



IMNZ

Sponsor



June 2018,

MPOWER: five years young



MPOWER

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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 2018.

With the end of June in sight, MPOWER enters its sixth year. 'Tis also the conference season for many Antipodean scholars. For some MPOWER researchers, this meant participation at the biennial Gender, Work and Organisation Conference, held for the first time in Sydney this year. The conference provided a platform for research on women and work, a subject of ongoing—and intensifying—academic and wider scrutiny in the context of the #metoo and Time's Up movements. In this issue, we overview this and forthcoming conferences, and research events on people and work.

Another research area receiving growing attention is that of the Living Wage. The Palmerston North City Council recently voted against paying staff a living wage, surfacing a number of arguments for and against this pay initiative among councilors. MPOWER and other researchers are working on a Marsden-funded study of the Living Wage in New Zealand. We report on the current status of the project on pages .13-14.

On page 12, Steven Naudé provides some background to the annual Management Capability Index (MCI) Survey. The Institute of Management New Zealand (IMNZ) commissioned MPOWER researchers to redesign this survey and the 'MCI 2.0' will be disseminated in coming weeks.

MPOWER and Massey's School of Management also recently hosted Professor Paul Edwards (University of Birmingham) who gave a research seminar on minority firms, low pay and informality, as well as a workshop to staff and post-graduate students on critical realism—see page 10.

On 26 July, with Wolters Kluwer (publisher), we will be launching a book written by a number of our members. The text, *The Big Issues in Employment*, examines various HR Management and Employment Relations issues in Australasia. You are welcome to join us for lunch and to hear some of the authors speak about their chapter contributions—see page 6.

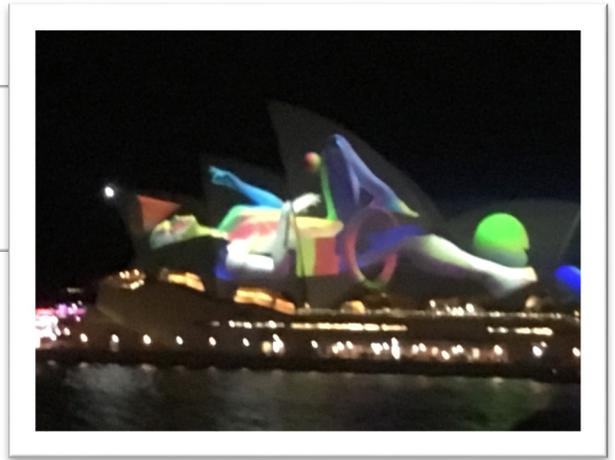
A reminder, too, to those emerging or early career researchers at Massey who are interested in entering the MPOWER Researcher Support Awards—the deadline is 17 August so keep those applications coming! And speaking of competitions, we announce our book competition winner on page 20!

Jane Parker and Jim Arrowsmith (MPOWER Co-Directors)

How to join MPOWER

Joining the Group is free and simple. Contact us by e-mail at: MPOWER@massey.ac.nz to be put on our mailing list. You can also receive information about MPOWER events and activities via our LinkedIn Group.

Gender, Work and Organisation Conference



10th Biennial International Interdisciplinary Conference
13-16 June 2018
Hyatt Regency, Sydney

The 2018 Gender, Work and Organisation 10th Biennial International Interdisciplinary Conference was recently hosted in Sydney by Macquarie University. This major conference, organised primarily as a series of streams, provided an international forum for debate and analysis of contemporary debates affecting gender studies. The conference was organised by Professor Alison Pullen, Joint Editor-in-Chief of Gender, Work and Organization and Professor of Management and Organization Studies at Macquarie University, together with Professor Anne Ross-Smith, Associate Dean - Curriculum and Quality Assurance in the Faculty of Business and Economics at Macquarie University.

MPOWER involvement

MPOWER, together with the Centre for Labour, Employment and Work (CLEW) at Victoria University, led one of more than 30 streams at the conference, entitled “Working Women’s Progression and Experiences in Context.” The stream organisers were: Prof. Jane Parker (MPOWER), Dr Noelle Donnelly (CLEW), Ms Jane Halteh (*Labour and Industry Journal*), Dr Jo Benseman (MPOWER), Prof. Jim Arrowsmith (MPOWER), and Dr Nazim Taskin (MPOWER). Thanks are due to Brigit Eames (School of Management, Massey) for her administrative assistance in preparation for the conference.

