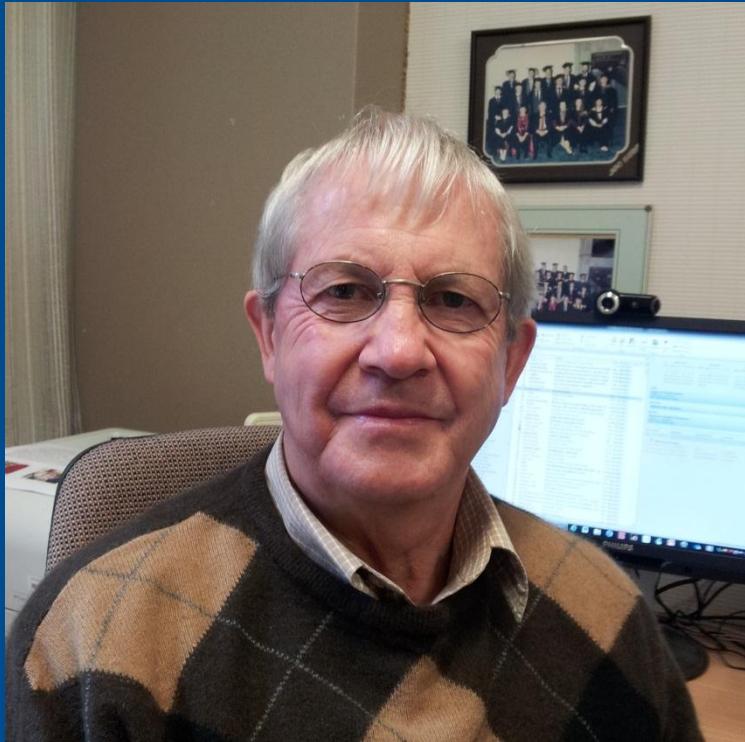


Research in Human Resource Management

My Big Research Questions in HRM



- How can the impact of the intangible organisational assets (IC) be measured in terms that are acceptable to conventional business metric?
- How can human resource (HR) practices bring about maximum leverage of the human capital pool in contemporary organisations through knowledge sharing?
- What is the effect of culture as a mediator of HRM practice and knowledge sharing?
- How does current HRM theory & practice add value to the achievement of individual, organisational, and societal goals?
- How well is the HRM profession addressing the ambiguities between management and employees?
- What models of HC and KM can be developed and tested empirically with respect to knowledge sharing?
- How can the gaps between HRM and employment relations be addressed or should they be addressed?



- How can one measure the value of what we do in HRM in terms of what managers will accept?
- How can HR metrics be incorporated into an organisation's measures of business performance?



Research observations

- Organisations attempting to measure the value of their human capital (employee competence) are doing it in different ways.
- Some organisations are better equipped to adopt certain models than are others.
- The fact that organisations are actually undertaking some measurement is important in itself.
- Where there is buy-in from outside the HRM profession, measurement is more supported.
- The most successful HRM managers with respect to communicating the value of HR had come through other business related disciplines.
- Is there a universal model to fit all?



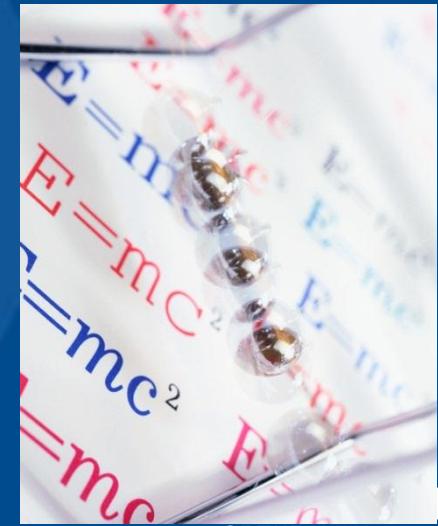
The Measurement Challenge

A direct link between human capital or employee competence and corporate financial results is not readily apparent in traditional accounting practices. Right now, we are starting to understand the potential of this tool, but it is the measurement process that is important ... Once we are able to measure intangible assets more accurately, then investors and financial professionals will begin to look at human capital metrics as another indicator of her company's value.



Albert Einstein...

“Not everything that can be counted counts; not everything that counts can be counted”.



Valuing HR

- Covered by Paul Toulson ☺

Leadership Succession Planning

- Overview
 - Practising managers
 - Formal vs. informal vs. no succession planning
 - Influence on organisational outcomes
- Research question
 - What influence does succession planning have in organisational outcomes?

