

MPOWER: new year, new projects



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MPOWER



Happy new year to everyone!

Last year was packed with research activity and 2021 promises to be the same. In this issue, we profile several MPOWER member achievements in recent months. In late 2020, Dr Kasuni Weerasinghe and colleagues secured a Massey University Research Fund to study the work-life conflict of social media managers in New Zealand and Australia. MPOWER members will update the NZ Working Life profile report for Eurofound over the first half of this year (for both pieces of work, see pages 7-8)

This issue also includes our usual 'state of play' overviews of existing research projects. One of them, a Marsden-funded study of the living wage in New Zealand, will formally conclude in March. Other studies will extend further into 2021, including a transdisciplinary project on gender equity in the New Zealand public service and a cross-country study of varieties of industrial relations systems (see pages 5-6).

Two selected outputs of interest for and co-written by our members are profiled inside. Nankervis, Baird et al.'s (2020) *Human Resource Management: Strategy and Practice* is the 10th edition of this AHRI-endorsed textbook. The Eurofound (2020) flagship report on industrial relations developments from 2015-19 discusses key challenges and prospects for the EU (see page 3). Members have also been involved in the media, their activity ranging from radio interviews through newspaper stories to social media commentaries (page 4). If you have some relevant work or activity that you would like us to include, please email: MPOWER@massey.ac.nz

While physical attendance at many conferences and other research events was halted during the Covid pandemic, members continued to take part in online initiatives. Over the last quarter, there was also some face-to-face re-engagement in domestic conferences, including the 2020 NZ Organisational Psychology and Organisational Behaviour conference in Christchurch. On pages 9-10, we highlight several forthcoming conferences. Among them is the International Labour and Employment Relations Association (ILERA) conference in late June 2021 (originally scheduled to take place at Lund University in Sweden but now online), and the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) conference in early February (also now online).

Plus ... some interesting calls for papers from a number of journals can be found on page 11—good luck with your submissions. And let us know if you like the MPOWER crossword (page 13)!

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 April/May 2021.

MPOWER

MPOWER—Upcoming Events/Activities

- ◆ MPOWER speaker (Prof. Jim Arrowsmith, co-director) at Decent Work and Productivity Research Centre (DWPRC, Manchester Metropolitan University) seminar series. Topic: employer attitudes to the living wage (online event, week commencing 29 March 2021—details to follow)
- ◆ MPOWER members presenting research at AIRAANZ (online) 3-5 February 2021 and ILERA (online) 21-24 June 2021—pages 9 and 10
- ◆ MPOWER study of gender equity in the NZ public service, focusing on management roles, and Māori and Pacific women workers, ongoing
- ◆ Marsden Living Wage project (GLOW and MPOWER members), including planning for focus groups with employers, ongoing
- ◆ MPOWER members contributing to a text on the situation for working women and their communities in Asia-Pacific countries, following the UN Working Group on Discrimination Against Women and Girls— see page 6
- ◆ MPOWER—Henley Business School (UK) board governance study, ongoing
- ◆ MPOWER update of the 2019 NZ working life profile commissioned by the Eurofound, ongoing—page 8
- ◆ members in the media—see page 4

Recent Activity (October-December 2020)

- ◆ DWPRC (Manchester Metropolitan University) and MPOWER research collaboration, ongoing
- ◆ MPOWER members at the 2020 Organisational Psychology and Organisational Behaviour Conference in Christchurch NZ, November



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

Selected new publications!

(MPOWER authors are in bold)

Industrial relations: developments 2015-2019—Challenges and prospects in the EU

by **Christian Welz**, Ricardo Rodríguez Contreras, Christine Aumayr-Pintar and David Foden
Eurofound (2020), Publications Office of the European Union, Luxembourg

From the flagship report:

