



MPOWER: means and measures

The last few months have kept MPOWER busy, with a range of virtual and physical activities—the length of this newsletter is testament to this! The physical events included an MPOWER panel seminar on the Living Wage in Wellington; MPOWER’s representation at the CCH’s Employment Law Summit in Auckland; an MPOWER ‘After 5’ seminar on ethics, spirituality and value creation in global business; and MPOWER’s presence at Drake NZ and the ‘Decent Work’ Symposium at AUT University. These activities, plus imminent events such as MPOWER research development workshops, are profiled in this circular. We’re also pleased to present a new “point of view” column, this time by MPOWER Advisory Group member, Edward Miller.

MPOWER recently submitted a report on its progress to the University’s Senior Leadership Team. It profiled the Group’s wide-ranging research activity in the “people and management” field, involving University, industry and other stakeholders in New Zealand and beyond. The report also highlighted where MPOWER has begun to make its mark, including in the coordination of research expertise and bids; engagement in industry workplace studies; fostering interest in Massey’s research streams and taught courses; development of extensive outreach activity; and more. But there’s always room for improvement. The report also detected that our research databases could be developed; research links deepened and extended; and links between MPOWER membership and research outputs more clearly delineated. MPOWER’s advisory group will deliver a short strategy document that takes account of such points, and reviews the Group’s organisational and sponsorship arrangements, thus enabling MPOWER to pursue its remit - to enhance engagement with industry; and build Massey’s reputation for expertise in the area of “people and work” research and management - even more strongly.

—Jane Parker and Jim Arrowsmith, MPOWER co-directors

How to join MPOWER

Joining MPOWER is free and simple. Contact the MPOWER coordinator, Lindsay Eastgate (MPOWER@massey.ac.nz) to be put on our mailing list.

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Contact MPOWER

If you’d like to advertise an upcoming event, news or important information about your workplace, community group or research project, please email Lindsay Eastgate (MPOWER@massey.ac.nz). Your announcement will be included in this next MPOWER newsletter (due out late October 2014).

Profile — MPOWER's new advisory group member: Emma Kyriacou (MBIE)

At a glance:

Who: Emma Kyriacou

Position: Senior Policy Advisor (Employment Relations Policy, Labour Environment)

Organisation: Ministry of Business, Innovation and Employment (MBIE), Wellington — visit: <http://www.mbie.govt.nz/>

MPOWER

We're delighted to announce that Emma Kyriacou has joined MPOWER's Advisory Group.



Emma Kyriacou

Emma is a Senior Advisor working in Employment Relations Policy for the Ministry of Business, Innovation and Employment (MBIE). She has spent the last 14 years working in Wellington as a public servant, in a range of policy focused roles in government departments (including the Ministry of Education, the former Department of Labour, and the Ministry of Women's Affairs). Spending her career in policy analysis has enabled Emma to put quality time into thinking about a variety of issues facing New Zealand's society and government, but her primary interest has been in education, skills and employment, labour market, careers and training, and youth transitions. She comments:

"Getting the opportunity to engage closely with the MPOWER group is a fantastic way to connect policy development with the latest research in employment relations, and is particularly exciting in light of MBIE's focus on raising incomes and growing New Zealand for all."

Emma completed her Bachelor of Arts (Hons) in Political Studies and English at the University of Auckland in the late 1990s. She comes from a Waikato dairy farming background, and currently lives in the northern suburbs of Wellington with her husband and two sons.



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HIKINA WHAKATUTUKI



POINT OF VIEW



— Edward Miller, Strategic Adviser,
FIRST Union and MPOWER Advisory
Group member

Last year, I attended a union conference in Bangkok in late October, just as large-scale street protests had broken out, compelling the military to show their hand. Why, I ask, is Thailand so susceptible to coups d'état and what will this mean for human and worker rights?

On 22 May 2014, the Royal Thai Armed Forces sought to end months of political crisis, and launched a coup d'état against the caretaker government of Thailand. Within days, the military-established junta had repealed most of the Constitution. Public gatherings were banned and a curfew imposed. Many public figures, activists and academics were made to report to the junta, and the media has been tightly controlled.

Murmurs of political unrest emerged in mid-2013. Then-prime minister, Yingluck Shinawatra, sister of controversial former Prime Minister Thaksin, attempted to pass an amnesty bill pardoning certain activist and

Continued on page 14

Living Wage Panel — Deepening the Dialogue



Speakers: Dr Peter Skilling, Max Rashbrooke, Lyndy McIntyre and Ray Lind

On 1 May 2014, MPOWER and the New Zealand Employment Relations Society (NZERS) hosted a Living Wage (LW) Panel Seminar, “Deepening the Dialogue”, at Massey University’s Wellington Campus.

