

MPOWER: A pipeline for 'people and work' research

September, 2018
Vol. 5, Issue 3

MPOWER



The last few months have seen progress with various research projects led by or involving MPOWER members. In this issue, we outline those which have recently delivered outputs and other impacts (e.g. pages 3-4, 6 and 22).

Also notable are the recent launches of the book, *The Big Issues in Employment: HR Management and Employment Relations in Australasia* in Sydney and Auckland. This text provides a key reference on employment matters, written by many MPOWER members (see pages 7-8). A third public profiling is planned for the ANZAM conference in December 2018 (page 9).

We also take a look at some of the projects outlined by applicants for the 2018 MPOWER Researcher Support Awards. This year's entries spanned a wide range of people and work topics, showcasing the vitality and critical mass of researchers coming through (pages 14-16 and 18).

As well as ANZAM, this issue profiles several other forthcoming conferences of relevance to members including the Labour, Employment and Work (LEW) Conference in Wellington and the Psycho-Social and ABEN conferences in Auckland (pages 9-13). Group researchers will be presenting their latest findings at these events and these will be showcased in the next newsletter.

MPOWER's Researcher Workshop for HRM and Employment post-grads and emerging academics will take place in November (page 20). Other upcoming activity for the Group includes its involvement at the 2018 HRINZ Expo on 3 October (page 13) and MPOWER members will be presenting on the future of work (implications of technology for work management and careers) at nine locations in the North Island for Business Central, the regional association for chambers of commerce (pages 21-22).

We also profile Massey Masters student and member Ariel Wetere who has secured a School of Management scholarship to examine the Living Wage in the Pacific, extending an existing Marsden-funded project on the Living Wage in NZ (page 5); Betul Taskin who recently completed a Masters research project on bullying in healthcare in NZ and Turkey (page 6); the work and research of member Dr Kate Bone who recently took up a lectureship in the School of Management; Marsden project Living Wage research associate, Ali Albasha; and Masters candidate, Erin Burrell, who is conducting fieldwork on the use of quotas on boards in New Zealand (pages 17 and 19-20). There's plenty going on and we hope you enjoy reading all about it!

Jane Parker and Jim Arrowsmith (MPOWER Co-Directors)

How to join MPOWER

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

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Contact us

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

MPOWER@massey.ac.nz

Our next issue is due out in December 2018.

MPOWER - Upcoming Events/Activities

- ◆ Profiling of book featuring many MPOWER member contributors' work at the 2018 ANZAM Conference at Massey University, 4-7 December (page 9)
- ◆ MPOWER and *Labour and Industry* at the 2018 Labour, Employment and Work Conference in Wellington, 29-30 November (page 10)
- ◆ MPOWER Researcher Development Workshop (Human Resource Management and Employment Relations), 15 November, 10am-12pm, Room MBS2.15 (Albany campus) (page 20)
- ◆ MPOWER members speaking at Massey Business School 'Big Ideas in Business' Series (from 18 October) (page 23)
- ◆ MPOWER members, Profs Jim Arrowsmith, Ted Zorn and Tim Bentley, and Dr Brougham, presenting on the future of work (technology, work management and careers) around the North Island for Business Central (from 29 October) - keep an eye out for notices on this series of Business Central/Massey Business School events (pages 21-22)
- ◆ MPOWER at the HRINZ Expo, Pullman Hotel, Auckland, 3 October (page 13)

Recent Events (July-September 2018)

- ◆ 2018 MPOWER Researcher Support Awards (at the School of Management intern presentation event), 26 September (11.30am), Sir Neil Walters building, Massey Business School (Albany)
- ◆ Release of VUW-MPOWER/Massey-AUT report involving MPOWER members: *Role of Middle Managers in Progressing Gender Equity in the Public Services*, 1 October
- ◆ Appointment of MPOWER researcher, Ariel Wetere, to examine the Living Wage in Pacific Island Nations, from September
- ◆ Dissemination of findings on the Living Wage at the University of Firenze by Professor Stu Carr (Project GLOW and MPOWER member), 30-31 August
- ◆ MPOWER-CCH book launches, *The Big Issues in Employment: HR Management and Employment Relations in Australasia*, 26 July (12-1pm), Massey Business School and mid-June at the Gender, Work and Organization Conference in Sydney

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



MPOWER research news



NEW REPORT: Study of middle management and gender equity in NZ public sector agencies

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 Australian study was funded by ANZSOG and the NZ work by the Ministry for Women, MPOWER and the Gender & Diversity Research Group at AUT. Following fieldwork in NZ public sector agencies, involving individual and focus group interviews with 70 managers, the New Zealand team completed its report, *The Role of Middle Managers in Progressing Gender Equity in the Public Services* which you can view at: <http://www.massey.ac.nz/massey/fms/Colleges/College%20of%20Business/mpower/forthcoming%20events/The%20Role%20of%20Middle%20Managers%20in%20Progressing%20Gender%20Equity%20Report.pdf?E385F11FAEC11726B60E15F32DD4B596>

Their Australian counterparts have also produced a report, with similar findings. This has informed an Australian Leading Practice Guide that outlines 14 actions to increase managers' capacity to improve workplace equity. Both teams will be looking to engage soon in cross-national analyses, and to share study findings at the 2018 Labour, Employment and Work (LEW) Conference (see page 10).



