 3) teamwork: team commitment, team participants, team feedback, and team relationships; and 4) the organization taking employees and customers into the value−creation process to create change.

Keywords: employee ownership, psychological ownership, Thailand

PAPER PRESENTATION SESSION Q

14 November, 2014

15:15−16:30

Omnibus A Hall

Definition and a Conceptual Model for Organizational Schizophrenia

Elizabeth Real de Oliveira (Universidade Lusiada / CLEGI (Portugal))

Abstract

The main purpose of this research paper is to understand and define the concept, scope and dimensions of organisational schizophrenia. This concept is argued to be of valuable importance for the field of human resources. A definition of organisational schizophrenia is presented both by addressing existing literature and also from applying a qualitative exploratory approach using focus group discussion and interviews. The main conclusions of this research are that organisational schizophrenia is an important concept that should be further clarified and studied. From the focus group there is some agreement that the analogy is very useful for understanding some phenomena within the organizational behaviour realm. Actually, organisational schizophrenia is more than just a metaphor, since its understanding can result in practical implications, such as identifying symptoms and the application of corrective actions.

Keywords: organizational schizophrenia, metaphors, organizational behavior

Elements that Influence the Development of a High Performance Organization in a Top Company in Thailand

Boonthipa Jiantreerangkool (National Institute for Development Administration, Thailand)

Gary N. McLean (International Islamic University of Malaysia)

Abstract

Companies seek opportunities to get the best performance from their people and operations. This descriptive study sought to identify elements of people and systems that influence the high performance organization (HPO) of a top company in Thailand. The site was chosen based on its size, years in business, connection of the company with the biggest bank in Thailand, and recipient of several awards. We conducted in−depth interviews of high−performance employees in two departments based on their customer sources–financial institutions and corporate customer divisions. Four employees participated in one−on−one interviews each lasting about 30−40 minutes. The analysis was conducted using open coding. Seven components were identified and categorized into themes: those already present in people (external factors) and internal factors arising from the company itself. The external factors are: coaching to improve performance of the staff; increased Training and Development opportunities in order to strengthen capabilities of the staff; and the work itself, which is challenging, interesting, and with mega−sized projects. The internal factors are: relationships within the company like a brother−sister relationship; autonomy in decision−making; analytical and problem solving skills; customer service mindset; and strong beliefs, trust, and passion in the company. These characteristics of high performing staff and company operation found in this top company may be useful for others to consider in their organization.

Keywords: High Performance Organization, Thailand, Insurance

PAPER PRESENTATION SESSION Q

14 November, 2014

15:15−16:30

Omnibus A Hall

Adapting Dubin's Theory Building Research Process
in Thai Higher Education

Dawisa Sritanyarat (National Institute of Development Administration)

Abstract

This article presents the research design and methods used in the study of developing multi−dimensional learners' evaluation in Thai higher education. The purpose of this article is to suggest about the process of implementing the theory building research process proposed by Holton and Lowe (2007), which is the implementation of Dubin's Theory Building Model. In addition, Hinkin's principles and practices in scale development (2005) was included in the process. Steps used in performing research were presented, with examples, in order to provide guidance for those who are interested in using Dubins' Theory Building Model to perform research in related fields.

Keywords: Dubin's theory building model, theory building research process, scale development

PAPER PRESENTATION SESSION R

14 November, 2014

15:15−16:30

Omnibus B Hall

The associations of corporate social responsibility, quality of work life, and employees' job−related outcomes in Thailand

KanittagaThardsatien (National Institute of Development Administration, Thailand)

Abstract

As from a greater involvement, academicians and practitioners based on Thai context have focused on employees increasingly. The previous research revealed some positive relationship between corporate social responsibility (CSR) and employees' morale and productivity. Nevertheless, similar to other countries, less research in Thailand has be conducted to gain more understanding on whether their policies on CSR activities and practices make the differences in quality of work life (QWL), and employees' job−related outcomes (JRO), including organizational performance, job satisfaction, and organizational commitment. The purposes of this study are to investigate and monitor these relationships in order to maintain the attentions of the organizations in Thailand towards this area. The sample frame would be designed from 49 listed organizations with good practices in CSR revealed in the project of Thai Listed Company Associate and Thai pat Institute. The study will be conducted in quantitative method. Questionnaire, from both existing and new developed scale, will be mailed to 1,225 employees from 49 organizations. The findings will be expected to reveal some relationship and provide some signals to the organizations for paying more attention on their CSR policies, leading to sustainable development.