The high-level speaker panel consisted of Dr Peter Skilling (senior lecturer in the Centre for Business Interdisciplinary Studies, AUT University); Max Rashbrooke (political author and journalist); Lyndy McIntyre (LW Aotearoa NZ/Communications Director, SFWU Nga Ringa Tota) and Ray Lind (CEO, Careerforce).

The speakers approached the LW from a range of vantage points, drawing on quantitative and qualita-

tive data and experiences. Funded MPOWER research on the LW was also profiled at this function and an earlier MPOWER Living Wage panel function at the Massey Albany campus in March (see Issue Two), as was relevant literature from Living Wage Aotearoa NZ and Max Rashbrooke.

Questions to the speakers filled the allocated time, and continued into a refreshment break and informal networking session. Audience members hailed from business, community groups, trade unions, HR and employer groups, academia and the Wellington City Council.

MPOWER will run a third LW forum in early 2015.

Event: MPOWER and the NZ Employment Relations Society’s “Living Wage Panel Forum — Deepening the Dialogue”

Venue: Massey University (Wellington)

Date: 1 May 2014, 4-6pm

Convenor: Jane Parker

Coordinators: Kate Lewis, Lindsay Eastgate and Denise O’Meara





MPOWER

Does your workplace need assistance with a research project?

Does your organisation want to conduct research on a 'people and work' topic? MPOWER comprises the research expertise to collaborate with and assist you at all phases of small or larger projects. Please contact us (details on page 5).

MPOWER at the CCH HR and Employment Law Summit

7 May, Stamford Plaza Hotel, Auckland

On 7 May, Professor Jim Arrowsmith was invited by Angela Atkins (Director of Elephant HR) to speak on a panel at the CCH Human Resources and Employment Law Summit in Auckland City. The Summit attracted employment lawyers and HR and Employment Relations professionals.

Angela moderated the panel debate which involved both practical and academic discussion. Professor Arrowsmith and other speakers addressed the question: "Will the proposed ERA [Employment Relations Act] changes create HR/ER friction or flow? An HR/ER viewpoint." As well as examining which parts of the Act can cause HR or ER friction generally, the speakers considered what impact the changes will have on their HR/ER processes.

The rest of the panel comprised Andre Lubbe (Employment Relations Manager, Auckland Council); Nikki Dines (Senior Legal Counsel—Employment Relations and Legal, Air New Zealand); Jennifer Blight (General Manager—People and Performance, Restaurant Brands); and Jason Tuck (Manager Human Resources, Ports of Auckland).



MPOWER at the Drake NZ Client Appreciation Event

Waipuna Conference Centre, 24 July, 6-8pm

MPOWER was represented at Drake NZ's recent Client Appreciation evening. During a 2-hour wine and craft beer tasting, Prof. Parker networked with and profiled MPOWER research activity to HR professionals and other guests. She also caught up with a former top HR graduate from Massey, Elysia Hayman, who participated in a University internship programme and is now an HR Coordinator at IAG, one of NZ's largest general insurers. Elysia, and her colleague, Rebecca Smith (a recruitment consultant at IAG and HR major from the University of Canterbury) provided fascinating accounts of their roles in HR and the industry as a whole in NZ.

More on MPOWER and the Living Wage

The MPOWER Co-Directors were invited to attend the first employers' living wage (LW) accreditation event in Auckland on 1 July. Twenty organisations were formally acknowledged as LW employers, meaning that they pay both directly employed staff and contract labour at least the current LW rate of \$18.80 per hour. Professor Jim Arrowsmith, who attended, said:

"It was positive to see a range of employers make the business case for investing in their staff. Many of these are small businesses in highly-competitive sectors such as hospitality, contract security and food manufacturing, which are dominated by minimum wage firms."

Jim is involved with a team of MPOWER researchers in a research project on the LW (see page 9).



MPOWER-Massey College of Business 'After 5' Seminar by Professor Andy Wicks



MPOWER and Massey University's College of Business held a second 'After 5' seminar on 12 June at Massey University (Albany), from 5-7pm. The Group were delighted to host esteemed visiting professor Andrew (Andy) Wicks from the Darden Business School, University of Virginia, USA. Andy is the Ruffin Professor of Business Administration at Darden, and also the Director of the Olsson Center for Applied Ethics and Director of Darden's Doctoral Program.

Professor Wicks addressed the role of ethics, spirituality and value creation in global business, with regard to "reclaiming business as a human institution."

From the outset, Andy captivated an audience of business practitioners, HR specialists, academics and others with his thought-provoking observations and research insights. The seminar was followed by a Q&A session and then informal networking in Massey's Study Centre Lounge.