Eurofound's mandate requires it to promote the dialogue between management and labour, and to analyse the developments in industrial relations systems – and particularly social dialogue – at EU level and in the Member States. This flagship report is based on the work done by Eurofound over its last programming period (2015–2019) with this mandate in mind. It draws on extensive monitoring of industrial relations systems and social dialogue. It aims to assist policy-makers and industrial relations actors both in understanding the challenges for social dialogue and in identifying possible ways forward to contribute to balanced and well-functioning industrial relations systems. The timing of the report allows for an overview of the state of industrial relations, just prior to the outbreak of the coronavirus disease (COVID-19) in Europe and the measures taken to protect public health in the pandemic. However, it cannot assess what impact COVID-19 will eventually have on the complicated patchwork of erosion and stability in the different national systems of collective industrial relations. Visit: https://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef20023en.pdf



Human Resource Management: Strategy and Practice

by Alan Nankervis, **Marian Baird**, Jane Coffey and John Shields
Cengage Learning, Australia (paperback and e-book)



Now in its 10th edition, AHRI-endorsed *Human Resource Management: Strategy and Practice* provides a strong conceptual and practical framework for students of human resource management. The successful integrative strategic HRM model is retained and the most recent developments in human resource management theories and practices are explored. A multitude of contemporary regional and international examples are incorporated throughout, alongside expanded coverage on the future of work and emerging HRM issues. Thoroughly revised and updated with the latest research findings, this edition adopts a lateral approach to illustrating the evolving HRM landscape and promoting employability. Now available on the MindTap platform, *Human Resource Management: Strategy and Practice* provides an optional online learning experience with interactive, skills-based activities as well as new opportunities for student engagement and revision. Premium online teaching and learning

tools are available on the MindTap platform. Learn more about the online tools: cengage.com.au/mindtap

A stylized illustration featuring four pixelated hands at the bottom, each reaching up to interact with a complex, colorful network of lines and icons. The lines are primarily orange, blue, and yellow, weaving across the frame. Various icons are scattered throughout, including a smartphone, a cloud, a globe, a magnifying glass, a gear, a heart, a shopping cart, a Wi-Fi symbol, a percentage sign, a dollar sign, a bar chart, a pie chart, a speech bubble, a mail icon, a padlock, a star, a smiley face, a sad face, a clock, a lightbulb, a camera, a film strip, a play button, a stop sign, a question mark, a plus sign, a minus sign, a multiply sign, a divide sign, a hash symbol, a number 1, a number 2, a number 3, a number 4, a number 5, a number 6, a number 7, a number 8, a number 9, a number 0, a number 10, a number 11, a number 12, a number 13, a number 14, a number 15, a number 16, a number 17, a number 18, a number 19, a number 20, a number 21, a number 22, a number 23, a number 24, a number 25, a number 26, a number 27, a number 28, a number 29, a number 30, a number 31, a number 32, a number 33, a number 34, a number 35, a number 36, a number 37, a number 38, a number 39, a number 40, a number 41, a number 42, a number 43, a number 44, a number 45, a number 46, a number 47, a number 48, a number 49, a number 50, a number 51, a number 52, a number 53, a number 54, a number 55, a number 56, a number 57, a number 58, a number 59, a number 60, a number 61, a number 62, a number 63, a number 64, a number 65, a number 66, a number 67, a number 68, a number 69, a number 70, a number 71, a number 72, a number 73, a number 74, a number 75, a number 76, a number 77, a number 78, a number 79, a number 80, a number 81, a number 82, a number 83, a number 84, a number 85, a number 86, a number 87, a number 88, a number 89, a number 90, a number 91, a number 92, a number 93, a number 94, a number 95, a number 96, a number 97, a number 98, a number 99, a number 100. The background is a light gray grid.

In September 2020, Dr Andy Asquith (Massey University, NZ) provided commentary on the impact of coronavirus on overseas voting in the recent New Zealand election 2020 that was published in News-hub and MSN New Zealand. Visit: <https://www.newshub.co.nz/home/politics/2020/09/nz-election-2020-coronavirus-will-impact-how-new-zealanders-abroad-vote-expert.html>

Professor Rae Cooper (University of Sydney, Australia) was quoted in coverage in the Sydney Morning Herald on 8 November 2020 on a new paper that found gender harassment in male-dominated industries including automotive trades and piloting is still an issue. Visit: <https://www.smh.com.au/national/get-caroline-she-can-macgyver-it-women-love-the-work-in-hyper-male-industries-if-not-the-harassment-20201023-p56817.html>

Professor Jane Parker (Massey University, NZ) was interviewed for an article on 6 October 2020 in *HR Asia* on diversity and inclusion in virtual businesses. For the feature article, visit: <https://hrasiamedia.com/featured/2020/diversity-and-inclusion-in-the-time-of-virtual-businesses/>

The Australian quoted **Professor Marian Baird** (University of Sydney, Australia) about her research revealing that the lockdown period has contributed to more employees wanting to work from home, in an article about Sydney's CBD becoming busier following the relaxation of the state's public health orders. The article is entitled: 'Little by little, our cities come back to life.'