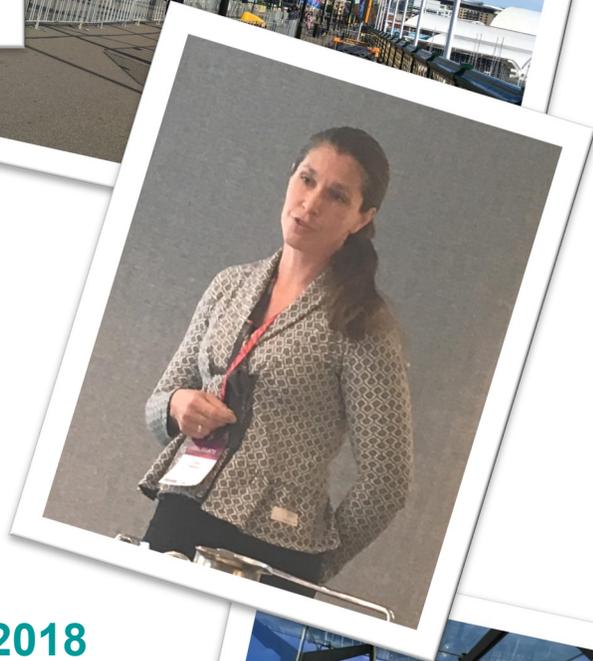
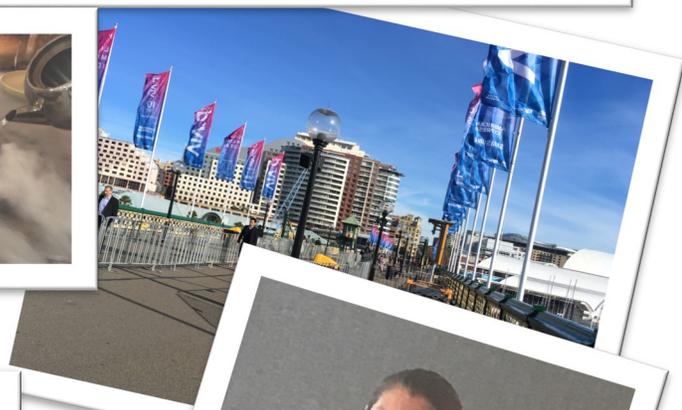
With more than 40 submissions, the MPOWER-CLEW stream was honed to seven sessions with 21 research presentations. The *Labour and Industry Journal* supported a ‘best stream paper’ award (winner to be announced shortly). The conference also provided a setting for launching *The Big Issues in Employment: HR Management and Employment Relations in Australasia*, which involved many MPOWER authors (details on the NZ launch of this book are on page 6). In addition, it served as a launch pad for Massey School of Management’s Women at Work (WaW) special interest group, a collaboration of researchers in Massey, other universities and industry/the professions on projects concerned with working women in New Zealand and overseas (for more information about this group, please contact Dr Jo Bensemann - email: j.bensemann@massey.ac.nz). The next GWO conference will be held in 2020 at the University of Kent, United Kingdom.

It’s impossible to visit Sydney without seeing some great events and outdoor scenes. The timing of this conference coincided with Vivid, an annual festival where the city is lit up in spectacular fashion (see photos). Check out also the uniquely presented pavlova dessert in a Sydney restaurant on page 4 ...



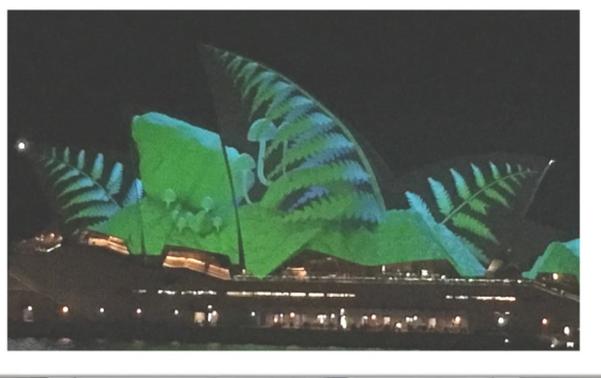
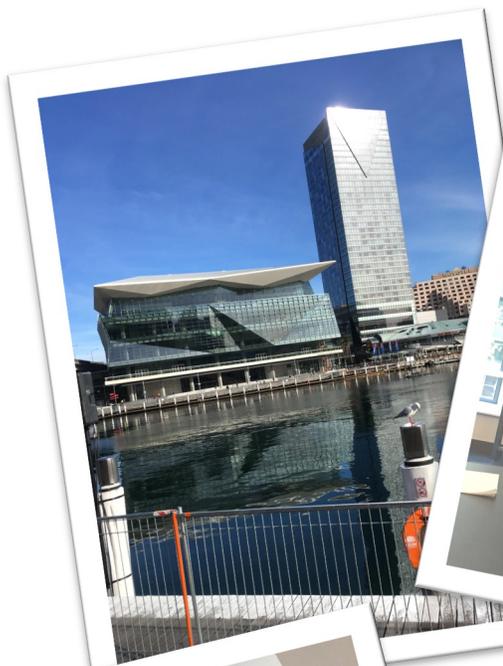
2018 Gender, Work and Organi- sation





2018 Gender, Work and Organisation





2018 Gender, Work and Organisation

Book launch

RSVP by 20 July!



MPOWER



CCH

a Wolters Kluwer business



The Big Issues in Employment: HR Management and Employment in Australasia

Following the 2013 edition which focused on New Zealand, the new edition of *The Big Issues in Employment* examines the important issues within both human resources management (HRM) and employment relations (ER) in Australasia. The book actively seeks to raise academic, policy-maker and practitioner awareness of the key debates that need to be addressed to help New

Zealand and Australian organisations to adopt more cutting-edge approaches to HRM and ER.

Contributions from 30+ leading academic specialists (including many MPOWER members) examine the connection between HRM and ER and explore ways in which they may be combined in order to help organisations function more effectively.

Topics covered include:

► HRM and ER paradigms in Australia and NZ ► The contemporary workplace and workforce in Australia ► Flexible forms of working and their meaning for HRM and ER ► Workplace diversity ► The living wage in NZ and its implications for HRM and ER ► National politics and the interactions with ER and the workplace ► Technology and job transformation in NZ: Can your job be automated? ► The internationalisation of HRM and ER programmes - Multi-National Enterprises in Australia ► Big data analysis and its meaning for HRM and ER ► Sustainability in a world of climate change: Implications for HRM and ER ► Strategic people management: Where have we come from and where are we going? ► Caring for society's elders: Understudied implications of population ageing for HRM and ER ► Regulating employment relations and management in Pacific Island nations

When: 26 July 2018 - 12-1pm: short talks on the book by contributors while a light lunch is served

Where: Rm MBS2.15 (flexi-space), Massey Business School (Level 2), Massey University. Wolters Kluwer and MPOWER stands will display fliers, copies of the book and related titles, etc.