The NZ research team includes: Dr Noelle Donnelly (Centre for Labour, Employment and Work ((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).

Living Wage in New Zealand:

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

About the study

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 & Mr Ali Albasha (Massey School of Management graduates).

This mixed method project explores the perceptions and experiences of various stakeholders around the Living Wage. It is now well into its first year, with the team having undertaken a national employee survey and a series of interviews with senior sector and industry representatives around New Zealand. 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.

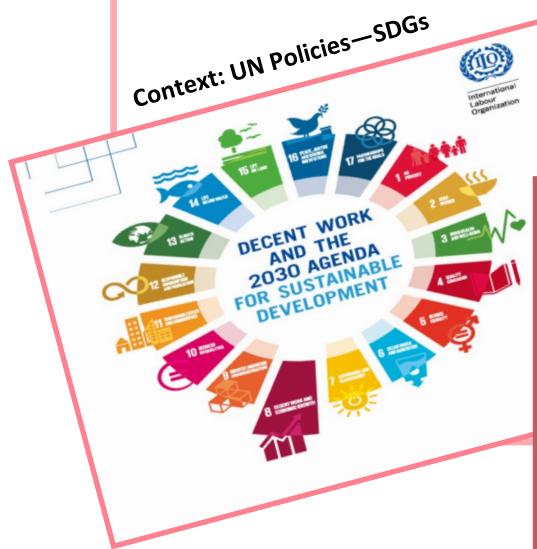
Following the interview fieldwork, the team will undertake organisational case studies and employer focus groups. This in-depth investigation will help to highlight the rationales, processes and effects of low pay in the New Zealand context.



THE SECOND INTERNATIONAL CONFERENCE HEALTHIER SOCIETIES FOSTERING HEALTHY ORGANIZATIONS: a cross-cultural perspective

Research dissemination

Professor Stuart Carr recently presented work from the Marsden project at the Second International Conference, *Healthier societies fostering healthy organisations: A cross-cultural perspective*, at the University of Florence (30-31 August). Professor Carr spoke on behalf of Project GLOW (Global Living Organizational Wage) and MPOWER members Professors Jarrod Haar, Jim Arrowsmith, Jane Parker and Darrin Hodgetts, Dr Siautu Alefaoi-Tuglia, Amanda Young-Hauser and Harvey Jones, focusing on Living Wages and Healthy Organisations in Aotearoa/New Zealand.



Critique of Existing Studies

1. Limited sampling – representative of a 'Precariat' working class and wider NZ?
2. Limited measures – fairness (reciprocity), & job satisfaction-pride-empowerment
3. No reliable measures of health/wellbeing
4. NEXT STEP: Larger sample - *representation*; Accustomed to more items per construct;

& *Extending into Health-Wellbeing?*



School of Management Masters scholarship for MPOWER researcher



The Marsden Living Wage research outlined on page 4 will be complemented by the research activity of one of Massey's Master of Business Studies students who will carry out a survey of employers about the Living Wage.

Ariel Wetere is the recipient of a Massey School of Management scholarship which will support her Masters research report work for MPOWER, one of the School's Special Interest Groups. Ariel holds a Bachelor of Science (Psychology) from the University of Auckland and a Graduate Diploma in Business from Massey University. She also received Te Pokaitahi Reo in 2018 from Te Wharewananga O Awanuirangu, one of only three institutions designated as Wananga under the Education Act 1989.

Since 2013, Ariel has been the Pacific Area Self Reliance Operations Manager for the Church of Jesus Christ of Latter-day Saints (LDS) Trust Board in Auckland. Prior to this role, she was an Executive Support Supervisor for the LDS Trust Board and an Account Manager at Datamail.

Ariel also has extensive voluntary experience, having been a Youth Leader in the Balmoral Ward, a Rugby League Manager for the Pt Chevalier Pirates and a FSY Youth Conference Coordinator.

For her research report, Ariel will examine employers' perspectives of the living wage in Fiji, Tonga and the Marshall Islands. This cross-national research will be facilitated by the nature of Ariel's LDS position in which she has the opportunity to travel across the Pacific.

Ariels' Masters research will be supervised by Professors Jane Parker, Jim Arrowsmith (both School of Management) and Stuart Carr (School of Psychology) who are all very much looking forward to working with her. Ariel comments:

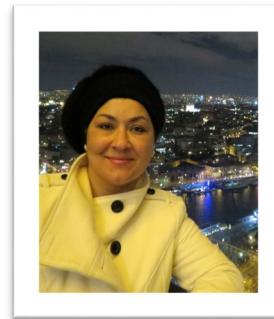
I am grateful for the opportunity to be a part of this research group. As I have travelled across the Pacific, one constant I have encountered is poverty. With the increase in the cost of living/education and limited job openings, it is near impossible for people to lift themselves out of their circumstances. Engaging employers in a dialogue on a decent/living wage is a necessary preliminary step to instituting a Living Wage in the Pacific. I look forward to working with you all and hope that my research can in some way add value to the Living Wage discourse.