MPOWER research news



Marsden Living Wage study

This three year Marsden-funded project will officially conclude in March 2021. The research team members at Massey and Auckland University of Technology (and members of MPOWER and EPIC research groups) are drafting outputs based on quantitative surveys and qualitative organisational case studies, interviews and focus groups from the project. Recent outputs include chapters on the living wage in New Zealand for two international textbooks.

Employee collective action and autonomy at work

Massey funding (MBS SIF) is supporting a survey-based study of collective action by employees and their perceptions of their autonomy at work in New Zealand. The largely quantitative survey is due for dissemination in January 2021.

Gender equity in the New Zealand public service

MPOWER researchers are close to concluding fieldwork for a Massey University Strategic Innovation Research-funded project on gender equity in several public service agencies in Aotearoa New Zealand. Individual interviews and focus groups/talanoa were conducted with agency staff and managers, plus external experts. The team also recently presented on the transdisciplinary nature of the study at the 2020 Organisational Psychology and Organisational Behaviour conference in Christchurch NZ in November. It has just drafted a chapter on gender equity for Māori and Pacific women workers in the sector for an international handbook. Gender equity indexes for the agencies will be co-created with informants shortly.

Other projects involving MPOWER members that are currently underway ...

Governance project

MPOWER researchers are working with senior researchers at Henley Business School (University of Reading, UK) on a comparative survey-based study. Currently, the teams are examining the board governance arrangements of the charity sector in New Zealand and the UK. A cross-national report has been drafted, and the team are now working on a joint paper.

Varieties of Industrial Relations study

This study involves seven Group members and others who hail from Massey University, the University of Otago, Leuven (KU) University, University of Montreal and Durham University. The project involves comparison of different country datasets, drawing on the Eurofound's methodology for mapping varieties of industrial relations (see, for example, <https://www.eurofound.europa.eu/publications/report/2018/mapping-varieties-of-industrial-relations-eurofound-analytical-framework-applied>). The countries/regions involved at this stage include Australasia, Canada and Europe.

Book project—working women in Asia-Pacific

In 2019, the UN Working Group on Discrimination Against Women and Girls held a consultation exercise at the University of Sydney with national experts from the Asia-Pacific region on issues and challenges for working women and their communities. Building on the ensuing UN global thematic report, a book project is now underway. The book will focus on the challenges for working women in Asia-Pacific countries and make recommendations on multilateral initiatives to address those challenges. It will be structured by four thematic areas that significantly impact on working women: i) technological change, ii) globalisation, iii) demographic change, and iv) sustainability. Each chapter will incorporate an employment regulation regime framework, and analyse the situation for working women in one country prior to and during the Covid pandemic, and with an eye to the future. A concluding chapter will provide a cross-national analysis of women's situation. The book's publication by Massey University Press will be in early 2022.

The 25-strong team of chapter contributors hails from a range of countries and includes a number of MPOWER members, some of whom will be featured in subsequent newsletters. The book's editorial team is: Prof. Jane Parker (Massey University, NZ), Professors Marian Baird and Rae Cooper (University of Sydney, Australia) and Dr Noelle Donnelly (Victoria University of Wellington, NZ). The book will be profiled during the ILERA 2021 conference.



New project

Work-life conflict of social media managers



Dr Kasuni Weerasinghe (lecturer, and MPOWER member) recently secured Massey University Research Funding (MURF) to research the work-life conflict of social media managers in Australasia. The MURF is a highly competitive internal funding source at Massey University, NZ.

