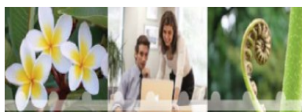


MPOWER: 2020: research reflection and adaptation



June 2020
Vol. 7, Issue 2

MPOWER



Half-way through 2020, communities have been rocked to the core by the tragic and on-going impacts of covid-19. The language of “re-thinking” and “re-setting” has become commonplace in the workplace and other spheres, with many cautioning against a full-scale return to old norms and practices.

Many institutions and individuals have reviewed their research approaches to help ensure that ethical and practical standards are reflected or exceeded in fast-changing and sensitive settings. In relation to research, we hope to report more on this in subsequent issues, and would love to hear from researchers about their experiences and strategies during these tumultuous times.

In this issue, we profile progress with a trans-disciplinary study of gender equity in the public service in New Zealand. Many parts of this service have become increasingly outward-facing in assisting communities with coping with the virus' impacts. Informants, too, have frequently referenced this context when evaluating recent operations in their own or other government agencies. The research team has sought to accommodate changes to their research approach in mindfulness of the lockdown context. Similarly, researchers involved in the three-year Marsden-funded study of the living wage in this country have considered the meaning of our new environment for their research activity, timing and interactions with living wage stakeholders. A new cross-national study of varieties of industrial relations systems is profiled on page 7.

In relation to the living wage, we are pleased to also include a commentary on pages 5-6 from Christina Lorth (Massey University Masters candidate) who recently started her thesis as part of the Marsden project. She outlines her work history, and shares the nature and background of her current qualitative study of the living wage in New Zealand.

We also profile recent and imminent domestic and international conferences that have been able to proceed online, as well as MPOWER activities and members' research outputs. This is one of our shorter issues but we plan to overview a number of exciting research endeavours involving the Group in our next missive!

From everyone here, we hope you stay safe and well, and look forward to staying connected with you.

MPOWER

How to join MPOWER

MPOWER aims to connect academics, practitioners & policy makers around applied employment research. Joining the Group is free & simple. Contact us by e-mail: MPOWER@massey.ac.nz to be put on our mailing list. You can also receive information on and early alerts to MPOWER activities via our LinkedIn Group.

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Contact us

If you'd like to advertise an upcoming event, news or important information about your workplace, community group or research project, please email us at:

MPOWER
@massey.ac.nz

Our next issue is due out in September 2020.

MPOWER - Upcoming Events/Activities

- ♦ MPOWER study of gender equity in the NZ public service, focusing on management roles, and Māori and Pacific women workers, March 2020-June 2021 (page 3)
- ♦ Marsden Living Wage project (GLOW and MPOWER members), ongoing (page 4) and research on the Living Wage in the Pacific (page 4)
- ♦ Marsden Living Wage thesis study (Christina Lorth) (pages 5-6)
- ♦ MPOWER NZ and overseas researchers' study of varieties of industrial relations systems (page 7)
- ♦ MPOWER at the (online) International Labour and Employment Relations Association Conference (ILERA), Toronto, Canada, 24-27 June (page 8)
- ♦ MPOWER Awards at the Massey Business School Achieving Academic Excellence Event, Massey's Auckland campus (Room SNW3) 6pm-9.30pm, 29 July (page 12)

Recent Activity (March-June 2020)

- ♦ KAWS—Keeping All Workers Safe half-day symposium, Palmerston North, 8am-1pm, supported by Palmerston North City Council, Unions Manawātū, MPOWER and WorkSafe—postponed
- ♦ gender equity in the NZ public service presentation at Strategic Pay Central Government Remuneration Briefing, Rydges Hotel, Wellington, 4-6pm, 23 April, presented by MPOWER member, Dr Noelle Donnelly (Victoria University of Wellington)
- ♦ presentation by Prof. Jim Arrowsmith (MPOWER Co-Director) to managers on 'Motivating and Managing Staff' at the Auckland Council's quarterly people leaders forum, late March (page 22)

For more information, see the MPOWER website or e-mail: MPOWER@massey.ac.nz



MPOWER research news



Progress with gender equity study

MPOWER researchers started a new study of gender equity in New Zealand's public service in early 2020. This trans-disciplinary project focuses on all facets of equity including in relation to pay, promotion and development, and examines Māori and Pacific women's particular circumstances in several public service agencies.