RSVP: All welcome and no entry charge. Please RSVP by 20 July for catering purposes by e-mail to MPOWER@massey.ac.nz, indicating any special dietary requirements and if you need a car space

8th Annual Australasian Business Ethics Network (ABEN) Conference 2018

9 - 11 DECEMBER 2018

MASSEY UNIVERSITY, AUCKLAND

Doctoral workshop: 9th December 2018

“Ethics and Sustainability in the Age of Disruption”

Submissions are now invited for the 8th Annual ABEN Conference on Business Ethics, to be hosted by Massey University at their Albany campus in Auckland, New Zealand. The conference will begin on the afternoon of 9 December 2018 with a Doctoral Workshop, followed by a Welcome Reception for all participants. Sessions for the delivery of papers at the 8th Annual ABEN Conference will be held on 10 and 11 December 2018.

The theme for this year's conference is **Ethics and Sustainability in the Age of Disruption**. A range of technological and organisational changes in recent years have significantly disrupted, and continue to disrupt, existing ways of doing business around the world. While it could be argued that not all new technologies and innovations are disruptive, they can be beneficial in the long term and require creativity, initiative and objectivity. We consider the implications that such disruption has on efforts to promote ethics and sustainability within the business sphere, as well as how the imperatives of ethics and sustainability can themselves disrupt existing business practices.

We also welcome papers on broader topics, theoretical or empirical, including (but not limited to):

- * Maori and Indigenous ethics
- * Corporate social responsibility, sustainability and irresponsibility
- * Artificial intelligence, disruptive technology and ethics
- * Managerial ethics
- * Critical business ethics
- * Business ethics education
- * Ethics in human resource management
- * Ethics of care (versus ethics of justice)
- * Marketing ethics
- * Religiosity, spirituality and ethnicity
- * Accounting ethics
- * Business law and ethics
- * Ethics in finance
- * Complexity and complex adaptive systems
- * Managing wicked problems
- * Emergence versus evolution
- * Knowledge-based organising
- * Leadership and ethics

If you wish to make a submission for presentation at the ABEN Conference, please submit a 500-word abstract **by 31 August 2018**. Full papers may also be submitted, to be peer reviewed if required by your funding institution.

Papers and abstracts can be submitted by email to Associate Professor Gabriel Eweje at: g.eweje@massey.ac.nz
For more information about this conference, visit: https://www.massey.ac.nz/massey/learning/colleges/college-business/school-of-management/engagement/australasian-business-ethics-network-conference/australasian-business-ethics-network-conference_home.cfm

2018 MPOWER Researcher Support Awards



for Massey University post-graduates and emerging academics

About MPOWER

MPOWER is the Massey People, Organisation, Work and Employment Research Group. 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.

The research group is a cross-campus, cross-college and cross-institution initiative to enhance, promote and build on Massey's expertise in the management of people in the workplace and organisations. MPOWER aims to increase Massey's reputation for expertise in the area of people management; enhance engagement with relevant industry; and leverage our expertise in research collaboration and income generation. Visit the MPOWER website for more information (http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/mpower_home.cfm).

MPOWER researcher support awards

Building on its inaugural awards in 2014, MPOWER is offering one post-graduate/emerging researcher funding support of \$600 and a certificate of achievement for proposed 'people and work' research in 2018.

Purpose

The purpose of the MPOWER funding is to help support relevant, innovative and impactful research on 'people and work' topics by Massey's post-graduates and emerging academics.

Benefits

- ◆ you'll be awarded a \$600 funding and a certificate of achievement by MPOWER;
- ◆ your research will be profiled through MPOWER communication channels and media to audiences within the University and externally;
- ◆ the award will add value to your CV; and
- ◆ your award will be presented at an MPOWER-supported event in late August 2018 where you'll have an opportunity to network with MPOWER members.



Previous winners

Overall winners of the MPOWER Research Support Awards have included:

- ◆ Kasuni Weerasinghe (PhD Candidate), thesis title: ‘Big data in New Zealand healthcare: A socio-cognitive approach’
- ◆ Fatima Junaid (PhD Candidate), thesis title: ‘Job-stressed employees living under terrorism: A study of personal and organisational resources amongst Pakistani employees’

Over the last four years, there have also been more than 12 highly commended entrants.

Eligibility

To be eligible for MPOWER research funding, you must:

- currently be a post-graduate or emerging researcher (i.e. within the first seven years’ full-time equivalent as an academic researcher) in any of Massey University’s Colleges or Departments/Institutes/Groups;
- be proposing a research project in the field of ‘people and work’ (see the MPOWER website for a list of MPOWER’s main research themes);
- be planning to lead or co-lead the proposed project; and
- be a member of MPOWER.

Nb: proposed projects on ‘people and work’ research in New Zealand and/or overseas are eligible for MPOWER funding. Recipients of other sources of funding for their project may also apply.

Conditions

Recipients of an MPOWER funding award will need to demonstrate that the funding has been used to support their research project on a ‘people and work’ topic. They will also need to attend a MPOWER presentation ceremony in late August (date tbc) and take part in publicity for MPOWER’s communications and media releases around the funding initiative.

How to apply for an MPOWER research support award

1. Application forms will be available from the MPOWER website (visit its ‘Research and Expertise’ page).
2. Submit your completed application form to Jane Parker (MPOWER Co-Director) via email (MPOWER@massey.ac.nz)

If you have any queries about your eligibility or the application process, please contact Jane.