According to the project description, “social media have changed the way society communicates, learns and carries out business. The position of social media manager ... has become popular over in the last few years ... While some organisations prefer to recruit social media managers (e.g. Vodafone NZ), others opt to out-source management of social media to organisations specialised in the field (e.g. Hell Pizza managed by MOSH social media agency). Social media is distinguished from traditional marketing approaches because of its ability to: (i) publish content at low or no cost, (ii) reach a large number of customers, (iii) publish content immediately, (iv) publish content more frequently, and (v) immediate and continued engagement with customers/stakeholders (Katona & Sarvary, 2014) ...

When managing social media for an organisation, the manager focuses on two key aspects: (i) creating brand awareness/communication, and (ii) retaining brand reputation (Mapua, 2017). For government agencies a third element, transparency, is also identified as crucial (Bonsón, Torres, Royo, & Flores, 2012). While social media management tools such as HootsuiteTM provide excellent capabilities to efficiently manage some elements of social media (i.e. multi-channel publishing, social listening/monitoring, conducting social media analytics and the like), content still needs engagement from social media managers. The nature of social media enabling user-generated content that is publicly available 24/7, allowing real-time digital engagement by customers, timely response by organisations are deemed extremely important (Voorveld, van Noort, Muntinga, & Bronner, 2018) ...

A preliminary discussion with several social media managers in New Zealand context has revealed that social media managers feel work pressure and that it often interferes with their personal/family life. Therefore, the proposed research seeks to investigate the following research questions: (i) what are the key challenges social media managers face due to the nature of social media?; (ii) how do social media managers perceive their role and its influence on their work-life balance?; and (iii) how can organisations provide better support to their social media managers? ... Thus, this research will shed light onto the nature of work-life balance for social media managers and provide recommendations for policy development and practice.

Using work-life conflict as a theoretical lens, this research will take a qualitative approach, with 25-30 semi-structured interviews of social media managers within New Zealand and Australia to investigate the answers for the research questions. Transcribed interviews will be analysed using inductive thematic analysis.

Team: Professor David Pauleen and Dr Hamed Jafarzadeh has expertise in social media and management of information systems context. Prof. Pauleen has worked (and published) on an extensive study of the effects of ICT on work and life in New Zealand. Professor Jane Parker brings human resource and employment relations expertise to strengthen the investigation around work-life balance.”

New Zealand Working Life Profile—to be updated

In 2019, a team of MPOWER researchers compiled the inaugural New Zealand Working Life profile, commissioned by the European Foundation for the Improvement of Living and Working Conditions (Eurofound). The report can be found online at: <https://www.eurofound.europa.eu/country/new-zealand>

The report covers a number of key areas of working life in New Zealand, including:

- ♦ industrial relations and working life background;
- ♦ key actors and institutions;
- ♦ collective bargaining;
- ♦ industrial action and disputes;
- ♦ individual employment relations;
- ♦ pay;
- ♦ working time;
- ♦ health and well-being;
- ♦ skills, learning and employability;
- ♦ work organisation;
- ♦ equality and non-discrimination at work;
- ♦ working life links; and
- ♦ bibliography.

The update will follow the same report structure, and the team is looking to complete it for submission to Eurofound by June 2021. For interested parties, the Eurofound also makes publicly available comparable profiles for the EU27, Norway and the United Kingdom, as well as for 'guest countries' including Japan, the United States, and EU candidate and potential candidate countries.

A screenshot of the Eurofound website showing the 'New Zealand' profile page. The page includes a navigation bar with links like 'About us', 'Publications', 'Topics', 'Data and resources', 'Surveys', 'Countries', 'Observatories', 'News', and 'Events'. The main content area is titled 'New Zealand' and 'Working life in New Zealand'. It features a 'Key figures' section with a table of comparative data for 2012 and 2017, and a 'Background' section. The table shows Real GDP per capita for NZ and EU28 in 2012 and 2017, along with the percentage change from 2012 to 2017.