The scope of this study, one of three to receive Massey University strategic investment funding this year, was overviewed in our last (March) newsletter. Since that time, the researchers involved have been busy with several key activities, including:

- ◆ in-depth literature reviews in New Zealand and overseas of gender equity assessments and initiatives;
- ◆ scoping several public service agency case organisations for inclusion in the study;
- ◆ interviewing agency and other public service experts.

From March-June, the team conducted interviews and held meetings with senior representatives from the State Services Commission, Public Service Association, Human Rights Commission, Ministry for Women, and Ministry for Pacific Peoples. Researchers are currently interviewing managers and staff in public service agency case organisations. Until recently, the covid-19 context necessitated that interviews scheduled during the NZ lockdown and alert levels be undertaken online. Nearly one-third of c. 50 interviews have been undertaken, with others scheduled for coming months.

Later this year, the team will work with Dr Noelle Donnelly (VUW) to co-author a chapter for an international handbook on gender equity in the public service. This work will include first findings from the gender equity study. Two key outputs from the project will include a gender equity 'index' for use in the sector, and the establishment of an online gender equity network.

This project bridges an earlier study of public service gender inequities, and a planned four-country comparative study. MPOWER/Massey research team members are: Prof. Jane Parker (School of Management (SoM)), Dr Amanda Young-Hauser (School of Psychology), Dr Shirley Barnett (School of Management (SoM) and Massey's Māori and business leadership centre Te Au Rangahau), Assoc.-Prof. Janet Sayers (SoM), Patricia Loga (PhD Candidate in Massey's SoM) and Selu Paea (Learning Advisor, Massey Pasifika Directorate).

If you are interested in learning more about the project, please feel free to contact any of the team members by email at MPOWER@massey.ac.nz



Marsden living wage research

A Marsden-funded project on the living wage in New Zealand has entered its third and final year. Its research team are writing up and presenting more findings from survey, case organisation and interview fieldwork, as well as conducting more fieldwork.

Now in its final year, this major living wage study in New Zealand is currently focused on case organisation fieldwork. The organisations involved include a large public sector entity, a SME manufacturer/retailer, and two Māori and Pasifika organisations.

Most recently, study findings were presented at the February 2020 Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) in Queenstown, NZ. More qualitative findings, focussing on perceptions from a range of stakeholders of living wage impacts, will be discussed at the imminent online International Labour and Employment Relations Association (ILERA) regional conference (Toronto) on 27 June. More living wage work will be highlighted at the virtual Society for Industrial and Organizational Psychology (SIOP) Conference (16-30 June). Prof. Parker recently took part in a Living Wage Global Dialogue run by the Living Wage Foundation (UK). Other NZ participants included the Living Wage Movement of Aotearoa NZ.

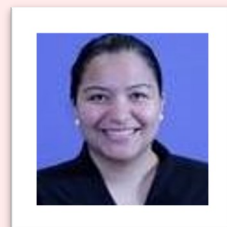
The research team members are: Profs Stu Carr and Darrin Hodgetts (School of Psychology, Massey), Profs Jim Arrowsmith and Jane Parker (School of Management, Massey), Prof. Jarrod Haar (AUT), and Drs Siautu Alefaio and Amanda Young-Hauser (School of Psychology, Massey). The project outputs and activities are profiled via various MPOWER and GLOW (Global Living Organisational Wage) events—see:

- ◆ MPOWER: https://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/mpower_home.cfm; and
- ◆ Project GLOW: https://www.massey.ac.nz/massey/learning/departments/school-of-psychology/research/project-glow/project-glow_home.cfm

Pacific living wage research

Ariel Wetere recently completed her study of employers' views of a living wage in three Pacific Island countries for her Masters report at Massey University.

In her A graded study, Ariel examined employer perspectives of the Living Wage in Fiji, Tonga, and the Marshall Islands. Ariel was uniquely placed in her management role for the Church of Jesus Christ of Latter Day Saints to visit each of these Pacific Island nations, and to interview key stakeholders about the concept and practice of a living wage. For detailed study findings, see issue 1 (March) of this newsletter.