Selection process

a Selection Panel consisting of MPOWER and one of its sponsor’s representatives will assess the applications
successful applicants will be notified via email or telephone; and
following the selection of the successful applicants, no correspondence will be entered into.

Closing date

5pm on 17 August 2018



Good luck!

Review

MPOWER and School of Management's Visiting Professor



Paul K Edwards Professor of Employment Relations

Birmingham Business School
University of Birmingham, UK

Paul Edwards joined Birmingham in 2011 from Warwick Business School where he was Director of the Industrial Relations Research Unit and held Associate Dean positions. He was the first sociologist to become a Fellow of the British Academy, serving as chair of the Academy's Social Science Group, and is an Academician of the Academy of Social Sciences. He was a member of the 2008 and 2014 UK research assessment panels.

A renowned industrial relations scholar, Paul visited Massey earlier this year. Sponsored by MPOWER and Massey's School of Management, on 19 April, he gave a seminar on "minority firms, low pay and informality: surviving on the margins of the modern economy," as well as a workshop to staff and post-graduate students on critical realism at the Massey Albany campus. His sponsor, Professor Jim Arrowsmith, (MPOWER Co-Director) comments:

Professor Edwards has been researching low pay, especially in small and ethnic minority-owned firms, for many years. We were delighted that he could share insights from this programme with us, given the School of Management's longstanding interest in small firms, entrepreneurship and pay. Paul also delivered a workshop in 'critical realism' as a research philosophy and approach, which staff and post-graduates alike received very positively. Both talks were very stimulating and provided much food for thought

This was Paul and his wife Sue's first visit to New Zealand and Paul later commented that "New Zealand truly is an amazing place!"



Gender equity in the public services: interview and focus group phase completed

NZ academics at Victoria, Massey and AUT universities were invited by Dr Sue Williamson (UNSW Canberra) and her team to join a project on how the Australian and NZ governments implement gender equality initiatives.

The funded, cross-university and -country study is well underway. Fieldwork in NZ, involving individual and focus group interviews with managers in an array of state agencies, is in the concluding stages. The NZ team has provided a progress report to the Ministry for Women. Along with document analysis of policy frameworks, the interview material will be treated to qualitative (thematic) analysis and the aggregated findings will be reported later this year. The Australian researchers have completed this process, and both teams hope to engage soon in cross-national comparison of findings, and to share study results and recommendations in a workshop/seminar forum in the respective jurisdictions.

The NZ research team includes: Dr Noelle Donnelly (CLEW at VUW), Professor Jane Parker (MPOWER, Massey University), Dr Katherine Ravenswood (Gender & Diversity Research Group, AUT), Dr Julie Douglas (Gender & Diversity Research Group, AUT) and Susan Ryall (CLEW at VUW). Dr Sue Williamson, chief investigator, UNSW, leads the overall research project and an Australian research team, consisting of: Professor Deborah Blackman (UNSW, Canberra), Professor Michael O'Donnell (UNSW, Canberra), Dr Meraiah Foley (UNSW, Canberra), Dr Linda Colley (Central Queensland University), Professors Marian Baird (University of Sydney) and Rae Cooper (University of Sydney).



MPOWER





2018 NZ Management Capability Index (MCI) Survey



Steven Naudé (Director - Executive Development, Executive Education and Enterprise at Massey Business School) backgrounds the 2018 Management Capabilities Index (MCI) Survey:

“How well prepared are industry leaders for the wide range of pressing issues facing them?” This was the question raised by the Institute of Management New Zealand (IMNZ) in 2003. Who better to answer the question than the leaders themselves?

Through the research efforts of Doug Matheson (a senior executive at IBM NZ at the time and highly respected governance author), a questionnaire was compiled – the Management Capability Index (MCI). Because the IMNZ is closely linked to other management organisations in the region, the MCI soon became a very popular tool for countries to measure their readiness to face business challenges. It also became an index against which countries could compare themselves against each other. The annual release of the MCI results was a significant media event.

After its 70th year of existence, IMNZ formed a relationship with Massey which enabled it to rethink the MCI from the ground up. It had been administered very successfully in 10 Australasian countries since 2003 and there was a feeling that the issues had changed and that some of the questions would need updating.

IMNZ collaborated with MPOWER to conduct a thorough literature review. The MPOWER research team included Dr Fatima Junaid, Dr Nazim Taskin and Prof Jane Parker who compiled a thoroughly revised MCI which was tested with a range of current executives before being relaunched in April this year.

MCI ‘2.0’ is modern not only in terms of the questions it asks but also in that its scales are more sensitive, allowing participants to be very specific about their attitudes towards their organisations’ readiness to respond to challenges. Ten categories of questions include topics such as visionary and strategic leadership, people leadership, technology, integrity, governance and external relations.

Within a month of its revision, the survey was launched in India (through the All India Management Association and KPMG) and in Malaysia (Management Institute of Malaysia). New Zealand, Australia, Pakistan, Nepal, Hong Kong and Macau are expected to follow suit within the next few months. This is a fine example of industry collaborating with academia, and of New Zealand collaborating with other countries to pursue the goal of performance excellence.

Living Wage in New Zealand:

The Royal Society of NZ's Marsden Fund is supporting a major year study of the Living Wage in New Zealand involving researchers from Massey/MPOWER and AUT.

The study, "Living wages: Transforming lives, transforming work?," has a team of six primary investigators (PIs): Professors Jim Arrowsmith and Jane Parker (School of Management, Massey University), Professors Stu Carr and Darrin Hodgetts and Dr Siautu Alefaio-Tugia (School of Psychology, Massey University), and Professor Jarrod Haar (School of Management, AUT). Project research assistants are Ms Tina Li and Mr Ali Albasha (recent Massey graduates).