Drs Karl Pajo and Louise Lee, MPOWER members and senior lecturers in the School of Management at Massey University (Wellington Campus), organised Professor Wicks's visit to Massey University and commented:

"It was a great privilege and tremendous opportunity for us to host Professor Wick. Andy is one of the foremost authorities in the field of stakeholder theory and there is a natural alignment between his work exploring how a stakeholder perspective can add organisational value and our interests in mobilizing employees to deliver social and environmental benefits. We are especially excited by the prospect that we might collaborate with Andy on specific projects in the future."



Professor Andy Wicks and audience

MPOWER: Quick Facts and Contacts

Since April, our membership has grown to 380+. Around one-third of these are MPOWER LinkedIn Group members.

For more information about the group, contact us -

- MPOWER co-directors (Jim Arrowsmith and Jane Parker) - email j.arrowsmith@massey.ac.nz or j.parker@massey.ac.nz
- MPOWER coordinator (Lindsay Eastgate) - email MPOWER@massey.ac.nz
- MPOWER website - visit <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/>
- MPOWER LinkedIn group - visit http://www.linkedin.com/groups?home=&gid=5079191&trk=anet_ug_hm



MPOWER





Decent Work Symposium



The Decent Work Symposium was a joint initiative of the New Zealand Work Research Institute (NZWRI), MPOWER and the New Zealand Employment Relations Society (NZERS). The Symposium included seminars on a wide range of employment and human resource issues concerned with ‘decent work and workplaces’ in New Zealand and beyond. Topics included:

- Professor Jim Arrowsmith on his and Professor Jane Parker’s (MPOWER/Massey) ILO-funded studies of employment regulation and policy in Pacific Island nations;
- Professor Stuart Carr’s studies of dual wage systems in the Pacific and Africa;
- Professor Tim Bentley’s coverage of future of work themes and topics being examined by NZWRI/AUT University researchers;
- Dr Katherine Ravenswood’s (AUT) study of the age care sector in NZ; and
- Massey PhD candidate Harsha Sarvaiya’s presentation on Corporate Social Responsibility (CSR) and HRM.

The Symposium was well attended by academic, agency, trade union, HR and NGO representatives. Participants also contributed their thoughts on areas of interest that might be covered at subsequent symposia and other events involving the organising groups. Comments from those involved included:

“It was a privilege to attend and participate” - Professor Carr (Massey University)

“(A) really good day and I [thank] our excellent presenters and knowledgeable audience for their contributions” - Professor Bentley (Symposium co-organiser, and NZWRI Director)

“Thank you for ... giving me the opportunity to participate and present” - Harsha Sarvaiya (Massey PhD Candidate)

Event: NZ Work Research Institute, MPOWER and NZ Employment Relations Society’s “Decent Work” Symposium

Venue: WA224 Conference Centre, Wellesley Street East, AUT University, Auckland City

Date: 14 July, May 2014, 10am-4.30pm

Convenors: Professors Tim Bentley (AUT) and Jane Parker (Massey)

Coordinators: Ann Williamson, Tamara Tesolin



Photos: top (middle and right): Prof. Bentley and Dr Ravenswood; bottom (left and right): Profs Arrowsmith and Carr



And the 2014 MPOWER Research Support Winners are ...



Applications from researchers undertaking or planning “people and work” research were recently judged by Profs Bentley, Arrowsmith and Parker, and MPOWER Coordinator Lindsay Eastgate (Massey). The calibre of the submissions was high, making the selection of winners difficult but ultimately, two applications stood out:

- **Daria Williams, Masters of Management student (Massey University)**, project: emotional labour amongst contract centre ‘complaint’ workers in New Zealand small to medium size (SME) enterprises; and
- **Dr Ali Intezari, Tutor in the School of Management at Massey University**, project: wise decision-making and HRM strategies.

Daria and Ali were presented with \$800 towards their research project costs, a small gift and a certificate from MPOWER at the Decent Work symposium on 14 July 2014 (see preceding page). The following Highly Commended applicants received certificates and a gift token:

- **Duoxian (Christy) Wang, Masters of Management student (Massey)**, project: managing volunteer work in New Zealand;
- **Joanne Mutter, Masters of Management student (Massey)**, project: the new global employee and their family; and
- **Simon Hughes, Masters of Management (Massey)**, project: flexible working relationships and annualized hours in shared services.

The judges were particularly impressed with the originality, utility, robustness and relevance to MPOWER and industry practice displayed by the proposals from these five applicants.