*Keywords**:** corporate social responsibility, quality of work life, job−related outcomes, organizational performance, job satisfaction, organizational commitment*

A Review of the Critical HRD (CHRD) Trends in the Proceedings of the AHRD Conference in the Americas from 2002 to 2014

Pyounggu Baek (Jungwon University)

Namhee Kim (Northcentral University)

Abstract

This paper examined the trends of critical human resource development (CHRD) in the light of the papers presented in the proceedings of Academy of Human Resource Development (AHRD) conference in America held during the past thirteen years (2002−2014). The 72 collected papers were reviewed for current study based on the distribution of keywords by authors and research methods. The majority of keywords mainly dealt with conceptualization and theorizing CHRD and/or HRD, and most of papers adopted nontraditional (qualitative) and conceptual/theoretical research methods. The results implied NHRD, Societal HRD, and HRD for Societal Development were labeled as critical stream of HRD. It also implied CHRD in current study has an orientation to represent particular minority group, or potentially marginalized strata in organization or even larger societal context in relation to social justice.

Keywords: critical HRD, critical management studies, critical theory, socially conscious HRD

PAPER PRESENTATION SESSION R

14 November, 2014

15:15−16:30

Omnibus B Hall

Professional Expertise Plateau and Its Influencing Factors

Hae Sun Park, Chan Lee (Seoul National University)

Abstract

This research aimed to investigate notion of professional expertise plateau and its influencing factors. Professional expertise plateau is concerned that skilled employees' expertise doesn't continue to develop cognitive abilities, positive affection, and relational abilities which determine individual performance in the specific field. In this research, based on IDF(Individual−Domain−Field) model of Csikszentmihalyi(1996) & Gardner(2006), influencing factors of professional expertise plateau were figured out. In individual dimension, cognitive factor, psychological factors and career characteristics were figured out. In domain dimension, job characteristics such as job process and structure were figured out. Finally, in field dimension, organizational characteristics determining employees' performance were figured out. Following to the results, implication for research and workplace were suggested.

Keywords: professional expertise, professional expertise plateau

Effectiveness Analysis of NCS Educational Program in Vocational Training Institution

HerryKoh, Yongjun Kim, Heesu Lee (Graduate School of Chung−Ang University)

Abstract

The purpose of this study is to analyze the effectiveness of NCS(National Competency Standards) educational programs for the students of a vocational training institution. To achieve the purpose above, we employed Kirkpatrick's 4−Level Evaluation Model as the analysis framework. We conducted Level 1 and Level 2of the model and we leave Level 3 and Level 4 to the further research. To this end, we conducted Focus Group Interviews (FGIs)with the 80 students of Don Bosco Vocational Training Institution.

The implications of results of the study are as following. First, most students were satisfied with the NCS educational programs of the vocational training institution. Some of them felt greatly satisfied with the NCS educational programs based on the practice. Second, it was observed that most teachers used the NCS learning module as a textbook. Third, most students were greatly proud of their educational accomplishments, showing their self− confidence at business fields through the practice−oriented learning.

We found that the NCS educational programs were useful for students who want to apply for a job. Our further research is to do post−effectiveness analysis of NCS educational programs in a real workplace.

Key words: NCS, Kirkpatrick, program effectiveness, vocational training institutions

PAPER PRESENTATION SESSION S

14 November, 2014

15:15−16:30

SKY A Hall

Gossiping in the Workplace: The effect of gossiping on Job Satisfaction and Turnover Intention in South Korea

JiHyun Shim (Sookmyung Women's University)

Baek−Kyoo (Brian) Joo (Winona State University)

Abstract

Workplace gossip is a relevant but less explored topic in the field of human resource development (HRD). This study examines the impact of gossiping in the workplace on employees' job satisfaction and turnover intention in Korean for−profit organizations. The results of correlation analysis and structural model analysis revealed that when employees perceived low level of gossiping about them, they showed a higher job satisfaction and a lower turnover intention. Job satisfaction turned out to partially mediate the relationship between gossiping and turnover intention.