The project is unique in combining quantitative and qualitative methods within a longitudinal framework to explore the perceptions and experiences of employers and low-paid workers alike. It formally began on 1 March 2018 although the research team engaged in earlier, preparatory research work.

The team recently collected data from more than 1,000 participating low income earners in order to gather base-line data before the increased minimum wage on April 1 affected participants' understanding of their livelihoods and quality of life. Their current focus is on interviews of employer representatives and other key stakeholders, with particular regard for:

- * employers' views of the living wage;
- * its drivers, facilitators and constraints;
- * potential outcomes in the short and longer term, including measuring the effects of pay increases and the living wage.

The team is keen to learn how perceptions and experiences might vary according to contingencies such as sector, organisational size, competitive circumstances, region and employee skills. It is also interested in the broader context of organisational challenges, pay setting and minimum wages, particularly with the prospective increases in minimum wage rates over the next couple of years. Project co-PI, Professor Jim Arrowsmith (MPOWER Co-Director), comments:

Low pay has been a hot topic in NZ for some time now. It is seen both as a result of and contributor to low productivity growth, and encourages many Kiwis to look for work overseas. Others have to work long hours to make ends meet. On the other hand, many employers, particularly small firms, are also struggling to survive, and the new government's commitment to significantly increasing the minimum wage also makes this highly topical. This work will help shed some much-needed light on the various experiences and attitudes of employers and employees alike to low pay and the Living Wage.

The interview fieldwork, scheduled for completion late this year, will be accompanied by organisational case studies and employer focus groups. This in-depth investigation will help to highlight the rationales, processes and effects of low pay in the New Zealand context.

MPOWER's Living Wage Masters scholarship

The Marsden Living Wage research will be complemented by the research activity of a Massey Master of Business Studies student on a survey of employers about the Living Wage. This survey material will form the basis of a research report in partial fulfilment of the degree. As one of Massey School of Management's Special Interest Groups (SIGs), MPOWER secured a \$7,000 scholarship to enable an eligible student enrolled in the research Masters degree in 2018 to undertake this work alongside staff (for more info. on this and other SIG scholarship initiatives, see: http://www.massey.ac.nz/massey/learning/colleges/college-business/school-of-management/study/postgraduate-scholarships/postgraduate-scholarships_home.cfm).

Research note: About the Living Wage

Living wages are increasingly prominent around the world due to rising living costs and the growth of low-paid and insecure work. The concept of a Living Wage (LW) differs from a statutory Minimum Wage (MW) which provides a universal legal floor under pay. LWs are usually set at significantly higher rates as they are linked to quality of life not simply subsistence. They are also usually calculated by independent groups rather than government agencies and applied by employers voluntarily.

The LW, and MWs with ‘bite’, are controversial on both equity and efficiency grounds. Proponents argue that a system of low minimum wages supplemented by taxpayer-funded transfers such as housing and child benefits basically subsidises and perpetuates low pay. Conversely, opponents argue that LWs are a clumsy way to address poverty and need given that individual, and business, circumstances vary widely.

Economic outcomes are also hotly disputed. According to orthodox economics, paying above ‘market clearing’ wages will lead to job losses and/or work intensification. Opponents of the LW argue that pay should recognise (and incentivise) skills and scarcity value in the labour market, and that wage growth should reflect firm and individual performance. Enforced higher wage rates increase costs directly and indirectly by impacting on differentials, particularly in labour-intensive service sectors. Small firms are often less able to absorb, pass on or respond to cost increases through work reorganisation, especially when other costs are increasing too.

Other theories suggest that low pay reflects unequal bargaining power (and other factors such as employee needs around working time), resulting in a pay ‘range of indeterminacy’ rather than market rates. The benefits of productivity growth are thus unequally shared. Concepts such as ‘efficiency wages’ and insights drawn from motivational psychology also suggest that higher pay could deliver offsetting returns, especially longer-term, through better recruitment and retention; development and training; improved commitment and productivity; and better people management and employee relations generally, including in small firms. Case study work in New Zealand also suggests that employer agency (strategic choice and ethics/CSR) can be important as well as structural context to do with product and labour market competition and profitability in explaining the drivers, constraints and effects of LW adoption by employers.

These issues need exploring in a systematic way. The prevalence of small firms and service sector work means that, in New Zealand, it is reported that 86% of employers do not pay at or above the LW rate. However, little is known about employer attitudes around low pay and the LW. For example, are low-paying employers favourable in principle but restricted in practice? Or could they pay more but choose not to? What explains differences in attitudes and practice – how important is, for example, size, sector, competition, unionisation and management choice?

The project outlined on page 13 responds to such questions through a three-year study of employer and employee attitudes and experiences, using qualitative and quantitative techniques. Its current focus is on interviews of employer representatives and other key stakeholders. The employer research is led by Professors Jim Arrowsmith and Jane Parker, who are more than happy to answer any queries.