	2012		2017		% (point) change 2012-2017	
	NZ	EU28	NZ	EU28	NZ	EU28
Real GDP per capita ^{1,2}	35,486	25,700	37,806	27,600	6.5%	7.3%

ILERA 2021



Making and Breaking Boundaries in Work and Employment Relations

the 19th ILERA World Congress, Lund, Sweden, 21–24 June 2021



[About](#) • [Call for Papers](#) • [Submissions](#) • [Registration](#) • [Programme](#) • [Travel and Accommodation](#) • [Congress Supporters](#)

The ILERA World Congress Goes Online!

An ILERA World Congress is convened every three years, where professionals interested in all aspects of labour and employment relations meet to share ideas about new developments, ideas and practices in the field. ILERA also organizes, through its national affiliates, regional congresses (see <https://ilo-ilera.org>).

The 2021 ILERA Congress theme is “Making and Breaking Boundaries in Work and Employment Relations.” Boundaries are key to the future of work and employment relations. Increasingly, people and companies move across borders. Pandemics, like Covid-19, question this mobility and more generally, boundaries are renegotiated – between humans and machines, work and private life, and employment and other forms of work. Furthermore, work and employment relations around the globe are being reshaped by crucial developments, such as globalization, protectionism, pandemics, climate change and greening of the economy, digitalization and automation, inequality and the struggle for decent and sustainable work, gender equality and diversity, and ageing populations and intergenerational tension.

The conference organisers encourage proposals that address topical and challenging issues in work and employment relations in developing as well as developed economies. Proposals across disciplinary boundaries are welcome, as are proposals that focus or integrate gender-equality dimensions, and proposals that aim at dynamic innovation in theories, methodologies, and practices in our field.

Conference tracks:

- ◆ Collective voice and social dialogue
- ◆ Work and employment relations
- ◆ Equity, Diversity and Inclusion
- ◆ Work organisation and HRM
- ◆ Innovation and emerging trends in work

For more information about the conference: <https://www.ileraworldcongress2021.se/app/netattm/attendee/page/97546>

CONFERENCES (CONT'D)

AIRAANZ 2021



The annual conference of the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) will take place on 3-5 (Weds-Fri) February 2021, Australian Eastern Daylight Time (AEDT). At this stage, the organisers have indicated that there will be no registration fee to attend this online conference.

All sessions will be conducted on **Zoom**. The 2021 Organising Committee will provide a **curated schedule** which coordinates all the sessions, provides zoom links for general sessions, and gives other essential information to conference registrants. Zoom links for PhD and ECR presentations will be organised from Macquarie University. However, Zoom links for specific sessions will be arranged by the organisers from their home institution.

The Organisers are planning a **Postgraduate Student/Early Career Researcher Forum** to discuss issues pertinent to PG students and ECRs, including issues pertaining to the COVID/post-COVID environment. More details will be forthcoming soon.

The 'house' journal for AIRAANZ is *Labour and Industry: A journal of the social and economic relations of work* (<https://www.tandfonline.com/toc/rlab20/current>).



ANZAM 2021

The Australia and New Zealand Academy of Management (ANZAM) Board has postponed the 2020 annual conference until 2021. The conference will take place from 30 November-2 December 2021 and will be hosted by Edith Cowan University in Perth, Australia.

The conference's Doctoral Workshop will take place in Perth on 29 November (Monday) 2021, and will be hosted by the University of Western Australia. The organisers comment that they "realise this is not ideal, however these are unprecedented times. Our feedback shows that delegates highly value the face-to-face networking opportunities afforded at our Conferences and Doctoral Workshops. We are also aware that travel both within and into Australia remains uncertain, and that many Universities are not able to approve Conference attendance this year."

For more information about this conference, please visit: <https://www.anzam.org/events/types/events-conference/>

The house journal for ANZAM is the *Journal of Management and Organization* (see <https://www.cambridge.org/core/journals/journal-of-management-and-organization>).