Keywords: *gossip, job satisfaction, turnover intention*

PAPER PRESENTATION SESSION S

14 November, 2014

15:15−16:30

SKY A Hall

Comparing Managerial Competency Priorities across Seven Asia−Pacific Countries and the United States

Joseph M. Wohkittel, Louis N. Quast, Bruce A. Center, Katherine D. A. Edward, and

Witsinee Bovornusvakool (University of Minnesota Twin cities campus)

Abstract

Comparative analyses of the relative importance of competency importance rating across countries provide useful guidance to international managers. Specifically, HRD professionals use these analyses to structure development programs. The purpose of this paper is to determine the highest and lowest rated managerial competencies in terms of importance across seven Asia−Pacific countries and the United States. Results indicate the competencies rated as most important and least important were quite similar, as were the overall competency profiles between countries and that the relative importance of managerial competencies are more similar that different.

The relationship between TQM principles practices and organization performance in Malaysian skills training institutes

Mohd Nizam Ab Rahman, Mohd Zuhdi Ibrahim, Ruhizan M. Yasin, Rizauddin Ramli

Universiti Kebangsaan Malaysia (National University of Malaysia)

Abstract

The purpose of this study was to investigate the practices of total quality management (TQM) principles in Malaysian skills training institutes and to determine the effect on organisation performance. A questionnaire was developed and distributed to 500 managers of skills training institutes in Malaysia. A total of 218 completed questionnairre (43.6 percent) were returned. The data were coded and analysed using correlation and regression technique to test the relationship among variables. The TQM principles measured were leadership, strategic planning, customer focus, knowledge management, employee focus and process management. The result shows that the relationship between TQM principles measured and organisation performance were range from moderate to strong positive correlation where the coefficient correlation were between 0.58 to 0.76. Furthermore the regression model show that the organisation performance was positively influenced by four TQM principles namely strategic planning, customer focus, employee focus, and process management. The coefficient of determination was 0.675 which means that 67.5 percent of changes in organisation performance were influenced by those four principles. The conceptual relationships found in this study can give more understanding of the TQM principles that should be prioritized by managers and policy makers in skills training sector in Malaysia.

Keywords: skills training, total quality management, organisation performance, Malaysia

The Moderating Role of Cognition−Based Trust in Formal Mentoring Relationships in Korea

SuJin Son (Ulsan University)

Peter K. Kuchinke (University of Illinois at Urbana−Champaign School)

Abstract

The purpose of this study was to examine the relationship between mentoring functions received, different dimensions of trust (i.e., cognition−based trust and affect−based trust), and work attitudes (i.e., job satisfaction and organizational commitment) in formal mentoring relationships in Korea. In particular, the role of different types of trust as a moderator between mentoring functions received and work attitudes was investigated. The data were collected from protégés who participated in a formal mentoring program at a Korean company. A total of 109 protégés responded for the current study. The key findings included a positive relationship between mentoring functions received and protégés' work attitudes. An additional finding was that cognition−based trust is a critical moderator between mentoring functions received and work attitudes in formal mentoring relationships. The theoretical and practical implications of the study were discussed.

Key words: formal mentoring, cognition−based trust, affect−based trust, work attitudes, Korea

PAPER PRESENTATION SESSION T

14 November, 2014

15:15−16:30

SKY B Hall

University Social Responsibility (USR): Knowledge Sharing for Community Development

Siriporn Yamnill (Mahidol University, Thailand)

Gary N. McLean (International Islamic University of Malaysia)

Amornrat Phunakorn (Mahidol University, Thailand)

Supaporn Jaturapat (Mahidol University, Thailand)

Abstract

This study serves as an example of how a critical HRD process, action research, can be used to implement this university social responsibility (USR) project to promote sustainability development in community. The outcomes and consequences of this USR intervention and the roles of HR professionals in supporting such a USR activity are presented. The research results are presented using the four steps of action research: planning, taking action, observing the process, and reflecting on the learning. HR played important roles in initiating the program in terms of promotion of awareness, implementation, management, and encouraging people to prioritize learning to participate in the planned activities.