New living wage research

Christina Lorth (Massey University Masters candidate and MPOWER member) recently commenced her thesis as part of the Marsden funded Living Wage project. She outlines her research and work history, and shares the background of her current qualitative study.

In 2010, Christina completed a double degree with a Bachelor of Commerce and Administration and a Bachelor of Tourism management, majoring in Marketing, Human Resource Management, Commercial Law, and Tourism at Victoria University of Wellington. This led her into a successful career working in communications across blue-chip clients in New Zealand (2degrees) and the UK (British Gas and Virgin Media). She managed a team to develop media strategies and implementation plans, which were informed by qualitative and quantitative research and brand science. Her work on British Gas free insulation campaigns and Age UK Charity, helping an older population to improve well-being and combat loneliness, deepened her interest in health and well-being. In 2017, she returned to study and completed her Graduate Diploma in Science in Psychology.

Christina's interest in human behaviour, well-being and sustainable livelihoods reaches back to a young age, as a first-generation New Zealander of refugee background:

"Through my family's experience, I can empathise with the hardship that people face due to poverty, limited education, warfare and injustice, which motivates me to advocate for our vulnerable populations."



This enthusiasm flowed into Christina's professional experience in various settings, including in the mental health (in a suicide prevention charity) and disabilities sectors as a support worker; as a research assistant in Te Whānau lab at Victoria University, exploring Indigenous and Developmental psychology; and in her recent intern position with Project GLOW (Global Living Organisational Wage) at Massey University. In the latter, Christina worked with the team to build a platform to showcase and streamline content for Project GLOW (<https://projectglow.net/>), to facilitate collaboration and resource sharing across 25 hubs globally. Currently supervised by Dr Amanda Young-Hauser and Professor Darrin Hodgetts,

with Professor Stu Carr as advisor, Christina has commenced her thesis using photo elicitation methodology to explore 'the precariat understanding of well-being for

New living wage research—*cont'd*

people who have transitioned from a minimum wage to a living wage' in New Zealand.

She argues that the majority of literature on well-being is based on research undertaken with people from middle- to upper-class socio-economic echelons, with a strong focus on individual responsibility.

“There is literature on ‘lay understandings’ of health and illness, which includes the consideration of some experiences and perceptions among groups such as the precariat. However, the concept of the precariat and a focus on the multiple insecurities that can impact well-being, offers a new angle on understandings of lay health and well-being.”

Christina says that her research has the potential to, on the one hand, offer insights of what inclusive well-being policies and responses in New Zealand should look like, and, on the other, to direct our attention to effective policy responses to working poverty and multiple inequalities. In seeking transformation and holding those in power (government and private sector) accountable for the effectiveness of its policies and practices, her research intends to encourage an approach taken by policy and decision makers towards supporting more compassionate understandings of how a living wage can impact and improve people's well-being to create a fairer and more just society. This reorientation is fundamental in changing policy decisions and labour practice to address the structural changes needed to eradicate underlying causes of working poverty and inequality in New Zealand.

Christina aims to commence data collection in July, and will recruit six participants in Taranaki where she resides. She welcomes any comments and/or suggestions for her project, and can be reached at: Christina.Lorth@gmail.com



New study

Varieties of industrial relations—cross-regional study



Researchers from different parts of the globe are collaborating on an empirical study that will examine the character and 'health' of various industrial relations systems.

Research colleagues from New Zealand, Belgium, Canada, China and the UK have connected online to conduct a regionally-based comparison of industrial relations systems, based on the industrial relations model identified in recent Eurofound studies (for the latest output from the model's architects, see the Sanz, Welz, Caprile and Rodriguez Contreras (2020) reference listed on page 13).

Drawing on large, cross-national datasets and more country-specific materials, the team will focus on the four key dimensions of the model—industrial democracy, industrial competitiveness, quality of work life and employment, and social justice—to assess for research gaps and implications.