- Professor Jane Parker (School of Management, Massey University). Email: j.parker@massey.ac.nz, telephone: 09 213 6393
- Professor Jim Arrowsmith (School of Management, Massey University). Email: j.arrowsmith@massey.ac.nz, telephone: 09 213 6390



MPOWER



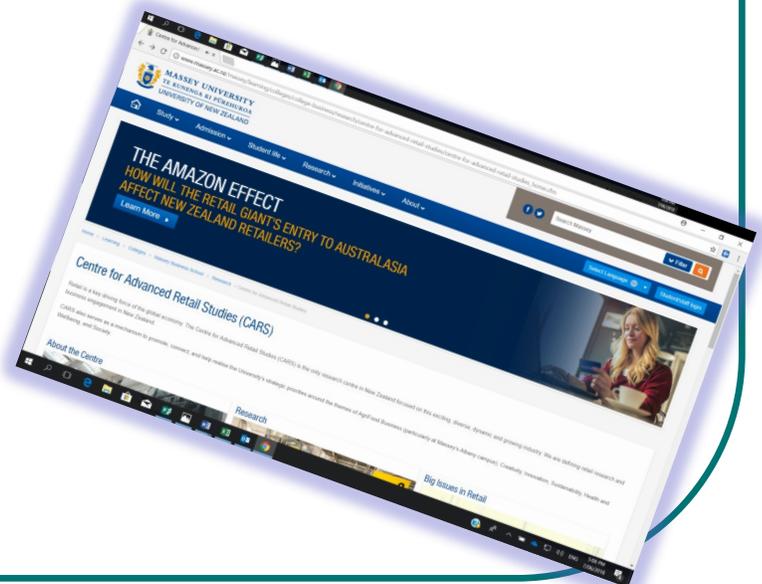
BIG ISSUES IN RETAIL SURVEY

In collaboration with Retail NZ, the Centre for Advanced Retail Studies (CARS) at Massey University will launch the 3rd iteration of the *Big Issues in Retail Survey* at the end of June.

The purpose of this annual survey is to assess the state of health of the New Zealand retail industry and allows for longitudinal trends to be compiled. The key heading findings of last year's survey found that both business and consumer confidence dropped significantly in the run up the new Government being formed, that consumers were becoming increasingly demanding (and wanting more for less), and that Kiwi retailers were extremely nervous about Amazon's announcement that they were setting up operations on the other side of the Ditch.

Of particular interest for MPOWER members, as in the previous year, the 2017 Survey found that talent gaps in the labour market were also a major concern for retailers up and down the country, with professional buyers, merchandisers, as well as leaders and senior managers, and those who are able to work across physical and digital platforms cited as being in very short supply, with a need to grow more home grown talent. For further information on the *Big Issues in Retail Survey*, please visit: www.massey.ac.nz/masseyretail

by Jonathan Elms
Professor - Sir Stephen Tindall Chair
in Retail Management
School of Communication, Journalism and
Marketing (Auckland)
email: j.r.elms@massey.ac.nz



Forthcoming

2018 Labour, Employment and Work Conference (LEW2018)

29 and 30 November 2018
Victoria University of Wellington
Rutherford House
Wellington
New Zealand

Theme: Work and Well-being

Plans are well underway for this year's conference and we hope that you will be able to join us to present your latest research.

We hope to make announcements on keynote speaker(s) soon, and to confirm some workshops around particular topics/themes.

We are also holding a post-graduate student symposium the day before the conference LEW2018 (Wednesday 28 November) to provide a forum for PhD and Masters thesis students who are researching in the area of labour, employment and to encourage them to attend the conference.

The official 'Call for papers' will be distributed in coming months but we wanted to ensure that you have locked in the dates and have time to plan what you might present around our theme.

We look forward to seeing you in Wellington in November and let's hope we have a summer like this one!



If you would like to register your interest in receiving the regular updates, or for more conference information, email Sue Ryall (Manager, Centre for Labour, Employment and Work (CLEW) at VUW) at:

susan.ryall@vuw.ac.nz



MPOWER - Upcoming Events/Activities

- ◆ IMNZ-commissioned MPOWER research project—MCI survey launch, late June (see page 12)
- ◆ MPOWER-Kluwers Wolters (publisher of CCH Books) book launch, *The Big Issues in Employment: HR Management and Employment Relations in Australasia*, **26 July** (12-1pm), Room MBS2.15 (Flexi-Space), Massey Business School. RSVP via email to mpower@massey.ac.nz by 20 July for catering purposes (see page 6)
- ◆ 2018 MPOWER Researcher Support Awards, deadline for applications: 17 August and award presentation in late August (see pages 8-9)
- ◆ MPOWER Researcher Development Workshop (Human Resource Management and Employment Relations), 14 November, 10am-12pm (see page 18)
- ◆ MPOWER and *Labour and Industry* at the 2018 Labour, Employment and Work Conference in Wellington, 29-30 November (see page 16)

Recent Events (March - June 2018)

- ◆ MPOWER-CLEW-Women at Work stream, “Working Women’s Progression and Experiences in Context”, at the International Gender, Work and Organisation conference, Sydney, 13-16 June (see pages 2-5)
- ◆ MPOWER seminar/lecture by visiting professor, Prof. Paul K. Edwards (University of Birmingham), 19 April (see page 10)
- ◆ MPOWER and other researchers’ Marsden-funded study of the Living Wage in New Zealand (ongoing) (see pages 13-14)
- ◆ VUW-MPOWER/Massey-AUT and Australian universities study of gender equity initiatives and implementation in the public services, since September 2017 (ongoing) (see page 11)

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



Forthcoming

WORKSHOP

It's back!

HRM and Employment Relations

MPOWER Researcher Developer Workshop

The MPOWER researcher developer workshop is back! Three HRM/Employment Relations specialists will discuss their recent research, and workshop with and provide feedback to Massey University staff and post-graduate attendees who are interested in developing their HRM/Employment (Relations) project proposals and activities:

- ◆ **Professor Jim Arrowsmith** on an on-going NZ project about HR dynamics and performance, based on a survey of HR and line managers in NZ;
- ◆ **Dr Ozan Alakavuklar** on participatory action research that is change oriented, and critical ethnography; and
- ◆ **Professor Jane Parker** on a management development research project, using mixed methods (semi-structured interviews and surveys).