L to R: Dr Ali Intezari (winner), Prof. Jane Parker (Massey) Daria Williamson (winner), Joanne Mutter (Highly Commended), Christy Wang (Highly Commended) and Prof. Tim Bentley (AUT University) (absent: Simon Hughes (Highly Commended))



MPOWER members and research

New Zealand Aged Care Survey

Researchers from the NZ Work Research Institute, AUT University, have recently undertaken the first NZ Aged Care Workforce survey. Dr Katherine Ravenswood (MPOWER advisory group member), along with colleagues, Dr Julie Douglas (MPOWER advisory group member) and Professor Stephen Teo (MPOWER member), believe that this survey will fill a gap in information about the current aged care workforce and workforce trends. The survey is adapted from the Australian National Aged Care Workforce Census and Survey. It is the first of its kind in New Zealand and will complement existing workforce projections and organisational benchmarking. The Survey will provide data on workforce trends and demographics which will benefit industry stakeholders in, for example:

- planning (it will provide current profile of the total aged care workforce);
- benchmarking in New Zealand; and
- trends in staff/client ratios.

There has been tremendous support for this project with key organisations in the sector forming part of the reference group for the survey. Several large providers are assisting in distribution of the survey to their organisation also. This support is pivotal in trying to maximise the response rate.

Data collection is concluding and the team will conduct analysis and make publicly available a final report through the NZWRI (www.workresearch.aut.ac.nz). A second iteration of the survey is planned for 2017/2018. For more information, please contact Katherine—email: kravensw@aut.ac.nz or phone (09) 9219999 extn 5064.

MPOWER-ILO project: Tonga research update

Professors Jane Parker and Jim Arrowsmith were funded by the ILO to make a capacity assessment of the Tonga Employment Relations Bill (ERB). This marks the latest ILO assignment involving these researchers and/or others, including emerging scholars and analysts, since 2010.

With the Tongan study, Jim has just completed the fieldwork, and a draft report has been presented to the ILO. The report, based on desk research and in-depth interviews in Tonga with key representatives from its Ministry of Commerce, Tourism and Labour (MCTL) and line government agencies, details enforcement capacity constraints and proposed measures to address the measures that align with international best practice.

Both Jim and Katherine presented on these studies at the recent “Decent Work” Symposium (see page 6).

International research on workplace-related capacity

The new Istanbul International Centre for Private Sector in Development (IICPSD) is part of the United Nations’ Development Program (UNDP).

In August this year, IICPSD will host a ground-breaking conference on “The role of the private sector in poverty reduction and social inclusion.” One of the Centre’s key priorities is the development of private-sector partnerships with government and civil society organisations that can contribute towards capacity building and poverty reduction in “Small Islands Developing States.” This would include Island Nations in the Pacific.

Professor Stuart Carr from the *Poverty Research Group* and MPOWER will be participating in this conference as one of the co-contributors to a landmark report that will be launched at the meeting. The report and meeting are a foundation for future cross-sector collaborations on key topics which include the Decent Work Agenda, skills and workforce capacity building, and the role of a Living Wage in poverty reduction.

Prof. Carr recently presented on dual wage systems in the Pacific and Africa at the NZWRI-MPOWER-NZERS “Decent Work” Symposium. (see page 6).



Professor Stu Carr



MPOWER



Living Wage - research progress

Research in New Zealand and overseas on the Living Wage continues to develop, and in countries such as the UK and New Zealand, living wage initiatives are starting to gain traction in a number of workplaces.

Since November 2013, MPOWER researchers have been undertaking a project on the living wage (LW) in New Zealand. It tracks the impact of the living wage in work organisations. The project team is led by Massey professors Jane Parker (School of Management) and Stuart Carr (School of Psychology) and team members include Professor Jim Arrowsmith, Dr Kate Lewis (both School of Management) and two Massey postgraduate researchers, Lindsay Eastgate and Josiah Koloamatangi. The team has devised an on-line survey for employers and employees that will be piloted imminently. At the same time, the researchers will be accessing a service sector SME in Christchurch that has just implemented a LW initiative (and is one of the first employers to be accredited for doing so). The organisational fieldwork will involve interviews with the employer, managers, employees and trade union representatives on site.

The research team has already organised two successful LW stakeholder fora in Auckland and Wellington, and once the empirical findings from the survey and case research have been analysed, will present this empirical material at another such event. MPOWER will host this third forum so, if you are interested in attending, please visit our website to find out what's on and what's on the way!

For more information about the project, see the MPOWER website at <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/research-and-expertise.cfm> and the 2014 "Business @ Massey" publication at

<http://www.massey.ac.nz/massey/fms/Colleges/College%20of%20Business/About%20the%20College%20of%20Business/Business@Massey%202014.pdf?1C5E07602B18FDF1A304D0884D55B500>

Clarian HR's annual "Great New Zealand Employment Survey"

MPOWER researchers have been in discussion with Clarian HR directors, Clare and Ian Parkes, about the next iteration of Clarian's "The Great New Zealand Employment Survey (TGNZES). Clarian, an Auckland-based HR Consultancy, has run the survey for a number of years, and MPOWER researchers have been involved with its development for the last three. As well as its regular questions, the team and Clarian will craft a set of questions on 'hot' HR topics (last year's was workplace IT, the year before diversity management).