Special issue of *Sustainability*

"Integrating Sustainability and Gender Equity: Emerging Trends in Business Policy, Strategy, and Practice"

This special issue is now open for submissions. Key themes (indicative):

- ◆ Gender-equitable sustainable development
- ◆ Sustainability, corporate governance, and gender equity
- ◆ Nexus between gender equity, sustainable consumption, and the green economy
- ◆ Social sustainability, health & wellbeing, women's empowerment & gender equity
- ◆ COVID-19 pandemic, UN sustainable development goals, and gender equity
- ◆ Technology, sustainable development and gender equity
- ◆ Public policy initiatives & regulatory frameworks for promoting gender equity & sustainability
- ◆ Gender equity, environmental sustainability, & climate change
- ◆ Diversity and equal employment issues in public & private sector organizations
- ◆ Poverty eradication, human rights issues & gender equity
- ◆ Role of trade unions & community organizations in promoting gender equity & sustainable industrialization
- ◆ The role of business, government & society in addressing gender inequity & sustainability challenges

Deadline for manuscript submissions: **30 April 2021**. More info.: https://www.mdpi.com/journal/sustainability/special_issues/Sustainability_Gender_Equity

Special issue of *HRM*

"Relational perspectives on Human Resource Management"



Relevant theoretical perspectives might include:

- ◆ Social Networks
- ◆ Social Capital
- ◆ Relational Coordination
- ◆ Relational Architecture
- ◆ Positive Relationships at Work
- ◆ Leader-Member Exchange
- ◆ Structural Embeddedness
- ◆ Relational Embeddedness
- ◆ Job Embeddedness
- ◆ Person-Environment Fit
- ◆ Human Capital Emergence

Deadline for manuscript submissions: **30 April 2021**. More info.: <https://onlinelibrary.wiley.com/pb-assets/assets/1099050X/Call%20for%20Papers%201-27-20%20-%20Relational%20HRM%20Final-1582199082393.pdf>



Special issue of *Human Relations*

"Contesting Social Responsibilities of Business: Experiences in Context"

Indicative questions (excerpt):

- ◆ How do individuals, groups and communities from various geographic and geopolitical contexts experience the imposition of social responsibilities and practices from businesses of all forms?
- ◆ How are social responsibilities and their related institutions and practices transformed, subverted and/or resisted within, across and outside of organizations and workplaces?
- ◆ How do intersections of race, ethnicity, class, age, gender, (dis)ability, nationality, religion, sexual orientation, caste, migrant status and so forth reflect and inform social responsibility contestation?
- ◆ How are social responsibilities organized and experienced in rarely studied settings, such as informal economies, marginalized or overlooked groups and communities such as First Nations peoples, emerging work settings such as platform/gig work and vis-à-vis technological advance and adoption?
- ◆ How can perspectives from representatives of small and medium sized enterprises, social enterprises, national governments, NGOs and grassroots or other types of organizations enhance our understanding of the social responsibilities of business?

Deadline for manuscript submissions: **28 February 2022**. For more info.: <https://journals.sagepub.com/pb-assets/cmscontent/HUM/HR%20SI%20ContestingSocialResponsibilities%20CFP%20Final-1608661708207.pdf>

Acknowledgements ...

Congratulations to **Dr Kasuni Weerasinghe** for securing a Massey University Research Fund (MURF) for her study of the work-life conflict of social media managers in Australasia. Kasuni and team will undertake this study over 2021. For more information about this study, see page 7.



Michael Walker, adjunct research fellow at Macquarie University in Sydney, Australia is the recipient of the inaugural Research Insight Award from *Labour and Industry: A journal of the Social and Economic Relations of Work*.

Michael won the award in light of positive feedback on his recently-published piece, "Successful social media resistance:: implications for employee voice" from the judging panel of the Vic Taylor/AIRAANZ Best Labour and Industry Article Award. The award is to the value of \$250 AU and will be presented at the online AIRAANZ conference in early February 2021.

Dr Kaye Thorn and **Andrew Barney** have been appointed co—Associate Heads of School in the School of Management at Massey University (Auckland). Congratulations on your joint appointment!



The editorial team at *Labour and Industry: A journal of the social and economic relations of work* recently appointed **Dr Fatima Junaid** (MPOWER member) as the Journal's Book Reviews Editor. Says Fatima,

"I will aim to gather reviews from subject experts within the employment relations and HR domains on the most contemporary books in management."

AIRAANZ

Labour and Industry
A journal of the social and economic relations of work



Associate-Professor Nazim Taskin recently assumed an associate head of school role in his department at Bogazici University in Turkey—well done, Nazim!

