

MPOWER: profiling leading research on NZ workplaces and employment



September 2019
Vol. 6, Issue 3

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 December 2019.

MPOWER continues to build capacity through research collaborations with colleagues in NZ and overseas. In this issue, we overview our most recent relationship with academics at Henley Business School (University of Reading, UK) (p. 4). An existing collaboration will be extended through the inclusion of gender equity researchers in Portugal with whom MPOWER and other researchers in Australia and NZ will examine middle managers' role in progressing equity initiatives in the public services (also p. 4). We also profile MPOWER researchers and collaborators who presented at the International Labour Organisation's 6th Regulating for Decent Work Conference in Geneva; a new research consortium drawing on extensive survey methodology to examine the work aspirations of Chinese students; a study of the living wage in three African nations led by Dr Molefe Maleka and involving other MPOWER members; and our engagement at a UN Working Group Consultation event (pp. 5-7).

Various research outputs by Group members also came to fruition in recent months, including a NZ working life profile commissioned by the Dublin-based European Foundation for the Improvement of Living and Working Conditions (Eurofound). The report comprises key statistics and commentary so as to overview New Zealand's economic, labour market and industrial relations context; tripartite and bipartite bodies; employee representation; collective bargaining; individual employment relations; industrial action; pay; working time; health and well-being; skills, learning and employability; work organisation; and equality and non-discrimination at work. We will provide a date for the document when it is published soon. The profile, fair pay agreements (FPAs) and the living wage will be discussed at panel events in November in Wellington and Auckland (p. 3).

From some superb applications for this year's MPOWER Researcher Excellence Award, our judging panel selected Betul Taskin (Massey School of Management) as the winner. We profile her empirical study of HRM and bullying in the health sectors in Turkey and New Zealand, two other entries, and the award presentation at the Massey Business School's Dean's List and Academic Excellence Awards event in July (pp. 8 and 10). We also congratulate Charuni Wijethunga, winner of the inaugural MPOWER award for the top performing student on the post-graduate Managing Employment Relations course at Massey University (p. 9).

There are vignettes about two of our newer members - Alan Mitton and Debbie Gregory - and their work (pp. 16-17) and a series of recent and upcoming HRM and employment conferences are profiled on pages 11-15. We hope that we were, or will be, able to catch up with you at one of them!

MPOWER

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.

MPOWER - Upcoming Events/Activities

- ◆ MPOWER project work with Henley Business School (University of Reading) - governance surveys of the sports, higher education, further education and charities sectors in New Zealand, ongoing (page 4)
- ◆ Cross-national study of gender equity in public service agencies, ongoing (page 4)
- ◆ Marsden Living Wage project, ongoing
- ◆ Management Capabilities project, ongoing
- ◆ MPOWER panel seminar on the inaugural working life in New Zealand profile for Eurofound, fair pay agreements (FPAs) and Living Wage research, Auckland (6 November) and Wellington (date tbc) (page 3)
- ◆ Gender Equity Seminar organized by Centre for Labour, Employment and Work (CLEW), MPOWER and AUT at Victoria University of Wellington, 14 November (event details tba) (page 4)
- ◆ MPOWER researchers at AIRAANZ—February 2020, Queenstown (page 13)

Recent Activity (June – August 2019)

- ◆ MPOWER profile on working life in NZ (commissioned by the Eurofound), available online from August 2019 (page 3)
- ◆ MPOWER at the 2019 HRD Summit, Hilton Auckland, 20 August (pages 12-13)
- ◆ MPOWER Researcher Excellence Award presentation, 26 July 2019 (page 8)
- ◆ MPOWER Award for Top Student in the Managing Employment Relations course at Massey University (page 9)
- ◆ MPOWER researchers at the ILO's 6th RDW Conference, Geneva, 8-10 July 2019 (page X)
- ◆ Centre for Decent Work and Productivity (Manchester Metropolitan University)-MPOWER research collaboration, from June 2019
- ◆ European Foundation for the Improvement of Living and Working Conditions (Eurofound)-MPOWER research collaboration, from June 2019
- ◆ Debbie Gregory (Positive Direction)-MPOWER collaboration, HR presentation to post-grad. students, School of Management, Massey University (Albany), 8 August 2019 (page 17)

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



MPOWER research news



Inaugural NZ working life profile report

As part of an on-going research collaboration with the Dublin-based European Foundation for the Improvement of Living and Working Conditions (Eurofound), MPOWER researcher recently compiled a comprehensive national working life profile for New Zealand. This report will be available online, and discussed at an MPOWER panel event later this year.