The MPOWER research team includes Professors Jim Arrowsmith, Jarrod Harr and Jane Parker and Drs Bevan Catley and Darryl Forsyth.

View the 2013 survey report at <http://clarian.co.nz/Pdf/GR8NZ%20Employment%20Survey/Survey%20report%202013%20Final.pdf>



MPOWER Researchers' projects (continued)

Māori Leadership Study

A Massey University-sponsored research project on Māori Leadership Development led by Professor Jarrod Haar, School of Management (Massey) with Dr Maree Roche (University of Waikato) on the research team, explored the role of Māori leadership. Importantly, the project provides a few additional twists on the normal leadership research. Professor Haar states:

"Firstly, we were really trying to conduct research that also accepts the established leadership theories. Thus, the research isn't done in isolation to what is already known, but importantly seeks to determine if there are some factors that are especially prevalent in Māori leaders that are unique."



Prof. Jarrod Haar and Dr Maree Roche

Prof Haar says that while they found support for a number of established leadership styles including ethical leadership, authentic leadership, transformational leadership and leader-member exchange, the research did draw out a number of factors often overlooked in the literature. The interview was of 31 Māori leaders, ranging from well-known business leaders and politicians, to leaders of iwi, marae and community organisations. Prof. Haar adds:

"We found four common themes across our Māori leaders that are more unique in the leadership literature: (1) altruism, where Māori leaders are constantly looking to share the benefits of their position with others; (2) humility, where Māori leaders were loath to acknowledge their own success and prestige and instead often talked about it reflecting those around them; (3) long-term orientation, where Māori leaders – across all organisational types, were focused beyond the short-term and took a long-term approach, often measured in decades; (4) collectivism, where Māori leaders talked about sharing the benefits and rewards of leadership – especially with those working for them, as well as the interconnections, networks and relationships (whakawhanaungatanga)."

In stage two of the project, the researchers sought to take the themes identified from the Māori leaders interviews and conduct a random survey of Massey University working alumni (of all nationalities) to test these factors in addition to a range of leadership styles. In turn, they asked these employees about their own job and wellbeing outcomes, and tested the influence of leaders (via their personal styles and leadership styles) on these outcomes.

"With a sample of 250 employees, we found strong support for leaders who are more altruistic, more humble, with a long as opposed to short-term orientation, and those who were more collectivistic, as being rated as having more positive leadership styles e.g. ethical, authentic, and transformational leadership styles, as well as being having greater leader-member exchange (the reciprocal exchange between leader and subordinate). Given that the literature tells us these leadership styles are positive and likely to influence a leaders performance and job and personal outcomes as well as followers, means organisations could include these personality traits in leadership recruitment and development, as they are likely to benefit the leadership style/s adopted by leaders."

In stage three of this project, the researchers surveyed and received 122 respondents from the first survey who then rated their own job and personal outcomes, including organisational commitment, performance and wellbeing. Findings showed that leaders altruism, humility, long-term orientation and collectivism were all significantly related to their ethical, authentic, and transformational leadership styles and leader-member exchange (as found earlier). Furthermore, ethical, authentic, and transformational leadership styles were positively related to their leader-member exchange, which in turn made employees more committed to their jobs, less likely to consider leaving, and better performers. Followers of leaders with higher leader-member exchange also reported being wellbeing via lower job burnout and less mental health issues.

In conclusion, the study suggests that exploring Māori leaders is beneficial in that culture, personality and leadership approaches that have typically escaped the 'western lens' do play a positive and beneficial role in leadership styles. Ultimately this impacts on follower performance, and thus is also generalised towards the wellbeing of all New Zealand employees.

This research will be presented in more depth at an upcoming MPOWER/Te Au Rangahau (Māori Business Research Centre) seminar. Details to come...

Forthcoming



29th AIRAANZ Conference, University of Auckland, 3-5 February 2014

The 29th annual conference for the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) will be held at the University of Auckland from 3-5 February 2015. Registration is through http://airaanz2015.org.nz/?page_id=35

Stream: The Low Paid and the Living Wage

Convenors:

Peter Prowse (University of Bradford, United Kingdom) p.j.prowse@bradford.ac.uk

Ray Fells (University of Western Australia, Australia) r.fells@uwa.ac.uk

Jim Arrowsmith (Massey University, New Zealand) J.Arrowsmith@massey.ac.nz

Jane Parker (Massey University, New Zealand) J.Parker@massey.ac.nz

This stream will bring together a series of papers exploring the impact of recession and the challenge of low pay. Low pay has been linked to poor skills development and productivity, low employee motivation and retention and a lack of engagement with the labour market. In Australia, New Zealand, the UK, Europe, the US and other developed economies, the challenge of resolving low pay has resulted in different approaches to setting minimum pay. Australia sets a minimum wage through its award systems by the Fair Work Act, 2009 (part 2-6) of the Fair Work Act 2009 deals explicitly with minimum wages. The UK, US and New Zealand have set statutory minimum pay rates. Germany has recently adopted a minimum wage.