MPOWER would like to acknowledge Massey University/School of Management for the project scholarship support.

Cross-national studying of bullying and responses in the health sector

Betul Taskin (MPOWER member and School of Management Masters of Business Studies Candidate) recently completed an exploratory empirical study of HR Managers' perceptions of the HR function and workplace bullying in the health sector in New Zealand and Turkey. We profile the woman and her work.

Betul studied biology at Hacettepe University in Turkey. She gained 10 years' work experience in the fields of molecular biology, microbiology and biochemistry in various research institutions and medical school laboratories.



She is a mother of two children: Elif and Burak (4). Betul creates Ottoman Art, Ebru and miniature, Chinese painting in her spare time. On top of her background in science, Betul continued her education with a Master of Management at Massey University. Her recently-submitted research project examined workplace bullying and how it is handled in the healthcare sector, specifically hospitals in NZ and Turkey.

Healthcare stands out as a sector where bullying is most often reported. Betul focused on how HR managers perceive and respond to bullying in this sector. Following a comprehensive literature review, she undertook an interpretative piece of research, involving in-depth, semi-structured interviews with hospital HR professionals in both countries and thematically analysed their comments. Her key findings include that:

- the biggest differences between the two nations related to policy—while NZ hospitals have effective anti-bullying policies, Turkish hospitals often do not have such policies because of the emerging nature of the bullying concept in that context;
- Turkish hospitals are thus not able to manage bullying at work as effectively as NZ hospitals;
- leadership style and training are important components in *preventing* bullying;
- monitoring systems (e.g. surveys, reports, cameras) were used only in the prevention phase in New Zealand but are used to fill the gap in policy in Turkish hospitals during prevention, secondary intervention and tertiary measurement in countering bullying;
- mediation can be used to resolve identified bullying cases during an investigation process; with more serious cases, different coping strategies may be employed (e.g. relocating the staff member, terminating employment);
- once a bullying case is resolved, rehabilitation and counselling are effective in aiding the recovery of those who have been bullied;
- organisational culture & communication have a major impact on preventing, dealing with and recovering from bullying cases, and these domains vary according to the national context; and
- while unions do mediation work in NZ effectively, the lack of unions in Turkey forces HR departments to manage the entire mediation process, as well as monitoring, in healthcare organisations.

The study extends a framework for counter-bullying approaches and practices in NZ and Turkish healthcare, and is a useful resource for practitioners, including HR managers and policy-makers, when developing initiatives. For more info, please contact Betul at: nbetultaskin@gmail.com

Recent events

Book launches!

Two launches of the book, *The Big Issues in Employment: HR Management and Employment Relations in Australasia* (published by CCH, a Wolters Kluwer company) were held recently. The first was during the Gender, Work and Organisation Conference at the Hyatt Regency in Sydney on 13 June and the second at Massey's Albany campus on 26 July.

The book contains chapter contributions from 32 academics and professionals in Australia and New Zealand, many of whom are MPOWER members. It was one of several books profiled by its editors, Jane Parker and Marian Baird, in a plenary session and with posters and flyers at the 10th Biennial Gender, Work and Organisation conference in Sydney. The second launch at Massey's Albany campus also included a number of authors who spoke on the focus and significance of their respective chapter contributions to an audience of 65:

- Dr Christian Yao—on the Living Wage;
- Dr Aymen Sajjad—on sustainability;
- Dr Kate Blackwood—on flexible working;
- Prof. Jim Arrowsmith—on Pacific Island employment; and
- Prof. Jane Parker—on editing.

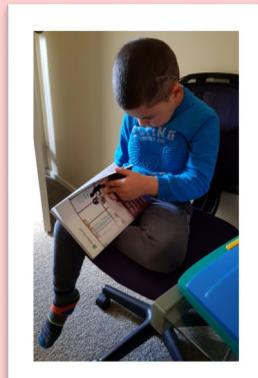
Attendees at the Massey launch included industry representatives, professionals, academics, post grads and CCH representatives, Andrew Campbell (Head of Books) and Lynne Sharp (Marketing Executive).



Prof. Jim Arrowsmith and Andrew Barney (MC)



Dr David Brougham



Burak, son of Dr Nazim and Betul Taskin, showing that you're never too young to develop an interest in HRM and employment relations ...

For more information about the full range of authors, chapter coverage and availability, please visit:
<https://books.wolterskluwer.co.nz/items/1664ZS>



2018 book launches



Profs Marian Baird and Jane Parker
at the Sydney launch



Dr Aymen Sajjad at the Massey
launch



Dr Christian Yao at the Massey
launch



L to R: Andrew Campbell (CCH), Andrew Barney (MC for the launch, Massey), Dr Christian Yao (Victoria University), Prof. Jim Arrowsmith (Massey), Carlien Kruger (Ivanov Consulting Limited), Prof. Jane Parker, Dr Kate Blackwood (both Massey), Lynne Sharp (CCH), Dr David Brougham and Dr Aymen Sajjad (both Massey)



Dr Kate Blackwood

Conference noticeboard

Calendar



TĒNĀ KOUTOU KATOA! HAERE MAI, NAU MAI KI TĀMAKI MAKARAU!