Leadership Succession Planning

- Methodology
 - Literature review
- Key Findings
 - Inconsistent, need for organisational studies



Fault lines in Boards

- Overview
 - School Boards of Trustees
 - What causes sub-groups and cliques to form in Boards?
 - What role does diversity play in the formation of subgroups?
 - What impact do these subgroups have on board outcomes?
- Research question
 - What influence does succession planning have in organisational outcomes?



Fault lines in Boards

- Methodology
 - Large Scale Empirical Survey
- Key Findings
 - Role of moderating factors – e.g. time, size, tenure
 - Group perception factors
 - U- Shaped curve of diversity

Critical HR events in SME

- Overview
 - What are the critical HR events in SME's, and how do they respond (or not respond) to them?
- Research question
 - What are the critical staff management events that occur in SME's, and how do SME's address these critical events?
- Methodology
 - Large Scale Empirical Survey
- Key Findings
 - Has yet to be undertaken, piloting occurring now

Future projects

- IVABS- MPOWER project

Lessons Learnt

- Big cities are research fatigued – don't forget about the provinces
- Utilise and cherish personal networks
- Talk to people – inspiration, access and influence comes from a variety of places
- Challenges of group based research
- Think about why, what and how early on – cannot be addressed in isolation



Key support networks

- MPower
- Vision Manawatu
- Chamber of Commerce
- Government funding sources



It takes two to tango.

Barry Foster
School of Management
Massey University
Palmerston North

What did we decide to study

- NZ employers attitudes to collective bargaining in the private sector
- NZ employers attitudes to the legislative changes 2008 & 2010
- We is: Massey University CB & LC
Otago University CB
Auckland University of Technology CB&LC
- Next project is determine the relationship between ER practices and OSH outcomes in SMEs
working with College of Health

Why did we decide to research the above

- Conference I ran along with the DoL in 2003 on good faith in CB. Absence of private sector employers
- Dearth of research in NZ on CB and employers. Last done in the early 1990s
- We also found that very little research has been done on employers at attitudes to ER nationally or internationally/
- If we do not know what employers are thinking when it comes to ER then how can policy makers, unions, public make informed decisions on ER matters?



How: Our Methodology

- Experimented with surveys
- 3 Cross sectional sample using a 2 self administrated postal surveys and 1 online survey covering NZ
 - Employers in the private sector
 - 19 industry sectors
 - Sampled 10000 employers

2 on collective bargaining and 2 on legislative changes

- Interviews : CB those who supported (25) and those that did not (25) Self selected by invitation card
 - LC 50 employers within the 19 industry sectors
 - By telephone, recorded and transcribed.



Methodology cont'd

- CB response rate 13% . Affected by low response rate of online 8% where as postal survey gave up 20%
- LC the response rate was 15%