The Eurofound recently commissioned MPOWER to produce a working life profile for New Zealand. Eight researchers collaborated on the drafting of a report that can be accessed online, alongside EU and other country profiles on the Eurofound's website. The main report sections include:

- ◆ a country background;
- ◆ industrial relations/workplace actors and institutions;
- ◆ collective bargaining trends;
- ◆ industrial action and disputes;
- ◆ individual employment relations trends;
- ◆ pay developments;
- ◆ working time arrangements;
- ◆ health and well-being;
- ◆ skills, learning and employability;
- ◆ work organisation;
- ◆ equality and non-discrimination at work;
- ◆ links to key websites for organisations in NZ concerned with working life matters; and
- ◆ an extensive acronym list and bibliography.



The profile focuses on the period 2012-17 but includes up-to-the-moment information concerning working life in New Zealand (e.g. around legislative and policy changes). It will be publicly available at: <https://www.eurofound.europa.eu/country>

Profile authors: Jane Parker, Jim Arrowsmith, Andrew Barney, Kate Bone, Fatima Junaid, Zoe Port, Vasudha Rao and David Tappin.

MPOWER panel events

Forthcoming

MPOWER/Massey Business School is organising two panel events in mid-November to 'profile the NZ working life profile', discuss Fair Pay Agreements and convey the latest findings from a major study of the Living Wage in NZ.

Speakers will hail from academia, industry and government. The Auckland panel event will be held on 6 November; the Wellington event date is tbc. More information about these Auckland- and Wellington-based events will be released via our Group LinkedIn site and email. MPOWER will work with CLEW for the Wellington event.

NZ governance study



MPOWER is collaborating with Henley Business School on a cross-national study of governance on boards. Building on existing fieldwork in c. 40 countries by Henley Professors Nada and Andrew Kakabadse, MPOWER researchers recently rolled out four comprehensive surveys designed to elicit views and practices around board governance to organisations in New Zealand's charities, higher education, further education and sport sectors. Response rates have been good, particularly from the charities. Professor Jane Parker (MPOWER Co-Director) recently visited Henley Business School to discuss research progress.

The respective Henley and MPOWER data analysts involved in this on-going project are Dr Andrew Myers and Dr Nazim Taskin. The study is supported by Governance New Zealand and the NZ Institute of Directors. The MPOWER Co-directors recently caught up and continued the conversation on progress with the project with Professor Andrew Kakabadse during his visit to Auckland in August. Drs Myers and Taskin will meet online shortly to discuss ways forward with data analysis.



Gender equity in public service agencies

Since 2018, Group members have been working with researchers from Victoria University of Wellington and AUT in NZ, as well as researchers at UNSW (Canberra) on a trans-Tasman study of gender equity initiatives in public services agencies, and the role of middle management in their progression. Based on one-on-one interviews and focus groups with managers and staff at various agencies, the teams have produced national reports, conference papers, journal articles, recommendations and other outputs on the status of gender equity initiatives.

They will soon collaborate with a research team based at the Centro de Estudos Para A Intervenção Social (Centre for Studies for Social Intervention) or CESIS to bring that country into the comparative study. CESIS is a non-governmental, independent organisation of researchers from a range of disciplinary backgrounds concerned with promoting evidenced-based, policy-relevant research.

In addition, the gender equity research and issues in New Zealand will be discussed at a seminar event at Victoria University of Wellington on 14 November, organised by CLEW and supported by MPOWER and AUT (see page 2).



Recent conference

ILO 6th Regulating for Decent Work Conference



8-10 July 2019, Geneva



From 8-10 July this year, a number of MPOWER researchers were among 450 participants from 55 countries at the International Labour Organisation's 6th Regulating for Decent Work Conference in Geneva. The conference hosted over 260 presentations at 74 parallel sessions.