The research team comprises:

- ◆ Professor Jane Parker and Dr Nazim Taskin (Massey University, NZ);
- ◆ Professor Valeria Pulignano (Katholieke Universiteit te Leuven, Belgium);
- ◆ Associate-Professor Fiona Edgar and Dr Annie Zhang (University of Otago, NZ/China);
- ◆ Professor Bernd Brandl (University of Durham, UK); and
- ◆ Professor Patrice Jalette (Université de Montréal, Canada); and
- ◆ a dedicated researcher (tba) based at the University of Otago, NZ.



UNIVERSITY OF NEW ZEALAND

Conferences

10th International Labour and Employment Relations Association (ILERA) Regional Congress for the Americas

24-27 June 2020
Ted Rogers School of Management
Ryerson University

NOW ONLINE and OPEN ACCESS—FOR THE CONFERENCE PROGRAM AND ACTIVE ZOOM LINKS TO SESSIONS, VISIT: <https://lnkd.in/g7ESsuB>

Organizers Canadian Industrial Relations Association (CIRA), Ryerson University Ted Rogers School of Management, and International Labor and Employment Relations Association (ILERA)

The world of work is in a phase of dynamism that is reshaping the contours of employment relations worldwide. Changes are visible at the global, national and local scale. It is therefore fundamental for scholars and practitioners to describe, explain and strategize around these changes.

The first goal is to discern to what extent change is pervasive in employment relations as well as to what extent we can still perceive continuity in recent paths, identify what aspects of employment relations are more subject to be reshaped and in what direction, and how employment relations actors and their practices have been affected. Different analyses that explore these changes in different countries, regions, sectors, and firms will be able to build important knowledge to understand the contours of the phenomenon.

Our second goal is to enhance knowledge about how contexts and actors have the power to affect these changes. Global economic and social conditions, national institutional contexts, and regional, sectoral and firm specific governance characteristics may affect the evolution of the world of work. However, we also have to consider how major actors of employment relations act and react to these conditions. Policy makers propose changes in legislations and labour market arrangements. Management strategies continue to target production efficiency with also growing attention to the work and life conditions of employees. Unions actively renew themselves to gain (or re-gain influence). And, emerging civil society organizations, social movements and consumers become new protagonists in fostering fairness at work.

Finally, how can different actors act and react strategically to the changes in specific contexts? What are the constraints and the advantages available in this dynamic environment? What aspects can be leveraged, towards what goals, and by whom?

We will address these three points together at ILERA2020 and welcome all world of work actors to join us. The difference of our perspectives and contributions will be our collective strength to enhance knowledge and practice in the world of work.

MPOWER will be presenting work on the living wage in New Zealand at this event.



In Collaboration with



Ted Rogers
School of
Management

www.ryerson.ca/tedrogersschool



Conferences - *cont'd*

Current and forthcoming conferences online:

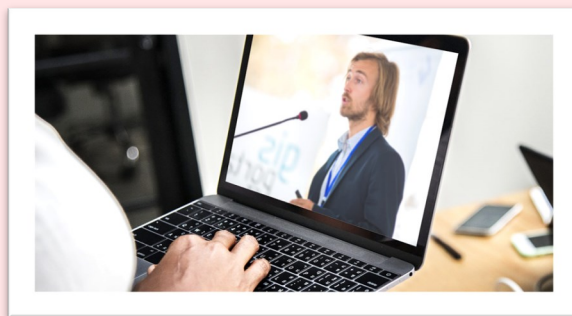
2020

- ♦ **Society for Industrial and Organisational Psychology (SIOP) annual conference**
mid-April - now online
participating sessions of a virtual conference will now take place over a two week period in June
(some content may be rolled out earlier)
website: <https://lnkd.in/g45r8t4>
- ♦ **Society for the Advancement of Socio-Economics (SASE)**
18-20 July - organisers will advise if this conference will change format by 1 May
website: <https://lnkd.in/gEvKaki>
- ♦ **free HR webcast events (HR.com)**
various dates - registration is free
website: <https://lnkd.in/gUEVc5j>
- ♦ **International Labour Relations and Employment Association (ILERA)**
24-27 June - now online
website: <https://lnkd.in/dF5Jf75>
[Registration closed]

2021

- ♦ **Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) 2021**
3-5 February
(was to have been held at University of Sydney, Australia but will be online)
Website: <https://www.airaanz.org/>

For our members, please feel free to post info. on this site about other HR, ER, employment law, I/O psychology or other relevant conferences that will be, or will 'go', virtual.