This event has been rescheduled from July to **14 November, 10am-12pm** (room venue at Massey University (Albany) to be confirmed) and will include a morning tea break. There is no entry cost and the event is open to all MBS staff and post-grads in the HRM and ER fields.

For enquiries or to RSVP, please email: mpower@massey.ac.nz



MPOWER members (surnames in bold): selected outputs

- **Alakavuklar, ON.** (2018). Living in the new dark ages: Is there a hope? *Organization*. [Book Review].
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Winner!

Congratulations to MPOWER member **Anna Clark** whose name was drawn from all the entries in our book competition that correctly cited MPOWER's name in full. A copy of *The Big Issues in Employment: HR Management and Employment Relations in Australasia* is in the post to you!

MPOWER: Quick Facts and Contacts

Our membership now sits at 885. Of these, MPOWER LinkedIn Group members number c. 360. About half of the total membership are external or industry contacts. For more information about the group, contact us -

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



MPOWER



Forthcoming

BUSINESS MOVES FAST.

KEEP UP.

Excitement around re-launch of Business Futures In-Sight

Massey's Executive Education team have announced that the In-Sight programme will have a new line-up of topics focused on the future.

For business leaders who want to get up to date with the latest thinking on topics such as the Fourth Industrial Revolution, executive coaching and the future of Marketing, Massey's newly conceived Business Futures Insight is just the solution. Using a range of Massey and external speakers participants are provided with a succinct but powerful exploration of the future of business and the changes required by business leaders to survive and thrive.

The week-long programme is offered at the Albany Campus of Massey but participants travel across New Zealand to participate. The programme is taught in cohort format which enables participants to meet with other leaders who are at similar points in their careers.

The programme is also useful for those that are considering an MBA and who would like to understand the academic level involved. There will also be the opportunity to engage with alumni of Massey's [MBA](#) and [MALP](#) qualifications.

The programme is carefully integrated with a course leader who ties all the topics together and ensures a cohesive learning experience that participants can apply immediately.

The programme's objectives include:

- To provide an overview of current and future trends facing businesses
- To update participants on developments in key functional areas
- To expose individuals to thought leaders on various topics
- To provide insight for individuals into the types of topics covered in the Massey MBA
- To demonstrate the kind of class interaction to be expected in an MBA
- To give participants the opportunity to apply their learnings to their own circumstances
- To allow participants to work in cohorts towards a common goal

The programme is scheduled for 27-31 August at Massey's Albany campus.
Follow [this link](#) for more details.

New book

Talking with your People:

A Roadmap to Achieve Better Employee Communications in the Corporate World

Ron Murray

(Murex Press, 143 pp. Contact the author at ducajiro34@gmail.com for further information on price and orders)

Effective communication is a vital part of success but, as Ron Murray notes, organisations all too often focus on external ‘comms’ and neglect the two-way dialogue with staff that underpins employee engagement and indeed potential brand ambassadorship.

In this new book, Murray argues that internal communication - talking with, not just talking to, the people who make up the organisation - is crucial to building a positive culture and reputation.



With the proposition that ‘everyone is a Comms Manager’, the author offers practical advice on a range of techniques and relationship-building strategies to reinforce better communications systems and practices.

This book is an accessible and highly-readable guide to better internal comms, based not so much on literature but on the author’s extensive experience across a range of different sectors. It will appeal to HR generalists as well as communications specialists and should certainly be welcomed by line managers too.

- Prof. Jim Arrowsmith (Massey University)

Congratulations Marian!

Professor Marian Baird (MPOWER member) from the University of Sydney Business School has been named one of the world's most influential people in gender policy by Apolitical, a London-based network that assists public servants to resolve major social challenges.

Professor Baird shares the top 100 list with Nobel Peace Prize recipient, Malala Yousafzai; UN Deputy Secretary General, Amina Mohammed; former Australian Prime Minister, Julia Gillard; Lord Mayor of London, Sadiq Khan, and Canadian Prime Minister, Justin Trudeau.

Well done, Marian!

To listen to Marian speaking about gender policy initiatives in Australia, please visit: <https://www.youtube.com/watch?v=vx2JcYvY7Ng>



PROFESSOR MARIAN BAIRD
Discipline of Work and Organisational Studies
The University of Sydney Business School



Thank you Diversity Works!



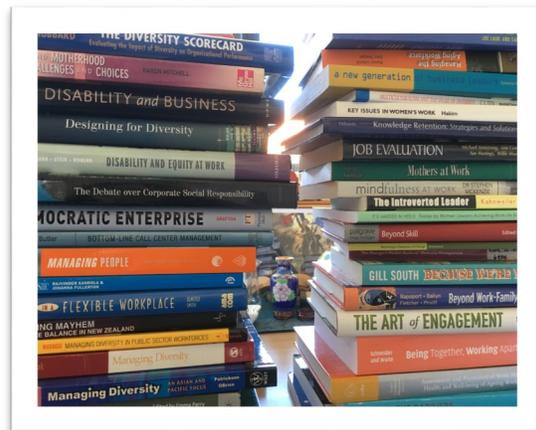
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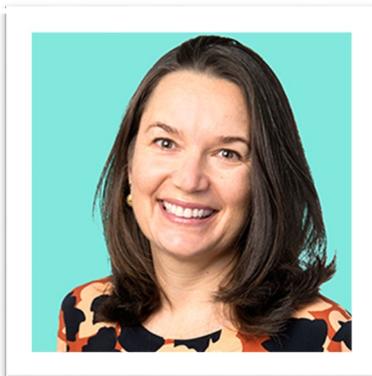
Centre for Advanced Retail
Studies (CARS)

Prof. Jane Parker (MPOWER) and Prof. Jonathan Elms (Centre for Advanced Retail Studies (CARS) at Massey University recently visited Rachel Hopkins, the Chief Executive at Diversity Works New Zealand. The meeting enabled the respective group leaders to discuss their areas of work and research, and where possible collaboration might ensue.