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.

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.

Note: MPOWER will profile the new book, *The Big Issues in Employment: HR Management and Employment Relations in Australasia* (CCH publisher), involving a number of member contributors, at this conference.

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



ANZAM
AUSTRALIAN & NEW ZEALAND
ACADEMY OF MANAGEMENT

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!



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



Forthcoming



Asia Pacific Academy
for Psychosocial Factors at Work

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

**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.**

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 & 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., email Dr Natalia D'Souza (n.j.d'souza@massey.ac.nz) or visit: <https://www.apapfaw.org/conference.html>

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 | * Marketing ethics |
| * Corporate social responsibility, sustainability and irresponsibility | * Religiosity, spirituality and ethnicity |
| * Artificial intelligence, disruptive technology and ethics | * Accounting ethics |
| | * Business law and ethics |
| | * Ethics in finance |

For more information about this conference, please email Associate Professor Gabriel Eweje at: g.eweje@massey.ac.nz or 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

MPOWER at the HRINZ Expo on 3 October 2018



MPOWER will be sharing a booth with Massey Business School at the Human Resources Institute of New Zealand's (HRINZ) upcoming expo on 3 October at the Pullman Hotel in Auckland city. If you're going to the expo, please pop by and we'll be happy to chat about the Group and how we can assist you.



At the conference this year, the focus will be on “The Future of Work – how will it differ from today’s ways of working; what we need to do to adapt; identifying opportunities for performance improvement. Attendees will be informed and inspired by keynote presentations, inspirational speakers, practical workshops and networking opportunities” (*HRINZ conference website*).

For more information about the HRINZ Expo and Conference, please visit:

https://nzhrcconference.co.nz/?gclid=EAIAIQobChMltZq96oal3QIV2QoqCh0Z_Ap1EAAYASAAEgJgH_D_BwE



Winners announced!

2018 MPOWER Researcher Support Awards - Winners!



for Massey University post-graduates and emerging academics

MPOWER researcher support awards

Building on its inaugural awards in 2014, MPOWER recently received applications for post-graduate/emerging researcher funding award for proposed ‘people and work’ research in 2018. 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.

Tough choices

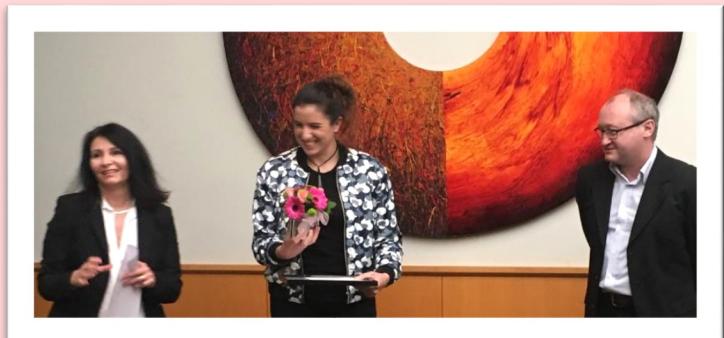
This year’s judges stressed the high calibre of all entries for the 2018 awards, to the extent that they opted to award first place to two applicants! On pages 16 and 18, we profile the evaluations and information on the study applications from the winners, Erin Burrell and Dr Kate Bone, who received their awards from Professor Jane Parker and Jim Arrowsmith at the School of Management intern presentation event run by Dr Kaye Thorn on 26 September at Massey’s Albany campus. The full range of applications spanned a wide variety of people and work management subjects, suggesting a rich body of emerging and critical research activity. Topics included:

- managerial sense-making in Chinese and New Zealand business partnerships;
- the psychosocial work environments of multiple job-holders;
- the career experiences of skilled migrant women in New Zealand;
- work-life balance and perceptions of balance;
- strategic decision-making through human insight and artificial intelligence (AI);
- the internationalisation process of knowledge-intensive business service enterprises in New Zealand; and
- understanding inclusion and female employees’ perceptions.

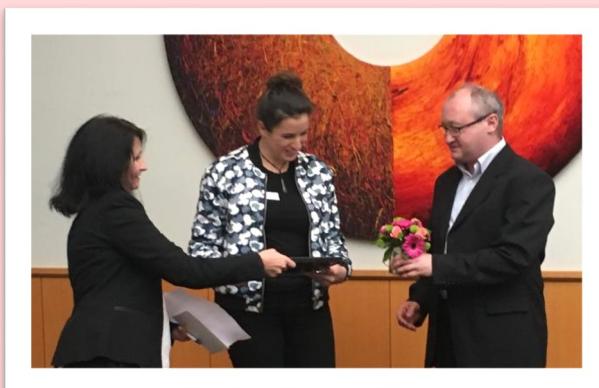
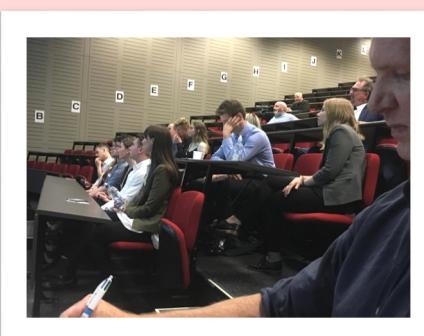
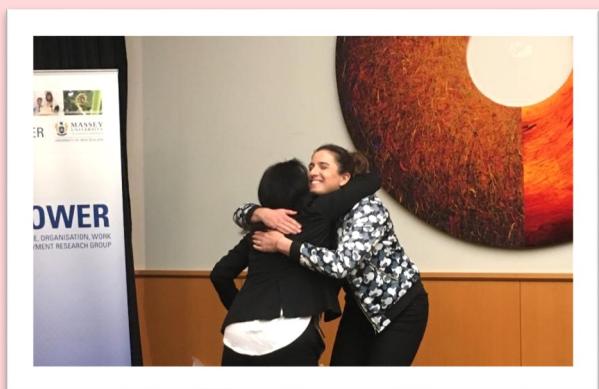
No wonder the judges had such a difficult task, and thank you to everyone who entered! Many thanks to Kaye for incorporating the MPOWER Awards ceremony into the intern presentation event this year.