The main conference theme, *Work and Well-being in the 21st Century*, encompassed a wide range of disciplines and subject areas. Research presentations by Group members included:

- ◆ Hourly pay, household income, worker well-being: Vertices of a Living Wage
 - Amanda Young-Hauser, Wiebke Schmidt, Jane Parker, Stuart Carr, James Arrowsmith, Jarrod Haar et al.
- ◆ 'Regularising' home and community aged care work: A case study of New Zealand regulatory changes
 - Julie Douglas and Katherine Ravenswood
- ◆ Looking beneath the Surface: Analysing the presence of psychosocial risk in New Zealand health and safety regulator prosecutions
 - Zoe Port and Kate Blackwood
- ◆ Repurposing equal pay legislation: The landmark New Zealand case
 - Emily Griffin, Pam Nuttall, Jane Parker and Noelle Donnelly
- ◆ Researching workplace well-being for improved labour relations
 - Larissa Bamberg, Tamara Cumming, Russell Roberts and Rachel Rossiter
- ◆ Living wages and decent work in the international NGO sector
 - Ishbel McWha-Hermann

For a full programme of presentations that were delivered, please visit: <https://www.confotool.org/rdw2019/sessions.php>

To read presentation abstracts, please click on the 'parallel session' headings in each session box in the programme.



**6th RDW CONFERENCE
WORK AND WELL-BEING IN THE 21st CENTURY
8–10 July 2019, ILO Geneva**



New studies!

Career expectations comparisons study



Prof. Jens Mueller

MPOWER members, Professors Jim Arrowsmith and Jane Parker, Dr Nazim Taskin, and Mr Zagross Hadadian (PhD candidate at the Massey School of Management), have joined Professor Jens Mueller in the *International Consortium for Career Expectations Comparisons*, a global effort originating in China, to better understand the expectations university graduates have for their first job and their ensuing careers. With more than 10,000 survey responses available, this is a comprehensive effort to guide employers in the creation of suitable workplace environments for new hires. A comparison of several countries will allow region-/country-specific recommendations to match expectations of career starters with the realities of modern workplaces.

We anticipate significant value will be created by helping to optimize the workplace integration of fresh graduates, and by better understanding their long-term career objections and personal preferences.

Calling interested parties!

We are happy to accept consortium membership applications from colleagues in various countries, to broaden this effort globally. Please contact Professor Mueller at j.mueller@massey.ac.nz

Professor Dr Dr Jens Mueller is Professor of Management Practice at Massey University, and has over 30 years of experience as a CEO, company director and expert in governance and corporate strategy, operating mostly in Asia, NZ/Australia and the US. Professor Mueller was made a Member of the NZ Order of Merit MNZM (MBE) in the Queen's New Year's Honours List in 2015 for Meritorious and Outstanding Services to the Crown and the People of New Zealand in Business and Education.

Living wage collaboration in Namibia, South Africa and Zimbabwe

In April 2018, Professor Stuart Carr (School of Psychology, Massey University and MPOWER member) visited University of Cape Town's (UCT) Department of Organisational Psychology. During his visit, he interacted with Professor Ines Meyer (UCT) and Dr Molefe Maleka from Tshwane University of Technology (TUT).

Following the conceptualisation of a living wage project, a proposal was written at TUT and ethical clearance was granted by UCT. Molefe recruited scholars from Angola, Botswana, Namibia, South Africa and Zimbabwe, and data were collected from June to July 2018. Only data from Namibia, South Africa and Zimbabwe were analysed because scholars from Angola and Botswana did not submit their datasets. Molefe and Mr Mthokozi Mpofu (also TUT) presented the preliminary results at the South African Science Forum in December 2018.

At the beginning of 2019, a paper was submitted to the *Journal of African Psychology*. The paper was written in collaboration with Professors Ines Meyer (UCT), Jane Parker and Stu-



Dr Molefe Maleka

art Carr (Massey University), Dr Molefe Maleka and Mr Mthokozi Mpofu (TUT) and Dr. Clifford Hlatywayo (University of Namibia). The results showed that due to macro-economic indicators (i.e. living wage, job security, living conditions and medical services), employees in South Africa had the highest levels of work engagement, job satisfaction and organisational commitment in comparison to employees in Namibia and Zimbabwe. This was a significant finding, and the manuscript is due to be published by the Journal in September 2019.

Dr Maleka adds:

Professor Carr's visit yielded positive outcomes! Scholars in South Africa, Namibia and Zimbabwe are grateful for his mentoring and selflessness in sharing his expertise to conceptualise this living wage project.



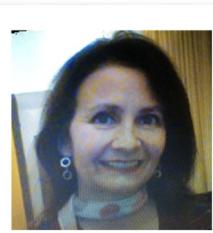
UN Working Group Asia Pacific Consultation: Women's human rights in the changing world of work

The UN Working Group on discrimination against women in law and in practice (WGDAW) has invited Professor Jane Parker (MPOWER Co-Director) to the Asia Pacific regional consultation on its thematic focus on 'Women's human rights in the changing world of work.'