Big congratulations to our MPOWER members at the School of Management at Massey University who were recently promoted:

- ◆ **Professor Gabriel Eweje;**
- ◆ Senior lecturer, **Dr Aymen Sajjad;** and
- ◆ Senior Lecturer, **Dr Natalia D'Souza**



Professor Jim Arrowsmith was invited to deliver a webinar on 'Motivating and Managing Staff' to 140 managers at Auckland Council in Auckland City in December 2020. The hour-long session introduced insights from motivation and leadership theory, focusing on practical tools to improve employee engagement. Managers were particularly keen to learn about techniques to maintain positive staff relationships and wellbeing in the Covid context of increasing stress and remote working.

The Mind-bending MPOWER Crossword

1

Okay, it probably won't be mind-bending but enjoy our work-related puzzle!



Across

- 1 Working in a coal - - - could prove precarious for one's health (3 letters)
- 3 A term often used to describe an employee's endurance or toughness (mental, emotional or physical) (10 letters)
- 7 The amount of work assigned to a worker (8 letters)
- 8 It can feel de-humanising, working like - - - in the workplace machine (1 letter, 3 letters)
- 9 Work can often be produced more effectively or efficiently by a high-functioning one of these (4 letters)
- 12 A core concern of most employers, particularly when times are tough (5 letters)
- 14 Negative instances of such in the workplace could lead to a reprimand or worse (9 letters).
- 17 Texas-Tea or crude—a very lucrative industry (3 letters)
- 18 If the boss gives you possession of these, you are indeed a trusted employee (4 letters)
- 19 A small word (2 letters) ☺
- 20 Keeping your desk like this may help you to work (4 letters)
- 22 Government may offer these to employers to assist their development (9 letters)
- 24 Workplace campaigns have sought to stamp this out, sexual or otherwise (10 letters)
- 25 A timetable that shows the days and times that employees are required to work (6 letters)

- 27 In HRM, high - - - - - workplaces involve engaged and productive workers (11 letters)
- 28 Annual or - - - - - earnings (6 letters)

Down

- 1 Measure of the efficiency of production
- 2 Type of workplace where many in the retail trade work (4 letters)
- 3 Worker lay-offs (12 letters)
- 4 In equity or elsewhere, these are important minima for workplace behaviour and practice (9 letters)
- 5 A person who helps others reach a workplace agreement (10 letters)
- 6 All organisations need these to help focus their strategy and activities (4 letters)
- 10 Main group of people in a workplace (9 letters)
- 11 Toil (6 letters)
- 13 Lower in rank or position (11 letters)
- 15 - - - - - prices may mean that people need to earn a higher income (6 letters)
- 16 You might consume one or more of these after a hard day of work in the hot sun (3 letters)
- 21 An - - - to or in praise of work (3 letters)
- 23 Shift work can involve starting at the office in the - - - - - hours of the morning (5 letters)
- 26 A career in the navy involves working at - - - (3 letters)

Answers will be posted in the next newsletter

MPOWER members (surnames in bold): selected outputs

- ◆ Achinto, R., Newman, A., Ellenberger, T. and **Pyman, A.** 2019. Outcomes of international student mobility programs: a systematic review and agenda for future research, *Studies in higher education*, 44(9): 1,630-44.
- ◆ **Arrowsmith, J., Parker, J., Carr, S., Haar, J., Young-Hauser, A., Hodgetts, D.** and Alefaio, S. 2020. Moving the Minimum Wage Towards A 'Living Wage': Evidence from New Zealand. In A. Forsyth, E. Dagnino and M. Roiatti (eds), *The Value of Work and Its Rules between Innovation and Tradition: 'Labour Is Not a Commodity' Today*. ADAPT Labour Studies Book Series (series eds M. Tiraboschi, R. Emilia and T. Fashoyin). Cambridge Scholars Publishing, pp. 147-170.
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- ◆ **Bone, K.** 2020. Cruel Optimism and Precarious Employment: The Crisis Ordinarity of Academic Work. *Journal of Business Ethics*, August, doi: [10.1007/s10551-020-04605-2](https://doi.org/10.1007/s10551-020-04605-2)
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