2018
MPOWER
Awards



Some of the attendees at the intern presentations



Well done,
Kate and
Erin!



Dr Kaye Thorn, intern event organiser



Winner: *Erin Burrell*

Masters Candidate

Project title: Discrimination or Diversity: A Balanced Score Card review of perceptions on gender quotas

The judges described Erin's project and proposal as:

- "very topical; good proposal"
- "important and under-researched topic, especially in New Zealand where there are peculiar characteristics to do with size and sector (which should be explicitly addressed)"
- "funding will support research"
- "very interesting and novel approach using BSC"

In her application, Erin observes that the New Zealand labour market is changing, but our corporate Boards of Directors seem to be "frozen in time displaying limited representation of women." This has sparked a debate between creating a policy that mandates gender quotas to force equality, or to focus on merits and skills when hiring.

Learning from NZ Crown Corporations as well as international organisations chasing equity through initiatives, quotas and sanctions, this study uncovers both risks and benefits to those persons struggling to find opportunities in the executive suite.

Through a series of in-depth interviews this study asks if gender quotas for board directors are good or bad for NZ. Involving participants from representative demographic categories and regions, this study moves beyond current research to understand opinions of those who would be hurt by quotas alongside those who would benefit from the approach.

Acknowledging that quotas are discriminatory, this study questions whether policies focused on excluding skilled candidates can help organisations become more inclusive or if they will create even more segregation and further breed power imbalances.

This innovative effort is leveraging the Balanced Score Card to not only structure research and analyse feedback, but to help businesses understand new ways of engaging with a diverse workforce and measuring the outcomes of diversity. With a unique analytical approach, this work may also contribute by supporting future academic researchers in finding ways to connect their research to the community and integrate scholarly models into corporate success. MPOWER funding will support the final stages of research including travel for field work and presenting findings at local conferences.

Good for you, Erin!



Introducing...



Erin Burrell

Master of Business Studies Candidate, MPOWER member

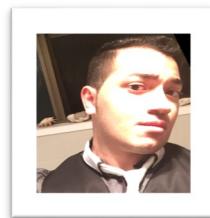
For over 20 years, Erin has facilitated organisational change and insight through data-driven decision making. Her consulting practice focuses on delivering frameworks, software and process to optimise business returns across retail, manufacturing and FMCG sectors. Erin also holds an MBA in Executive Management and a Diploma in Education Technology from Royal Roads University in Canada.

Erin is completing the thesis portion of a Master of Business Studies degree at the Massey Albany campus. Her core research topics include corporate governance, strategy, succession planning, and diverse workforces. Erin's enthusiasm for equality has motivated her current research project, *Discrimination or Diversity, an investigation into gender quotas*. Her research efforts are directed towards finding ways to best create and support a diverse workforce while delivering performance. Focused on a sample of directors and experts reflecting NZ's diversity, Erin's study is exploring how gender quotas may impact cultural change in the executive suite.

Currently in the midst of field work, her initial findings include an overwhelming attitude against quotas and discernments that the reduction of bias and stereotypes cannot be achieved by merely ticking the right box. Discoveries also reiterate that compliance cannot motivate long term change but must offer business and society returns that are of value to stakeholders in the form of hard measures. It is this synergy that has motivated her use of the Balanced Score Card to analyse and link outputs into elements of business strategy and application.

Ali Albasha

Research Assistant, MPOWER member



Ali is a recent graduate from Massey University, receiving his Bachelor in Business Studies (majoring in HRM) earlier this year. He was awarded a scholarship from the Ministry of Education, Saudi Arabia, to study in New Zealand. During his time at Massey, he was a class advocate (representative), assisting students with coursework and answering their queries regarding courses. He also volunteered as an event facilitator as the SA Partners' conference, supported by MPOWER, at Massey, and holds a Certificate in Foundation Studies from Massey (2013).

He has worked for GFK Marketing Research in Auckland as a radio diaries interviewer, conducting fieldwork. He also worked for the Avis/Budget Auckland car rental groups as a service agent.

Ali is a research assistant on the Marsden-funded Living Wage project (see page 4), conducting interviews with sector-level and employer representatives to ascertain their views about the Living Wage and its implementation in New Zealand workforces.