Despite statutory set national wages, the rates have been relatively low and governments have been reluctant to set higher increases. This has had profound effects on the development of working poverty and responses have included the development in these countries of a campaign for a living wage. The scope and nature of this development has differed but one common factor is that campaigning has not been limited to unions but rather has involved a wide range of actors such as local community organisations, faith groups and even employers. There has been a rising concern on the continued effect that setting rates above the statutory legal minimum wage could increase unemployment which has been subject to rigorous analysis and debate. The development of the living wage above minimum statutory rates continues to be a challenge for employment practitioners, businesses, government, trade unions and the emergence of new actors in this debate provides the opportunity for evaluation using a more international perspective of this rising trend for academics and practitioners.

Possible themes for papers include but are not limited to:

- the limitations of statutory regulation to setting minimum wage rates and of setting minimum pay including:
 - development of campaigns to highlight the limitations of low pay and lack of social cohesion
 - limitations of collective bargaining in raising or building on minimum wage levels in setting minimum pay in unionised (and non-unionised) sectors
 - complexity of contracting when establishing living wage statutory minimum wage systems and their relationship to welfare wage systems
- campaigns in specific low-paid sectors to establish a living wage and their effectiveness to resolve poverty
- the complexity of setting a rate for the living wage
- roles of community and other groups and involvement of the union movement in campaigns to develop a living wage
- international comparisons for the living wage
- the role of partnership and living wage regional campaigning
- the living wage and the media
- the impact of campaigning on the political processes and public policy

Subject to discussions on submission of the quality of papers, we hope to organise a special edition of a journal and an edited book. Contributors interested in submitting papers are welcome to contact any of the Convenors.

Forthcoming

elephant™
better people | better business



In September, Angela Atkins (MPOWER Advisory Group member) will be the MC and a speaker at the HR Game Changer Conference (4 and 5 September). Angela has worked in HR for 17 years and, through Elephant, has trained and coached thousands of HR people and managers to make their businesses better. She is also the author of two NZ best-selling business books *Management Bites* and *Employment Bites*.

Professor Jane Parker (MPOWER Co-Director) will be part of an HR debate panel at the Conference. The conference is looking at reinventing HR, and hearing from HR innovators, academics, authors, business leaders, entrepreneurs and thought leaders about how workplaces and business are changing and what ideas this will spark for how HR needs to change in the next few years. The debate will discuss how and why HR will transform, or why it will just modernize or not change. The conference is the start of a global movement with the next step working with CEOs and senior leaders to understand what HR should and could deliver.

For more about the conference, visit: www.hrgamechangerconference.co.nz

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### *Thank you and Farewell*



We farewell David Lowe (EMA—Northern) from the MPOWER Advisory Group. David was an Advisory Group member from MPOWER's inception, and we would like to thank him for his contribution, including his presentation at an MPOWER panel seminar on the Living Wage at Massey's Albany campus. David is moving overseas and we wish him well in his endeavours.

**Event:** MPOWER  
Researcher Development Workshops

**Where:** Albany campus room: Study Lounge Centre, Study Centre; Manawatu Campus room GLB2.04

**Time:** Albany: 10am-12.30pm  
Manawatu: 12-2pm

**Date:** 10 September 2014

**Speakers:**

Albany

Prof. Jim Arrowsmith  
Prof. Jarrod Haar  
Dr Janet Sayers  
Dr Kate Lewis  
Prof. Jane Parker

Manawatu

Assoc.-Prof. Paul Toulson  
Ms Beth Tootell  
Mr Barry Foster  
Dr Shirley Barnett  
Dr David Brougham

**Entry cost:** none!



MPOWER



## MPOWER Researcher Development Workshops

**Forthcoming**

**Calling all post-graduate and early career researchers in Human Resource Management and Employment Relations!**

### Hone your research skills at MPOWER's Researcher Development Workshop

MPOWER is running workshops at Massey's Albany and Manawatu campuses for early career and post-graduate researchers in the HRM and Employment Relations fields.

Leading HRM and Employment Relations academics at Massey University will speak about their research projects, including the processes involved in defining an area for study, a range of methodological approaches, collaboration strategies, engagement with study participants, pursuit of funding support, dissemination of outputs, and more.

This is a fantastic opportunity for you to learn more about research processes and practice from scholars with research experience in New Zealand and overseas. It is also a chance for you to discuss and develop your own research ideas and approach with discipline specialists, early career researchers and post-graduates.