OTHER RESEARCH

Message from Dr Paula O’Kane (University of Otago, New Zealand)



Kia ora,

How was working at home for you? Could working from home become part of the next normal in a post-COVID19 world?

Please share your experience at:

<https://lnkd.in/g5eNWza>

The survey seeks to find out how people are adjusting to remote working, what works well, what should be changed, what lessons can be learned, and how remote working impacts on employee productivity. From the results, the research team will provide insights across Aotearoa of working from home, and recommendations for employers on how to better manage remote working in the crisis and more generally.

Project led by Dr Paula O’Kane, A/P Sara Walton & Dr Diane Ruwhiu (Work Futures Otago team, Uni. of Otago), with Profs Alma McCarthy & Alan Ahearne, Dr Katerina Bohle-Carbonell, Tomás Ó Síocháin & Deirdre Frost (NUI Galway, Ireland).

The research team will analyse the survey findings and make them publicly available through Work Futures Otago reports and publications. Please see: <https://lnkd.in/gMqumBU>

Please feel free to share the survey widely so that we can gain as many insights from different types of work as possible.

Thank you for your time.

Noho ora mai.

Eurofound (2020), Living, working and COVID-19 dataset - first findings

"Explore the data on quality of life, work and teleworking, and the living conditions and financial situation of respondents during the initial outbreak of COVID-19 in Europe."

Data: Quality of life and COVID-19

Data: Work, teleworking and COVID-19

Data: Financial situation and COVID-19

Visit: <https://lnkd.in/gbN92za>



Other research - *cont'd*

Message from Dr Sanna Malinen (University of Canterbury, New Zealand):

We want to hear about your work experiences during the COVID-19 pandemic.

If you are interested in helping us out with our research, go to <https://lnkd.in/gXESEYP> to take the survey. Please feel free to share with friends and colleagues. [#nzcovid](#) [#nzcovidandwork](#) [#research](#)

How has your work changed due to the COVID-19 pandemic?

We are inviting employees to share their experiences during the COVID-19 pandemic in a 15 min survey.

Tell us what workplaces are doing to assist you, what is helpful, and what employers could be doing differently.

Feel free to pass on this survey to others!

We appreciate your time and input!

Scan here for the survey!



Or go to <http://tinyurl.com/nzcovidandwork>



Want to view earlier MPOWER newsletters?

If you're interested in reading back issues of this newsletter, you can find them on the MPOWER website at:



<http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/news-and-media.cfm>



Awards



In 2020, the MPOWER Researcher Excellence Award competition was not run due to time constraints following lockdown. However, a number of other awards sponsored by MPOWER and Wolters Kluwer (publishing house, including for MPOWER research) will be made this year. This awards relate to specific under- and post-graduate courses at Massey University.

♦ **MPOWER PRIZE FOR THE MOST OUTSTANDING STUDENT IN COURSE 114.709 MANAGING EMPLOYMENT RELATIONS**

This award is presented to the student(s) with the highest overall marks in the post-graduate course, Managing Employment Relations (114.709) at Massey University in semester 2, 2019. Eligible students may be enrolled in the internal course at the Albany campus or on the distance (extramural) course.

♦ **WOLTERS KLUWER PRIZE FOR THE MOST OUTSTANDING STUDENT IN COURSE 114.331 CONTEMPORARY HUMAN RESOURCE MANAGEMENT AND EMPLOYMENT RELATIONS**

This award is presented to the student(s) with the highest overall marks in the under-graduate course, Contemporary Human Resource Management and Employment Relations (114.331) at Massey University in semester 1, 2019. Eligible students may be enrolled in the internal courses at the Albany and Manawatū campuses or on the distance (extramural) course.

♦ **WOLTERS KLUWER PRIZE FOR THE MOST OUTSTANDING STUDENT IN COURSE 114.396 STRATEGIC HUMAN RESOURCE MANAGEMENT**

This award is presented to the student(s) with the highest marks in the under-graduate course, Strategic Human Resource Management (114.396) at Massey University in semester 2, 2019. Eligible students may be enrolled in the internal courses at the Albany and Manawatū campuses or on the distance (extramural) course.