The consultation will be convened, in collaboration with the Women, Work and Leadership Research Network (WWLRN), at the University of Sydney at an Asia Pacific regional Expert Group Meeting in mid-September.

The thematic focus falls as part of the WGDAW's mandate to maintain a constructive approach with States and all stakeholders to address the elimination of discrimination against women in law and in practice, including within its overarching theme to reassert women's equality and counter roll-backs to women's rights. The experts' consultation will inform the development of the Working Group's annual thematic report, which is to be presented to the Human Rights Council in June 2020.

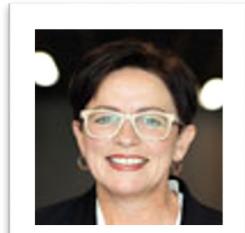
The consultation will engage with experts from Asia Pacific including trade unions and civil society organisations, employers' organisations, academics and other relevant stakeholders, to identify critical issues affecting women's rights in the changing world of work. Other MPOWER members, including Professor Marian Baird and Rae Cooper (who lead the WWLRN at the University of Sydney) will also be among the participants.



Prof. Jane Parker



Prof. Marian Baird



Prof. Rae Cooper

2019 MPOWER Researcher Excellence Award Winner



Building on its annual awards since 2014, MPOWER invited applications for the MPOWER Researcher Excellence Award earlier this year

This year's winner was Betul Taskin, a Masters graduate from Massey's School of Management. Betul's application concerned her Master's research on 'HR Managers' Perceptions of the HR Function and Workplace Bullying in the Health Sector in New Zealand and Turkey.' The project commenced in August 2017 and involved data collection in both countries via in-depth interviews. Betul is currently writing up journal and conference outputs from the thesis.

The judging panel assessed that her work demonstrated an excellent fit with MPOWER's aim to help support relevant, innovative and impactful research on 'people & work' topics by Massey post-graduates and emerging academics.

Betul writes:

Workplace bullying has been a major concern in organisations as it affects both individuals' physical and emotional health and organisations well-being. Bullying cases are reported the most in the healthcare sector ... Although there is extensive literature about workplace bullying, studies comparing different countries and practices are lacking. This study aimed to explore the management of workplace bullying, comparing the practices in the healthcare sector from New Zealand and Turkey (i.e. from developed and developing countries perspectives). A framework was used to examine management of workplace bullying in three phases: i) primary intervention to prevent bullying from happening; ii) secondary intervention to deal with bullying cases, and iii) tertiary intervention to

focus on how victims can be assisted to recover after an incident. The study adopted a qualitative, inductive research methodology. Data were collected through semi-structured interviews with HR managers in the healthcare organisations from both countries, and analyzed with content analysis. The study ... recommends how workplace well-being can be improved through practice and policy development.

Ms Taskin received her award before a full auditorium at the Massey Business School Dean's List and Academic Excellence Awards evening on 26 July at the Massey University Albany Campus. Congratulations, Betul!

Congratulations

2019 MPOWER Most Outstanding Student in the 2018 Post-Graduate Managing Employment Relations Course



This year, MPOWER sponsored a new award, recognising the most outstanding student in the post-graduate ‘Managing Employment Relations’ course at Massey University. The

recipient of this award for her outstanding academic performance in 2018 was Charuni Wijethunga—well done, Charuni!

Like Betul (see page 7), Betul received her award at the Massey Business School Dean’s List and Academic Excellence Awards evening on 26 July at the University’s Albany Campus. As always, this



annual event, which showcases Massey Business School’s top performing students, was well-attended by sponsors, employers, teaching staff and other academics, students and families.

Andrew Barney (MPOWER member, School of Management) MC’ed the event which was organised by Jayne Richardson and her team at Massey Business School.



(continued from page 6)

Other high calibre applications were received for the 2019 MPOWER Researcher Excellence Award, won by Betul Taskin (see page 6). With their permission, we profile two of the applicants and their projects below.

Work-Life Balance Policies: Exploring the rationales, execution and impacts on fairness perceptions

- Hadi Mousavi Zadeh

Hadi's doctoral thesis not only aims to better understand work-life balance (WLB) policy conditions and the process that might influences perceptions of their unfairness, but also the impacts of such policies and the processes that might encourage greater perception of their fairness. His study is qualitative in nature and will be conducted in three phases: 1) an exploration of the organisational reasons for offering WLB policies, involving interviews with managers and expert informants; 2) developing understanding of the formal conditions in which WLB policies are adopted, involving interviews with HR managers and analysis of documentary evidence from a sample NZ bank; and 3) an exploration of the fairness perceptions and impacts of the policies, as elicited from interviews with bank employees. The diverse workforce of NZ's banking sector adds to the value of such research. Hadi will undergo his one-year PhD confirmation in October - we wish him well.