Keywords: CSR, University Social Responsibility, USR, Action Research, Thailand

PAPER PRESENTATION SESSION T

14 November, 2014

15:15−16:30

SKY B Hall

Towards a Definition of Professional Accountability in Human Resource Development

Xiaoping Tong*, Ronald L. Jacobs, Sanghyun Lee (University of Illinois at Urbana−Champaign)

Abstract

This paper seeks to facilitate defining professional accountability in human resource development (HRD). It introduces the connotation of accountability in professional practice, describes current understandings of HRD accountability, and illustrated the consequences from current definitions. The paper offers a definition and a systems framework of professional accountability in HRD and indicates implications for HRD researchers, practitioners, and stakeholders. Operational interpretation of the definition answers questions about the audience, subject, purpose, ways, and conditions of providing HRD professional accountability. The framework of HRD professional accountability offers visual understanding about the input, processes, output, and contextual variables of HRD professional accountability. The definition and framework of HRD professional accountability needs to be further enhanced based on future research seeking to identify outcomes and antecedents of HRD professional accountability.

Keywords: accountability, HRD, professional, definition

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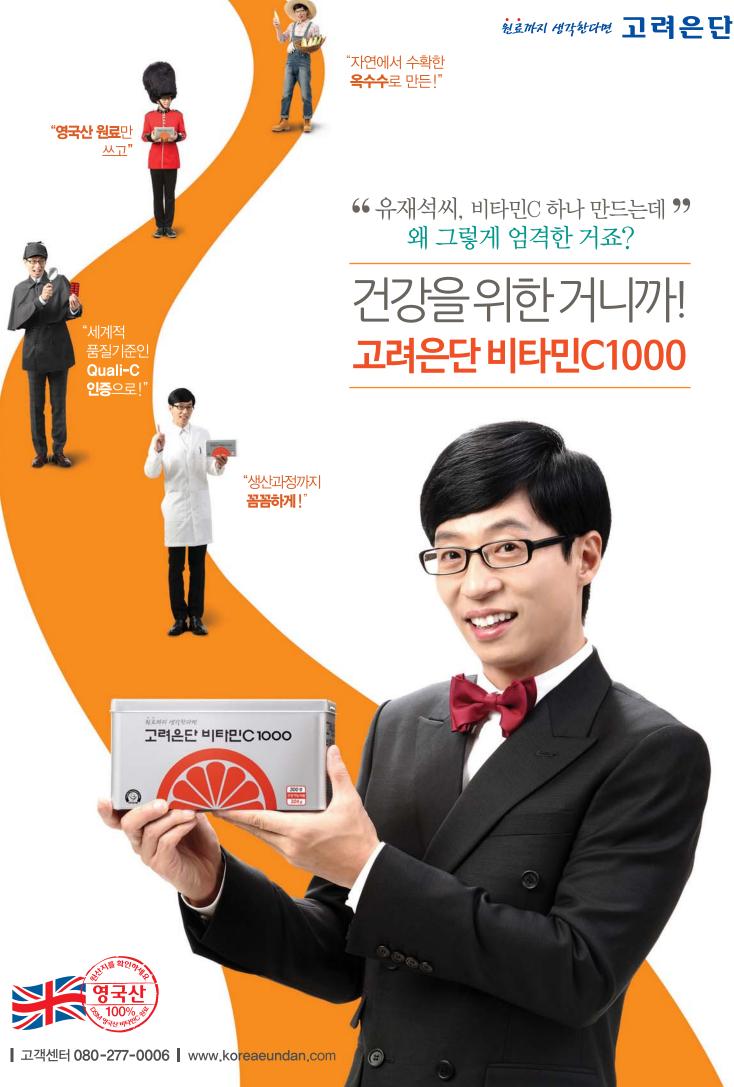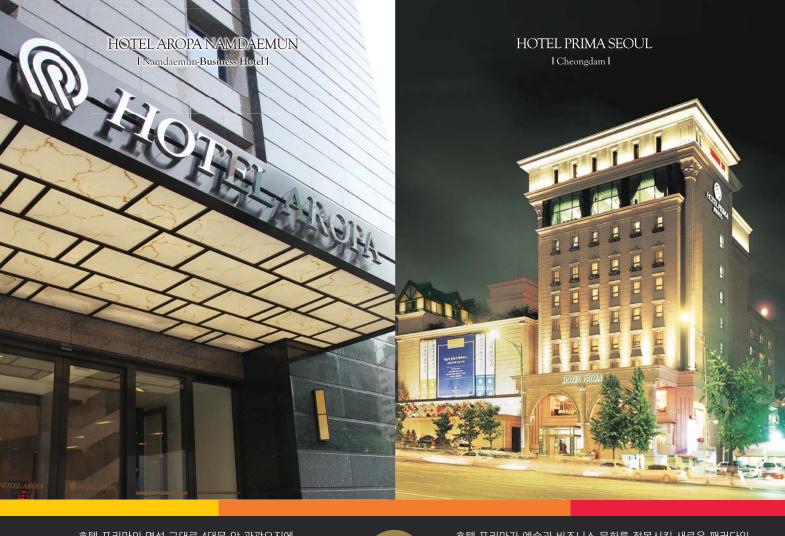