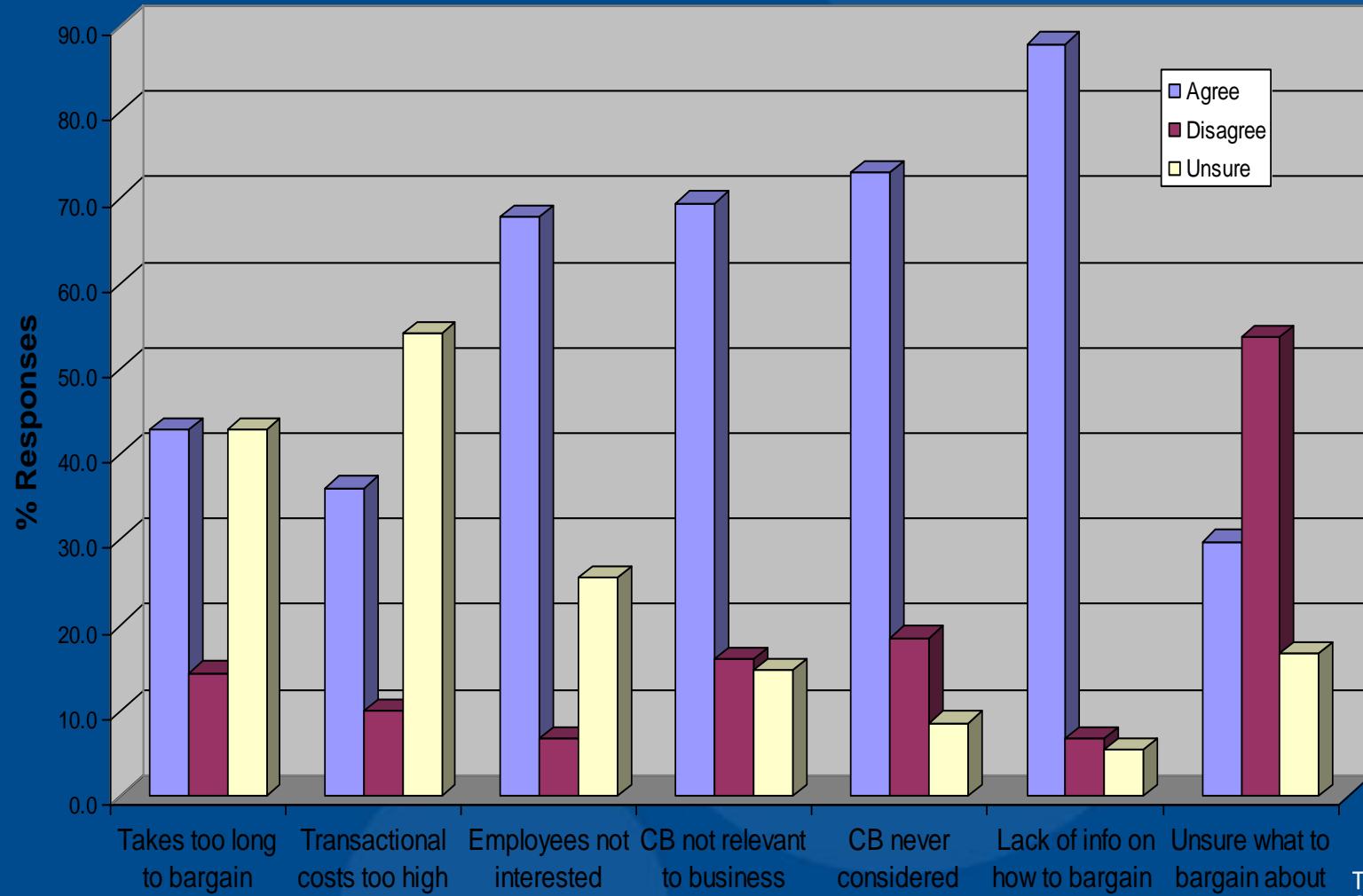


Over-arching question and aims

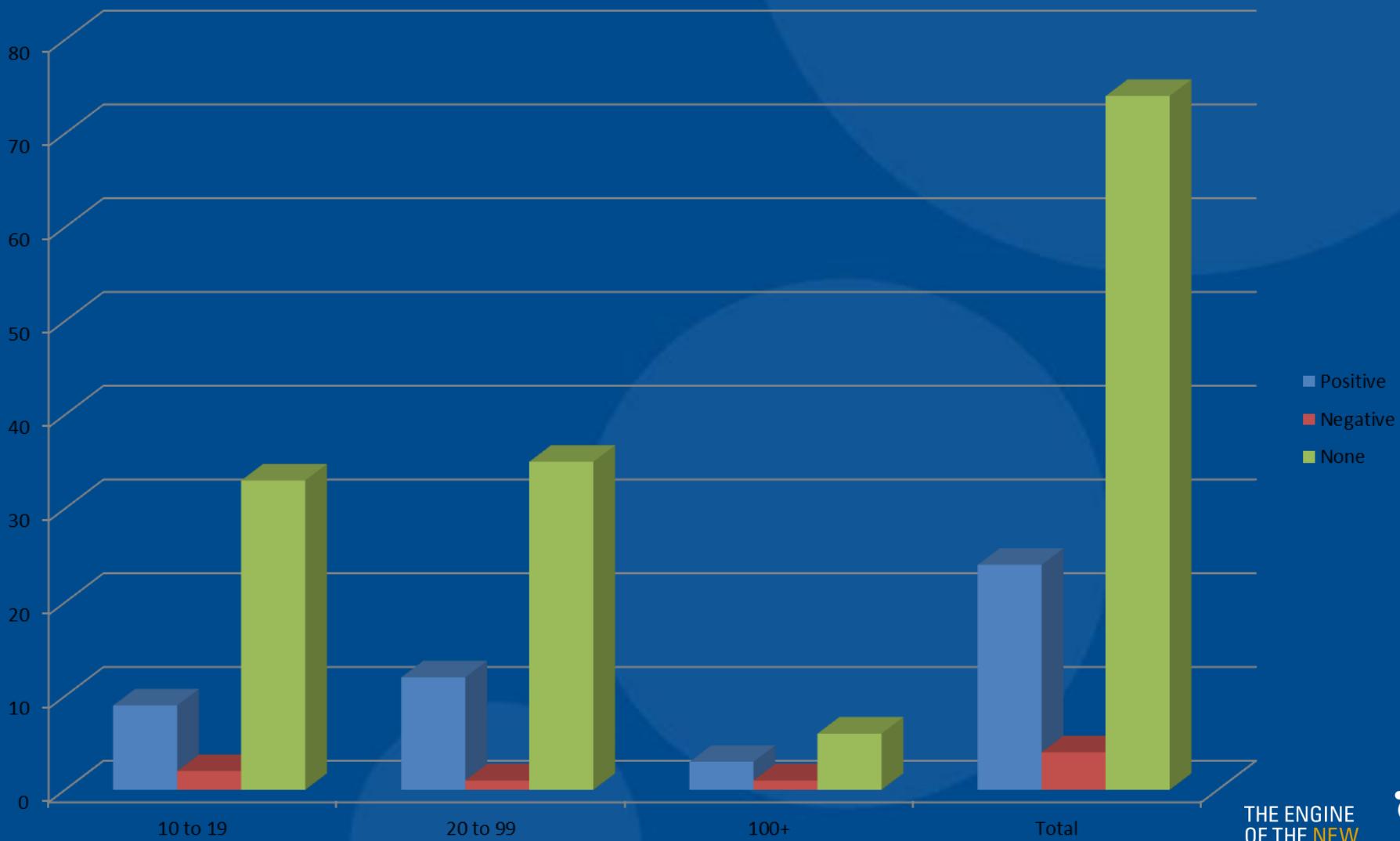
- **CB** “Why is collective bargaining coverage not expanding under the Employment Relations Act 2000?”
Aims e.g.. What are the perceived benefits of CB process?
- **LC** “What are employers attitudes to the amendments to the Employment Relations Act 2000 and the Holidays Act 2003 since the election of the National Coalition Government in 2008”?
Aims e.g.. What impact do these changes have on ER in their business?



Figure 2. Attitudes about collective bargaining from employers not covered by a CEA



Results 5: what impact do these changes have on employment relations in their business



Discussion

- CB:
 - those not involved were totally opposed
 - employer saw no benefit nor do their employees
 - managerial prerogative alive and well
 - those who did believed there were ben
- LC:
 - results show employers believe legislation is evenly balanced or still in favour of employee
 - support of changes especially the 90 trial period and many have introduced it 70% who were survey
 - some contradictory results



Selected published work on CB

- **Foster**, B., Rasmussen, E. Murrie, J. & Laird, (2011) Supportive legislation, unsupportive employers and collective bargaining in New Zealand. *Relations Industrielles* 66(2): 192-212.