Shining a light on moonlighting: Investigating the psychosocial work environments of multiple job-holders

- Zoe Port

Zoe's PhD study uses a mixed methods research design to investigate how those in NZ with multiple jobs experience their psychosocial work environments, and associated outcomes. The purpose of her research is to build a better understanding of these individuals and their experiences, particularly, the factors that may lead to their experiences being good or bad, and to offer insights to support those with negative experiences. The first quantitative phase of the study is currently underway and uses a complex survey design to capture rich data on participants' experiences of the psychosocial work environment, as well as aspects of each of their jobs. The next phase will use a qualitative design of semi-structured interviews to delve into the findings that emerge from the survey. Zoe comments:

For those with more than one job who'd like to take part in the survey, please visit: bit.ly/allmyjobs



Want to view earlier MPOWER newsletters?

If you're interested in reading back issues of this newsletter, you can find them on the MPOWER website at:

<http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/news-and-media.cfm>

2019 HRD National HR Summit

NEW ZEALAND

Recent

20 August 2019
The Hilton, Princes Quay, Central Auckland

The 2019 HRD National HR Summit attracted nearly 200 HR professionals who were treated to an array of inspiring speakers and sessions. The Summit's jam-packed schedule included:



L to R: Prof Jane Parker (chair), Katie Williams, Digna Toresen, Ryan Ghisi and Amy Archer

- a keynote address by Karen Walker who spoke of her journey to becoming a global fashion brand and on how to be a successful leader;
- a presentation on some of the anti-bullying programmes open to employers by Karen Didovich (NZ Blood);
- a panel discussion on powering your performance management

programmes with Toby Cooper (Kiwibank), Estelle Curd (Armstrong Motor Group), Fiona Masson (Lifewise NZ) and Ashley Siddall (Gallup NZ), moderated by James Warren (Kensington Swan);

- a presentation on engaging employees by transforming their digital experience by Kenny Addison (ELMO);
- case analysis of leading cultural transformation using data by Ebeny Firth (Microsoft);
- a panel on how to win the war for talent with Shehzad Lalwani (Fonterra), Shirvani Mudaly (Vend), Claire McManus (Edelman) and Lenore Stevenson-Comer (Connetics), moderated by Jane Parker (MPOWER);
- a presentation on mitigating the risks surrounding the Holidays Act 2003 by Charlotte Parkhill (Kensington Swan); and
- a panel session on data-driven HR involving Amy Archer (Auckland Council), Ryan Ghisi (Xero), Digna Toresen (IBM NZ) and Katie Williams (Vodafone), moderated by Parker.



Karen Walker (keynote)

Continued overleaf ...

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Continued ...

2019 HRD National HR Summit NEW ZEALAND

In its newsletter, the *HRD* wrote that the event was a ‘fantastic success’ and received great feedback from attendees. HRD New Zealand will continue to hold the event annually and ‘strive to be part of a real movement of evolution in the human resources sector.’

MPOWER members were in attendance at the Summit, including Dr Kate Bone, Ms Betul Taskin (both Massey University), Zoe Brownlie (Gender Equity Lead and Health Board Member) and Aqsa Imran (HR Advisor at MyHR), while some attendees joined the Group!



Aqsa Imran (MyHR)

business world of fashion. Karen also shared elements of her personal life ... and described her business as an “ideas company” and “story-telling business” rather than a “manufacturing business.” The audience particularly liked her exposé of some campaigns that challenge fashion Industry norms. For example, one of her sunglasses campaigns was headed by a rescue dog named Toast. She emphasized her main contention to “lead by loving it”.

Dr Bone (in pink), posing a question to one speaker



Continued ...

For the remainder of the day, experts highlighted key contemporary HR challenges such as bullying and new technologically-enhanced opportunities such as working with employee data to understand employee behavior, and analytics to enhance organizational culture. Diverse panelists presented what they were doing within their organisations to support novel recruitment, selection and performance management strategies. Hearing multiple perspectives on the same issues was particularly engaging. The breaks provided opportunities to discuss the sessions, meet other attendees and stakeholders, and enjoy fantastic catering.

Overall, the day was perfectly balanced, seamless for participants and very engaged - I thoroughly enjoyed it and will take many new perspectives into my lectures for discussions with students.'