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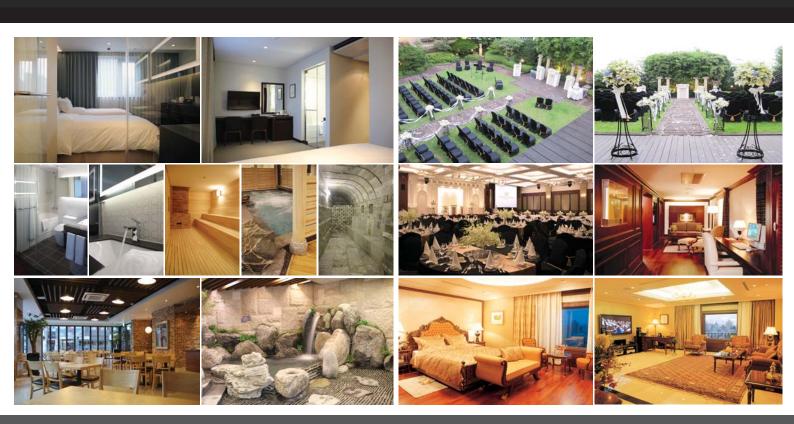**열.공.소**

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AHRD

The 14th International Conference of the Asia Chapter of Academy of Human Resource Development

Macao, China | November 05-07, 2015

Call For Papers
Organizational Metaphors in HRD: "Through the Looking Glass"

◆ Pre-Conference Workshops Dates

Thursday, November 5

◆ Conference Dates

Friday and Saturday, November 6-7

◆ Host Institution

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What Alice found "through the looking glass" was a world she could not predict nor explain… but it was a new wonderful world to explore. This call for papers is looking for original research that provides insights to the "wonderful" world of HRD and through exploring the metaphors to help unravel its mysteries.

The use of organizational metaphors is not new, since they help us understand complex realities. Morgan (1983) argued that the term 'organization' is coined as metaphorical since it intends to capture a significant aspect of relations between a group of people in a particular location of space and time. In his work (1997) he also presented a number of metaphors to explain what we commonly refer to organizational behavior (another metaphor). Today is common in the business lexicon to see references to learning organizations, organizational culture(s) and climate, storytelling amongst others.

Call For Papers

We seek for manuscripts of original research that has not been published anywhere else. Researchers and scholar-practitioners in all academic fields and governmental and enterprise fields are invited to contribute with papers that are related to the following sub themes:

- Organizational Metaphors and Images on HRD and their contribute towards organizational theory
- Storytelling for HRD theory and practice
- Emerging theories on organizational culture
- Relevance of HRD theories and practices in Global and Asian contexts
- Cross-culture studies on HRD
- Organizational Change and Leadership for global HRD
- Talent development in the globalized & glocalized workplace
- Corporate Social Responsibility, Ethics, Sustainability and HRD
- The "dark side" of organizations and the role of HRD
- Workplace learning, training and development
- Performance and career development in global perspectives

Other related issues (covering the areas of education, HRM, economics, management, psychology, sociology, and other fields of social sciences that can contribute towards the main theme of the conference).