Awards will be presented at the Massey Business School Academic Excellence Awards evening on the Albany campus at Massey University's Auckland campus at 6pm-9.30pm in Room SNW300. This event attracts many stakeholders, including local and national employers, senior researchers, HR professionals, academics, students, community group representatives, family and friends.

For more information, contact Jayne Richardson (Events Coordinator), ph. +64 9 414 088 ext. 43251.

MPOWER members (surnames in bold): selected outputs

- ◆ **Baird, M.** and Hill, E. (2020). *COVID-19 and Women's Economic Participation: A rapid analysis on COVID-19 and implications for women's economic participation*, May 2020, (pp. 1 - 31). Sydney, Australia, Australia: The University of Sydney Business School.
- ◆ **Bone, K.** (2020). The Realities and Futures of Work. *Journal of Sociology*. [Book Review]
- ◆ **Haar, J.** and **Brougham, D.** (2020). Work antecedents and consequences of work-life balance: A two sample study within New Zealand. *International Journal of Human Resource Management*.
- ◆ **Cooper, R.** and **Ellem, B.** (2020). Australian unions: Crisis, strategy, survival. In Byoung-Hoon Lee, Ng Sek-Hong, Russell D Lansbury (Eds.), *Trade Unions and Labour Movements in the Asia-Pacific Region*, (pp. 35-54). Abingdon: Routledge.
- ◆ Durepos, G., Maclean, M., Alcapidani, R. and Cummings, S. (2020). Historical reflections at the intersection of past and future: Celebrating 50 years of Management Learning. *Management Learning*. <https://doi.org/10.1177/1350507619879603>
- ◆ **Meardi, G.**, Ram, M., Edwards, P., Jones, T. and Doldor, S. (2019). Non-compliant small firms and the National Living Wage: The roots of informal responses to regulatory change, *British Journal of Management* (doi: 10.1111/1467-8551.12363) .
- ◆ **Parker, J.** and **Donnelly, N.** (2020). The revival and refashioning of gender pay equity in New Zealand. *Journal of Industrial Relations*. Special Issue, DPI: 10.1177/0022185620929374
- ◆ **Parker, J.**, **Arrowsmith, J.**, **Young-Hauser, A.**, **Haar, J.**, **Carr, S.**, **Hodgetts, D.** and **Alefaio-Tugia, S.** (2020). Perceptions of the impacts of a living wage: The New Zealand case. Paper presented online at the International Labour and Employment Relations Association (ILERA) Conference, 24-27 June, Toronto, Canada (online—see page 8).
- ◆ Podgorodnichenko, N., Akmal, A., **Edgar, F.** and Everett, A. M. (2020). Sustainable HRM: Toward addressing diverse employee roles. *Employee Relations*. Advance online publication. doi: 10.1108/ER-01-2019-0016
- ◆ Faaliyat, R., Townsend, K., **Peetz, D.** and **Ressia, S.** (2020). Skilled migrant employees' perceptions of support from line managers. *Equality, Diversity and Inclusion*.
- ◆ Nath, S., **Eweje, G.** and **Sajjad, A.** (2020). The hidden side of sub-supplier firms' sustainability – an empirical analysis. *International Journal of Operations and Production Management* (accepted, in press).
- ◆ Sanz de Miguel, P., **Welz, C.**, Caprile, M. and **Rodriguez-Contreras, R.** (2020). Industrial democracy in Europe: A quantitative approach. *Labour and Industry: A journal of the social and economic relations of work*, doi: 10.1080/10301763.2020.1774101
- ◆ Taylor, Y., Everett, A. M., and **Edgar, F.** (2020). Work values of immigrant professionals: The New Zealand context. *International Journal of Human Resource Management*. Advance online publication. doi: 10.1080/09585192.2020.1737562
- ◆ **Thorn, K.** and **Mutter, J.** (2019). The stay-behind family: living with contemporary global mobility. *International Journal of Human Resource Management*. (earlycite)
- ◆ **Weerasinghe, K.** (2019). Transformation through Big Data Analytics: a Qualitative Enquiry in Health. <https://aisel.aisnet.org/acis2019/>. : 30th Australasian Conference on Information Systems