In addition, and on behalf of her organisation, Rachel kindly donated Diversity Works New Zealand's book collection to MPOWER and CARS. This library is hugely significant as a source of information on a wide range of workplace and wider societal matters including well-being at work, work-life balance, diversity and inclusivity, gender equity, working hours, precarious work, workplace ethics and CSR, cross-cultural studies, and flexible working. MPOWER and CARS



Some of the books donated by Diversity Works now housed by MPOWER and CARS at Massey



Rachel Hopkins, Chief Executive
at Diversity Works New Zealand

are indebted to Diversity Works New Zealand for this resource which is currently housed in Jane and Jonathan's offices (QB3.03 and QB3.27). All staff and post-grads at Massey are welcome to peruse the collection.

Diversity Works New Zealand Chief Executive Rachel Hopkins is delighted the library has found a new home at Massey University: *"These books have been an invaluable diversity and inclusion resource for our members, and keeping the library intact ensures they will continue to serve that purpose."*

Forthcoming



ANZAM
AUSTRALIAN & NEW ZEALAND
ACADEMY OF MANAGEMENT



TĒNĀ KOUTOU KATOĀ! HAERE MAI, NAU MAI KI TĀMAKI MAKĀURAU!

GREETINGS! WELCOME TO AUCKLAND!

The Massey Business School welcomes you to the 32nd annual Australian & New Zealand Academy of Management (ANZAM) Conference. This year the Conference will be held in the heart of one of the world's 'most liveable cities' and gateway to Aotearoa, New Zealand.

Auckland, the beautiful City of Sails, a whole region waiting to be explored: world class shopping, restaurants, bars and galleries encircled by wine regions, mountains, stunning beaches, pristine rainforest and the magnificent Hauraki Gulf.

The venue for the Conference is one of Auckland's premier hotels – Cordis. Formerly The Langham Hotel, Cordis Auckland is renowned for its lobby lounge, restaurants, luxury rooms, and conference facilities. The Conference will begin on the evening of Tuesday 4 December with a welcome reception in the Pre-function area of 'The Great Room' and concludes with closing drinks in the same location on Friday 7 December.

The theme for this year's Conference is *Managing the Many Faces of Sustainable Work*. The demands from stakeholders for work and organisational forms that are financially, environmentally and socially sustainable are unlikely to diminish. This Conference will bring together local and international academics and practitioners to share evidence and insights on this and a host of other pertinent issues.

The 2018 Conference Organising Committee looks forward to welcoming you to ANZAM at Auckland. We hope you leave the Conference with great memories, fresh ideas, new friendships, and existing ones cemented.

For more information, email Assoc-Prof Bevan Catley (b.e.catley@massey.ac.nz) or visit: <https://www.anzam.org/>

Please note: the extended deadline for paper submissions is [2 July](#)

Forthcoming

1st Conference of the
Asia Pacific Academy for Psychosocial Factors at Work
**Macro to Micro Perspectives on
Healthy Vital Work in the Asia Pacific**
Massey University, Auckland NZ
29-30 Nov 2018



Asia Pacific Academy
for Psychosocial Factors at Work

The 1st Conference of the Asia Pacific Academy for Psychosocial Factors at Work will take place from 29-30 November 2018 in Auckland, New Zealand.

CALL FOR PAPERS IS NOW **OPEN!**

The theme for the 2018 Asia Pacific Academy for Psychosocial Factors at Work Conference is '**Macro to Micro Perspectives on Healthy Vital Work in the Asia Pacific**'. The conference will be hosted by the Healthy Work Group, School of Management, Massey University.

The programme will include keynotes from:

Prof. Christian Dormann, Gutenberg School of Mgt & Economics, University of Mainz, Germany
Prof. Maureen Dollard, Asia Pacific Centre for Work Health and Safety, University of South Australia
Assoc Prof. Aditya Jain, Nottingham University Business School, United Kingdom

Topics

The 2018 Asia Pacific Academy conference in New Zealand will explore a variety of topics including:

- Psychosocial factors at work and their relationship with productivity and health
- Psychosocial factors at work in developing countries
- Integrative and interdisciplinary approaches
- Best practice psychosocial risk prevention and hazard management strategies, interventions and evaluation
- Job strain and cardiovascular disease
- Organisational factors that promote positive wellbeing
- Managing workers with chronic health disorders and mental health issues
- Focus on industries/occupations at risk e.g. health workers
- Influence of macro-level factors and social inequality on worker health
- Economic and productivity benefits of psychological safety at work
- Multilevel work stress theories and research
- National and international comparative work
- Worker health: From research to practice
- 'Hot topics' such as workplace bullying, sickness absence, aging workforce, unemployment, retrenchment, precarious employment, work-life balance.

This event allows researchers and industry representatives to come together and discuss the latest developments in theory and practice. The program will include presentations from academics and practitioners as well as workshops, symposium. For more info., visit: <https://www.apapfaw.org/conference.html>