Winner: Dr Kate Bone

Early Career Academic

Project title: Coworking and Well-Being



The judges described Kate's project and proposal as:

- "excellent idea"
- "topical focus; great potential re. methodology"
- "highly topical, increasing practice, under-researched - we don't know the pros and cons, push and pull factors from workers' perspectives"
- "look forward to the findings from this study - when might they be available?"
- "important focus, reflecting where work is heading"

The purpose of this qualitative ethnographic case study research is to explore 'coworking' in the New Zealand context. Coworking is the rapidly-growing practice where self-employed professionals, and other workers (often engaged in non-standard employment), pay membership fees to gain access to a dedicated work space where they can conduct their work/business alongside other individuals, thus joining a coworking community. Coworkers might collaborate together, or work individually side-by-side. Since emerging in 2005 out of San Francisco, coworking has become an exponentially popular employment trend, creating a service industry in itself now. This research is a pilot study which seeks to answer the following questions in the New Zealand context:

- Who coworks and why?
- What is unique about the coworking environment?
- How does coworking relate to worker wellbeing?

This preliminary study seeks to gain an understanding of the coworking scene in Auckland, with the objective that this would inform a bigger project examining the scope of coworking across New Zealand. Interviews with proprietors and coworkers, ethnographic fieldwork at coworking sites, and content analysis of coworking space websites would inform this exploratory study. The aim is to provide an in-depth understanding of coworking as a novel way of working which might have future policy implications. Kate will use the MPOWER funding to support provisions for conducting fieldwork.

Well done, Kate!



Introducing...



Dr Kate Bone

Lecturer at Massey School of Management
and MPOWER member

Current research interests

I am an interdisciplinary researcher and have taught and/or published within the fields of sociology, management, tourism and education. My Masters research at the University of Auckland explored spiritual retreat tourism in NZ and focused on places and experiences of wellbeing. I then spent a year travelling and working on organic farms in Europe (WWOOFING) before moving to Melbourne where I gained my PhD from Monash University in 2017. This research critically examined how precarious employment influences the experiences of young people working in academia on casual and fixed-term contracts. My research interests include workplace wellbeing, tourism, higher education and youth studies. I'm a member of Massey's MPOWER and Healthy Work Group.

I am currently leading/co-leading a number of projects. One of these projects is about coworking in New Zealand and recently won the MPOWER Early Career Researcher Support Award (see page 18). I'm currently running a pilot study about coworking in Auckland, with the view to extend this to a broader New Zealand study. If you are involved in coworking, or interested in this area, please get in touch (contact details below).

Interesting research outputs

1) Bone, K., Jack, G., & Mayson, S. (in press). Negotiating the greedy institution: A typology of the lived experiences of young, precarious academic workers. *Labour & Industry*.

This article reports on the lived experiences of young people working in academia on casual or fixed term employment contracts in Australia. Coser's (1974) 'greedy institution' theory provides a conceptual lens to examine how institutional structures are negotiated and maintained by precarious workers in the contemporary university. The article posits that young people working under precarious employment conditions are vulnerable to excessive demands in their workplace as they perceive a need to fit in and be 'good' employees in order to maintain employment. Their actions then reinforce the status quo which recreates an often 'greedy' institutional work environment. An analytically derived typology comprising of three 'types' is presented. These types include 'giving', 'resisting', and being 'insulated'. This typology illustrates the differentiated lived experiences of precariously employed, young academics.

2) Bone, KD. (2015). The bioecological model: Applications in holistic workplace well-being management. *International Journal of Workplace Health Management*, 8(4), 256-271.

In this article I present my own adaptation of the bioecological model (BM) to the field of workplace health and wellbeing management. This bioecological model, originally developed by Bronfenbrenner (1999) provided a systems approach framework to address workplace well-being in a holistic, meaningful and practical way. My adaptation of the model was an original contribution to ways of understanding wellbeing in the workplace. The article was awarded 'Outstanding Paper' for the journal in the Emerald Literati Awards for Excellence and remains one of the most frequently-read articles in the Journal in terms of international citations.

Continued ...

3) Bone, K., Bone, J., Quinones, G., & Grieshaber, S. (in press). A Peer Assisted Learning (PAL) Approach to Pre-Service Teacher Professional Experiences in Australia: Organisational Friendships. *Asia-Pacific Journal of Teacher Education*.

This article reports on the experiences of international students preparing to become teachers within the Australian higher education context. I worked as a contract researcher on this funded project examining how to support the learning outcomes and wellbeing of international students while on professional workplace experience. This article reports on the finding that international students who were paired with another international student during their professional work placements, rather than going solo, became friends with their peer and gained an increased sense of social support and wellbeing as a result. The focus was PAL (peer assisted learning). This article is important to me because it helps me consider the many challenges and vulnerabilities international students face while studying in their host country. I used the lens of organisational friendship lens to illustrate a holistic approach to wellbeing by considering the broader emotional needs and lives of those entering the workforce.