- **Foster**, B. & Rasmussen. E. (2010) Employers Attitudes to Collective Bargaining In E. Rasmussen (ed.) *Employment Relationships: workers, unions and employers in New Zealand*. Auckland University Press, Auckland.
- **Foster**, B., Murrie, J. & Laird, I. (2009) 'It takes two to tango: evidence of a decline in institutional industrial relations in New Zealand'. *Employee Relations* 31(5): 503-514.
- **Foster**, B., Laird, I., and Murrie, I. (2006) *Employers attitudes as a factor in union stagnation in New Zealand*. Research presentation proceedings of the International Industrial Research Association 14th World Congress 11-14 September 2006 Lima, Peru.



Selected Published Work on LC

- Rasmussen E **Foster** B & Farr D (2014) ‘Employment Relations: Employer Attitudes and their ability to facilitate a high skill high wage economy. Association of Industrial Relations Academics Australia & NZ Conference. Work Employment & HR: The redistribution of economic & Social Power? Melbourne 5-7 February.
- **Foster** B, Rasmussen E,& Coetzee D (2013). ‘Transforming New Zealand employment relations: The role played by employer strategies, behaviours and attitudes’. International Labour and Employment Relations Association 8th Asian regional conference work and employment in the Asian Century, 09-12 April
- **Foster** B, Rasmussen E, & Coetzee D. (2012) ‘Ideology verses reality: New Zealand employer attitudes to legislative change of employment relations’. *New Zealand Journal of Employment Relations* 37(3):50-64