### MPOWER invites you to attend one of these Workshops

For full programme details, visit the MPOWER website (google "MPOWER Massey" - look under 'events') and to **RSVP** by 6 September, email: **MPOWER@massey.ac.nz**



*Continued from page 2*

political figures from the previous coup. This would have dismissed her brother's corruption charges and allowed him to return to Thailand. Protest broke out throughout the country, bringing the capital Bangkok to a standstill. Making my way across town through roadblocks and protest camps to find a cheap hotel in the backpackers district proved particularly challenging ...

Two different groups – the yellow shirt movement (which includes the monarchy and military) and the red shirt movement (which pairs new capitalists like Thaksin and rural movements) – set up rival protest camps across Bangkok. In December, a majority of MPs resigned, and the Prime Minister responded by dissolving the House of Representatives. Ongoing protests resulted in the government declaring a state of emergency. An election in February was widely interrupted by protestors, followed by the forcible closure of rally sites. By May, the Army had decided to intervene.

This is not an unfamiliar pattern in Thai history. In most other developing countries, the revolutionary decolonisation process formed the basis of their democratic system. However, Thailand was never formally colonised, hampering the development of an organised working class and leaving its democracy open to manipulation by powerful actors, both internal and external. Its first military coup was in 1932, marking a transition from an absolute to a constitutional monarchy. However, this did not result in a flourishing civil society: civil-military elites orchestrated 17 military coups between then and 1992. The 1992 coup, however, showed that popular movements, and not just military elites, could have an impact on Thai politics.

Thailand nonetheless suffers from the lack of a genuine working class movement, leaving a flimsy democracy and weak protection of human and worker rights. The labour movement is very weak – union density hovers around 3% and union activists are divided amongst the yellow and red shirt factions. A recent scandal over the widespread reliance on slave labour and migrant worker abuse in Thai fishing vessels indicates ongoing worker exploitation in many industries.

Human rights are also severely repressed – the rights to free speech and tightly controlled and the notorious *lèse majesté* prohibits public defamation of the king. Labour journalist and friend of FIRST Union, Somyot Prueksakasemsuk, is currently serving a 13 year prison sentence on this charge. I visited Somyot in the Bangkok central remand prison, where he described the oppressive conditions of his incarceration, including crowded cells and limited access to medical and dental care (lack of dental attention forced him to pull one of his teeth out). Since the coup, the use of *lèse majesté* law has increased, as the military junta seeks to silence dissent.

International responses have roundly condemned the coup d'état. The UN has called for a prompt return to civilian rule, and US military and development aid to the country has been suspended. Tourism is reported to have dropped by 20 percent, and economic growth has fallen. The New Zealand response has been underwhelming, however, with the Government expressing concern over the coup and calling for an early return to democracy.

FIRST Union believes more is required, beginning with direct discussion between Asia-Pacific leaders, and we express our solidarity with the people of Thailand.

*This is the first in the 'Point of View' columns in the MPOWER newsletter. Please contact us if you'd like to make a submission. 'Point of View' features express the opinion of the author(s), and where indicated, their organisation, and not necessarily that of MPOWER or its members.*

## *MPOWER - Upcoming Events:*

- ◆ IVABS-MPOWER research meeting on HRM, gender and the veterinary profession (21 August)
- ◆ MPOWER at the Elephant “HR Game Changer” Conference (4-6 September)
- ◆ MPOWER Research(er) Development Workshops—Auckland and Manawatu (10 September)
- ◆ HRINZ-MPOWER Symposium II (October)
- ◆ MPOWER-Te Au Rangahau (Massey University) joint event (tba)
- ◆ MPOWER-Massey University’s College of Business ‘Big Ideas in Business’ (November)
- ◆ MPOWER-Massey University 50th Jubilee and 21st Albany Campus birthday joint activities (all year)
- ◆ MPOWER at AIRAANZ (February 2015) - organising employment in the Pacific and Living Wage streams

## *Recent Events (April 2014–July 2014)*

- ◆ MPOWER and NZERS Panel Seminar: Living Wage—Deepening the Dialogue, Wellington (1 May)
- ◆ MPOWER at the CCH Human Resources and Employment Law Summit in Auckland City (7 May)
- ◆ MPOWER ‘After 5’ Seminar II: Professor Andy Wicks on ethics and value creation in global business (12 June—see page 5)
- ◆ MPOWER at the Living Wage Employer Accreditation Event in Auckland (1 July)
- ◆ NZWRI, MPOWER and NZERS “Decent Work” Symposium at AUT University (14 July—see page 6)
- ◆ MPOWER 2014 Researcher Support Awards (14 July) - see page 7)
- ◆ MPOWER at the Drake New Zealand Client Appreciation Event (24 July)

*For more information, see the MPOWER website or e-mail Lindsay Eastgate, MPOWER Coordinator ([MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz))*

### **Purpose of MPOWER**

The term MPOWER indicates a research focus on the management of people in the workplace and organisations with a view to empowering people and organisations to perform.