Contact details: Dr Kate Bone, Massey University, School of Management, Albany Campus. Email: k.bone@massey.ac.nz Phone: +64 9 414 0800 ext. 43408

HRM and Employment Relations

MPOWER Researcher Developer Workshop

Reminder to those interested in attending this workshop!

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 is scheduled for **15 November, 10am-12pm** (at Massey University (Albany), MBS Building, Room MBS2.15) 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 employment (relations) fields. Morning tea will be served. For enquiries or to RSVP, please email: mpower@massey.ac.nz

Join in and develop your research project!



ted talks:

New Massey University and Business Central Collaboration

by Professor Ted Zorn



Professor, School of Communication,
Journalism and Marketing, and Head
of Institute, College of Business -
Executive Education and Enterprise

Massey University has recently developed a partnership with Business Central (BC), an organisation that provides professional services and business support for member organisations throughout the lower North Island. BC is based in Wellington and is one of 4 regional owners of Business NZ and also serves as the regional Chamber of Commerce; they also run the Wellington chapter of Business Mentors NZ.

I've agreed to serve as the primary liaison for Massey with Business Central, and in doing so, I've been working closely with Tracey Farrelly, BC's General Manager, and others from her team.

The relationship is a good opportunity for Massey to promote our programmes and expertise to their 3,500 members, and to create research and consultancy opportunities for us. Already we are getting referrals from BC, such as one member organisation whose CEO has asked us to explore how we might help them on a long-term process of culture change.

Our first major collaborative initiative will be for four Massey representatives – all of us members or associates of MPOWER – to present in October and November at BC's upcoming member briefings in 9 different locations. Jim Arrowsmith, Tim Bentley, David Brougham and I will each present at 2 or 3 of these events, focusing on the future of work and how Massey Business School is preparing our students for that future. As part of this initiative, we also co-authored an article for their member magazine (largely written by Jim, with minor input from the rest of us, including Jane Parker) which will go to all BC members. Apart from these member briefings, we have organised for Distinguished Prof. Paul Spoonley (Pro-Vice Chancellor of the College of Humanities and Social Sciences) to serve as keynote speaker for an upcoming BC conference; Paul will focus on demographic changes in the NZ workforce.

There are other collaborative opportunities being actively explored between Massey and BC, and some of these should create good opportunities for MPOWER colleagues.



Recent outputs and forthcoming presentations by MPOWER members on technology and employment!

The Impact of Technology on Employment: A Research Agenda for New Zealand and Beyond

Labour and Industry: A Journal of Social and Economic Issues at Work

2018, issue 3—forthcoming. Journal website: <https://www.tandfonline.com/toc/rlab20/current>

Jane Halteh, Journal of Labour and Industry; email: jane.halteh@gmail.com (corresponding author)

Jim Arrowsmith, School of Management, Massey University

Jane Parker, School of Management, Massey University

Theodore. E. Zorn, School of Communication, Journalism and Marketing/Executive Education and Enterprise,
Massey Business School, Massey University

Tim Bentley, School of Management, Massey University

Abstract

The rapid development and systemic integration of new technologies raises major concerns about the implications of automation for the volume and quality of jobs. However, there is surprisingly little empirical work that explores the drivers, constraints and employment impacts of technology from a business perspective across different sectors. This research note briefly interrogates the relevant literature, with particular regard to the New Zealand context, and argues the case for multi-sector, longitudinal research.



The Future of Work - and the Importance of Skills

Business Central Member Briefings

2018—forthcoming.

by

Jim Arrowsmith, School of Management, Massey University

Theodore. E. Zorn, School of Communication, Journalism and Marketing/Executive Education and Enterprise, Massey
Business School, Massey University

David Brougham, School of Management, Massey University

Jane Parker, School of Management, Massey University

Tim Bentley, School of Management, Massey University

Overview

This article examines what will happen next with technology and jobs, two big challenges—education and leadership, and how Massey Business School is responding.

Profs Arrowsmith, Zorn and Bentley and Dr Brougham will present at Business Central events in Masterton, Gisborne, Napier, Nelson, Lower Hutt, New Plymouth, Whanganui, Palmerston North and Wellington from 29 October 2019 on the future of work (implications of technology for work management and careers). Notices will be circulated soon with more information about their talks and venues.

BIG ISSUES IN BUSINESS



MASSEY
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Massey Business School invites you to the latest of their Big Issues in Business public speaking series. Come and hear the latest research on how the United Nations' 17 sustainable development goals are shaping the way our businesses are planning for the future, and the importance of the workplace environment in building sustainable growth.

*The goals provide a blueprint to achieve a better and more sustainable future.
Our big issue – promoting safe and secure working environments for all.*

Join us for an informative and entertaining evening!