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Submission should be made to one or more of the following categories. Manuscript submission must be in English. The official language for this international conference is **English**. Following three types of submission will be considered:

Refereed Papers
Papers should be no more than 6,000 words in length (all inclusive) with an abstract of no more than 250 words. Accepted papers will be published in the proceedings.

Work-in-Progress Papers (Poster Session)
Extended summary of proposal/paper is no more than 3,000 words. These papers will be scheduled for presentation, and the abstracts will be included in the conference program. WIP papers could be proposed conceptual framework based on extensive literature review or research in progress paper with partial results.

Innovative sessions
Do you have any interesting and innovative research to share on any topic related to HRD in Asia or cross comparative HRD studies? If the answer is "yes", then we will ask you to submit your idea for consideration as part of an Innovative Session. If your idea is selected, we will ask you to take part as a presenter/facilitator in panel workshops. What we need from you: A brief (200-300 words) abstract of the research paper/work you'd like to share.

HRD

The 14th International Conference of the Asia Chapter of Academy of Human Resource Development

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- Follow formatting strictly as stated in the APA style manual (6th Ed.). Authors should include figures and tables within the text where they are intended to appear
- All submissions are required to include the following information in a separate cover page: title of paper, name(s) of author(s), organization affiliation, and position(s), mailing address, E-mail address, contact number (Telephone, Fax).
- Based on review reports, the Editors reserve the right to reclassify manuscripts to different categories.
- The language of paper submission and conference presentation will be in English.
- Submit papers online through conference website at:

Submission Dates

Manuscripts/proposals submission deadline:

August 01, 2015

Acceptance notification:
September 01, 2015

Earlybird registration deadline
September 09, 2015

Camera-ready deadline for accepted manuscripts:
September 25, 2015

Notification of final conference program:
October 16, 2015

Review process

At least two referees will review each submission under a double-blind peer-review process. All submissions are reviewed based on the following evaluation criteria:

- Relevance to HRD field
- Significance of research problem and/or theoretical conceptions
- Relevance and thoroughness of literature reviews and/or conceptual framework
- Clarity of research questions, purpose, and /or hypotheses
- Appropriateness and justification of the research design and methods (may not be applicable to conceptual or literature review-based manuscript, depending on authors' discretion)
- Rigor and robustness of data collection and analysis methods
- Quality of reporting of results and discussion
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All accepted submissions of the full refereed papers will be included in conference proceedings, and conference program, if:
- The revised/final, camera-ready manuscript is approved by the program committee.
- At least one author per accepted manuscript is registered for this conference by October 05, 2015.
- Authors or co-authors are present for making the presentation during of the conference.
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AHRD

The 14th International Conference of the Asia Chapter of Academy of Human Resource Development

Macao, China | November 04-06, 2015

Registration

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- Benefits of registered participants include: opportunity to publish accepted paper in the conference proceedings, one free CD/pen drive containing the proceedings, opening reception, 2 free buffet lunches, morning and afternoon coffee/tea breaks (Nov 6 & 7), and the gala dinner on Friday, Nov. 6, as well as the opportunity to meet and network with reputed international scholars & professionals in a friendly environment.

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Conference CEO & AHRD Asia Chapter Coordinator

Dr. Mesut Akdere
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Dr. José Alves
Dean of the Faculty of Administration and Leadership, University of Saint Joseph, Macau

Dr. Elizabeth Real de Oliveira
Dean of the Faculties of Business and Economics, of Universidade Lusíada of Porto and Universidade Lusíada Vila Nova de Famalicao, Portugal

Dr. Pedro Ferreira
Auxiliar Professor Lusíada University, Portugal

Questions?

Please direct all questions regarding the conference to:

Dr. José Alves
@ jose.alves@usj.edu.mo

Dr. Elizabeth Real de Oliveira
@ fcee@por.ulusiada.pt

Dr. Pedro Ferreira
@ pedroferreira@fam.ulusiada.pt

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