MPOWER is a cross-campus, -college and -institution initiative to enhance, promote and build on Massey’s expertise in the management of people in the workplace and organisations. It aims to increase Massey’s reputation for expertise in the area of people management; enhance engagement with relevant industry; and leverage our expertise into income generation.



**MPOWER**





## MPOWER member, Dr Shane Scahill



Dr Shane Scahill

Dr Shane Scahill is a Senior Lecturer who started with the School of Management in January 2014. This followed 15 years of self-employment in the health care industry including consulting, project management, clinical teaching within Primary Health Organisations (PHOs) and contract research at Auckland University. Shane teaches into the entrepreneurship and health services management streams and has linkage with the School of Nursing at Massey. His research specialisation is investigating the relationship between organisational culture and effectiveness. Shane is a pharmacist and most of his research has been within primary health care. In the health context; collaboration, organisational sub-cultures, performance, knowledge management and the influence of social networks on outcomes are of interest. Entrepreneurship within health care is another growing discipline that Shane sees potential in pursuing. In the pharmacy world, he says,

*“entrepreneurial orientation is important for both running a viable business and implementing new clinical practice models. This is equally relevant to general practitioners, primary care nurses and nurse practitioners and discussions are ongoing in this area.”*

In 2014, Shane has published with colleagues from the pharmacy sector, largely in the area of medicines access and use as it relates to health policy. Papers vary from key stakeholder viewpoints around access to medicines (1) and interventions for brand change (2, 3), to relationships between medicines use and organisational culture (4) and commentary about global issues of medicines use and access (5, 6). A forthcoming project that will shift Shane’s focus back towards an organisational level analysis is a chapter for a research methods book. He comments: *“Pharmacy practice researchers have been relatively naïve to the benefits of applying management theory and the chapter introduces micro, meso and macro level management theories which could be applied to pharmacy research.”* This book will be published by SPRINGER and includes chapters by senior leaders in international pharmacy practice research (7).

Moving forward, Shane’s plan is to get back to organisational level research and build on previous organisational culture and effectiveness work in community pharmacy (8-11). The aim is to work collaboratively and too extend this work into hospital pharmacy, as well as the wider primary care sector; asking the same questions of other provider groups. In order to effectively teach and research into this area there is a requirement to engage with District Health Boards (DHB) and PHOs, as well as General Practitioner, Nursing and Pharmacy professional bodies. Says Shane, *“I look forward to meeting some of you along the way!”*

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## ***An exciting new publication on women's entrepreneurship ...***

**MPOWER advisory Group member, Dr Kate Lewis (Massey, School of Management, Wellington) is the co-editor of a new text:**

- **Lewis, K.V.**, Henry, C.I., Gatewood, E.J. and Watson, J. (eds). 2014. *Women's Entrepreneurship in the 21st Century: An International Multi-level Research Analysis*. Cheltenham, England/Northampton, MA: Edward Elgar (forthcoming).

*About the book:* This is the fourth in the series of books produced in partnership with the Diana International Research Network. The book takes a holistic approach to exploring, via empirical and theoretical lenses, why women's involvement in venture creation matters. It offers a contemporary and diverse range of topics, written by leading scholars, that builds on a tradition of previous Diana volumes. The chapters span a wide range of countries, methodologies, and levels of analysis, all designed to contribute to advancing understanding of women and their engagement with entrepreneurial endeavours.



*Dr Kate Lewis*

## ***A sample of recent MPOWER researcher outputs:***

- **Scahill S.** Applying management theory to pharmacy practice research. In: Babar, Z. (ed.) *Pharmacy Practice Research Methods*. Heidelberg: Springer; forthcoming.
- **Haar, J., Parker, J., Arrowsmith, J.,** Forsyth, D. and **Catley, B.** 2013. 'Development of an organizational resilience climate construct and its influence on job outcomes'. 2nd New Zealand Industrial/Organisational Psychology Conference (published proceedings), University of Auckland, 2 December.
- Bailey, J., Price, R., **Pyman, A. and Parker, J.** 2014. Union power in retail: Contrasting cases in Australia and New Zealand. *New Zealand Journal of Employment Relations*; forthcoming.
- **Sayers, J.G.** 2014. Communication Power. *Work, Employment and Society*, 28(1), 142-144.
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- **Carr, S.C.** and MacLachlan, M. 2014. Humanitarian work psychology. *Psychologist*, 27(3), 160-143.
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Next MPOWER Advisory Group Meeting:  
October (date and venue to be advised)