THE RISE OF RESPONSIBLE BUSINESS ADDRESSING THE UNSEEN RISK FACTORS

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Keynote speakers

Dr.Bevan Catley, Massey University
Sophie Shieff, Consulting Services Manager, Employsure
(AKL & WLG)

Zane Yates, Chief Executive and Founder, Peoplesafe (PN)

Auckland: October 16, 5.30pm – 7 pm

Wellington: October 17, 5.30pm – 7 pm

Palmerston North: October 18, 4pm – 5.30pm

massey.ac.nz/bibs

- Auckland: **Massey Business School Building 10, Room 2.15**
Massey University, Gate 1, Lucas Creek Cres, Albany (directions: [here](#) and [Campus map](#))
- Wellington: tbc
- Palm. North: **The Factory**, 21 Dairy Farm Road (directions [here](#))

You can [register here](#). Kindly RSVP by October 12. Find out more [here](#) (or www.massey.ac.nz/bibs)

IN PARTNERSHIP WITH



LEE HECHT
HARRISON

MPOWER members (**surnames in bold**): selected outputs

- **Arrowsmith, J., Zorn, T., Brougham, D., Parker, J.** and **Bentley, T.** (2018). The Future of Work—and the Importance of Skills. *Business Central Member Briefings*, forthcoming.
- Bhide, V. and **Tootell, B.** (2018). Perceptions of sponsoring for the career development of women: An exploratory study in Europe.. *International Journal of Evidence Based Coaching and Mentoring*.
- Bone, J. and **Bone, K.D.** (2017). Voluntourism as cartography of self: A Deleuzian analysis of a postgraduate visit to India. *Tourist Studies*. 1-17.
- **Bone, K.D.** and Bone, J. (2018). Melbourne, the food capital of Australia: human and animal encounters in the contact zone of tourism. In C. Kline (Ed.) *Animals, Food, and Tourism*. (pp. 145 - 156). New York: Routledge.
- **Bone, K.D.** (2015). The bioecological model: Applications in holistic workplace well-being management. *International Journal of Workplace Health Management*. 8(4): 256-271.
- Bone, K., Jack, G., & Mayson, S. (in press). Negotiating the greedy institution: A typology of the lived experiences of young, precarious academic workers. *Labour & Industry*.
- **Boxall, P.** (2018). The development of strategic HRM: reflections on a 30-year journey. *Labour & Industry: a journal of the social and economic relations of work*, 28 (1), 21-30.
- **Brougham, D.M.** and **Haar, J.** (2018). Technology and job transformation in New Zealand: Can your job be automated?. In J. Parker, & M. Baird (Eds.) *The Big Issues in Employment: HR Management and Employment Relations in Australasia*. Auckland, New Zealand: CCH New Zealand Ltd.
- Bulmer, S., **Elms, J.** and & Moore, S. (2018). Exploring the adoption of self-service checkouts and the associated social obligations of shopping practices. *Journal of Retailing and Consumer Services*. 42, 107-116.
- Caprile, M., Sanz, P., Rioboo Leston, I., **Welz, C.** and Rodriguez Contreras, R. (2017). *Mapping varieties of industrial relations: Eurofound's analytical framework applied*. Luxembourg: Publications Office of the European Union.
- **D'Souza, N., Forsyth, D., Tappin, D.** and **Catley, B.** (2018). Conceptualizing workplace cyberbullying: Toward a definition for research and practice in nursing. *Journal of Nursing Management*.
- **Donnelly, N., Parker, J., Douglas, J.** and **Ravenswood, K.** (2018). *The Role of Middle Managers in Progressing Gender Equity in the Public Services*. Wellington: VUW/CLEW.
- **Halteh, J., Arrowsmith, J., Parker, J., Zorn, T.E.** and **Bentley, T.A.** (2018). The Impact of Technology on Employment: A Research Agenda for New Zealand and Beyond. *Labour and Industry: A Journal of Social and Economic Issues at Work* 2018, issue 3—forthcoming.
- Huo, M.-L., **Boxall, P.** and Cheung, G. W. (2018). How does line-manager support enhance worker wellbeing? A study in China. *The International Journal of Human Resource Management*, 1-19.
- Meyer, I., **Carr, S.C.** and Foster, L. (2018). Humanitarian organizational behavior. *Journal of Organizational Behavior*. 39(5): 543-544.
- Ruth, D., Wilson, S., **Alakavuklar, O.** and Dickson, A. (2018). Anxious academics: talking back to the audit culture through collegial, critical and creative autoethnography. *Culture and Organization*. 24(2): 154-170.
- Saqib, A., Atif, M., Ikram, R., Riaz, F., Abubakar, M., and **Scahill, S.** (2018). Factors affecting patients' knowledge about dispensed medicines: A Qualitative study of healthcare professionals and patients in Pakistan. *PLOS ONE*. 13(6)
- Tretiakov, A., Hunter, I., **Tootell, B.**, Wilson, S. and **Toulson, P.** (2018). Reality versus expectations: An exploratory study of New Zealand nurses' perceptions of HR measures. *New Zealand Journal of Human Resource Management*.
- **Weerasinghe, K., Pauleen, D., Scahill, S.** and **Taskin, N.** (2018). Development of a theoretical framework to investigate alignment of big data in healthcare through a social representation lens. *Australasian Journal of Information Systems*. 22.

Who we've been working with lately ...



Centre for Labour,
Employment and Work



Eurofound



IMNZ



ANZAM
AUSTRALIAN & NEW ZEALAND
ACADEMY OF MANAGEMENT

MPOWER: Quick Facts and Contacts

Our membership now sits at 900. Of these, MPOWER LinkedIn Group members number c. 370. Just over 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



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