Forthcoming

AIRAAZN 2020

Association of Industrial Relations Academics of
Australia and New Zealand

The Association of Industrial Relations Academics in Australia and New Zealand (AIRAAZN) Conference 2020 will be held at Rydges from 11-14 February in Queenstown, New Zealand.

The main theme of the conference is 'Doing things differently? IR practice and research beyond 2020.' Dr Julie Douglas (AIRAAZN President, Conference Organising Committee member and MPOWER member), comments:

The 2020 AIRAAZN promises to be as dramatic as the surrounding Southern Alps. The theme prompts academics and researchers to look to the uncertainty of the future and contemplate our practice. The main theme "Doing things differently?" allows an exploration of all manner of employment related topics. As always, AIRAAZN invites broad participation from academics across relevant disciplines ... Early career researchers & post grad students are encouraged to attend.

The call for conference abstracts and paper are open now. The organising committee welcomes any papers that explore work, industrial relations and human resource management, and papers can take a local, national or global perspective. Please visit the AIRAAZN website for more details: <https://www.airaanz.org/2020-conference-submissions.html>

Nb: the best conference papers will be collated for a special issue of the AIRAAZN house journal, *Labour and Industry: A journal of the social and economic relations of work*.



8th Aotearoa/New Zealand Organisational Psychology and Organisational Behaviour (OPOB) Conference



**Friday 29 November
9am-4.30pm (followed by a networking event)
WG404, WG Building
AUT City Campus
55 Wellesley Street East
Auckland, NZ**

The 8th Aotearoa/New Zealand Organisational Psychology and Organisational Behaviour (OPOB) Conference will be held at AUT on Friday, 29th November 2019!

We welcome submissions from practitioners, academics and graduate students working on OPOB or related fields that focus on people at work. We would like this event to be inclusive and relevant to a wide audience. All submissions will be peer-reviewed for quality and relevance prior to acceptance.

The aim of the conference is for researchers and practitioners to get together to share their research in order to better understand what research other OPOB researchers/practitioners are conducting, and to develop a stronger community of OPOB researchers and practitioners.

The conference is great value with high quality, engaging presentations and networking opportunities. Morning tea, lunch and afternoon tea, as well as a wine and cheese networking event at the end of the day, are included in the registration cost of just \$95.

Deadline for the call for papers is midday Friday 27 September. For more information, please visit: <https://workresearch.aut.ac.nz/news-and-events2/events/8th-anzopob-conference>

This conference is co-hosted by NZWRI's Wellbeing and Performance Research Group and Auckland University of Technology.



SUSTAINABILITY AND CSR GROUP ROUNDTABLE SERIES

SCHOOL OF MANAGEMENT, MASSEY BUSINESS SCHOOL

Roundtable Seminar

IT, Artificial Intelligence and Sustainability: Opportunities & Challenges

Artificial Intelligence is a growing phenomenon that is beginning to impact on almost every aspect of our lives, from 'smart homes', to digitally-enabled businesses, healthcare and 'flipped classroom'. The fourth industrial revolution, stimulated by AI, brings with it challenges that can both improve and endanger sustainable human existence. The implications of technology on society are unpredictable. This seminar explores some of these opportunities and threats.

Speakers:

Andrew Pirie, Spark New Zealand
Matt Crockett, Crown World Mobility
Martin Fryer, Mercury Energy
Quenton Oates, Fiserv
Dr Ralph Bathurst, Massey University

Moderator

Dr Jeff Kennedy, Massey University

Welcome address

Associate Professor Gabriel Eweje, Massey University

DATE: Tuesday 10 September 2019 TIME: 5:30 – 7:30 PM

VENUE: Massey Albany, MBS2.15 | Massey Business School - Flexi space

Wine Provided by Yealands Wines

RSVP: g.eweje@massey.ac.nz

Introducing...

Dr Alan E. Mitton

- Bircol (UK)

One of MPOWER's newest members is Dr Alan E. Mitton. Alan is a management consultant at Bircol, and was formerly a senior lecturer at Manchester Metropolitan University (MMU) Business School. Bircol was formed in 1986 and aims to improve management performance through coaching and providing essential resources for managers.

Dr Mitton comments:

'Managing people is not easy. At times, it can be quite troublesome and challenging. The problem is that many people are frequently appointed as managers because they have technical expertise.'

'I used to work in the electricity industry after leaving school. I didn't realise this at the time but most managers in the power stations up to board level were engineers! Some did become good managers but others created more problems than they solved. Few had been trained in managing people ... After many years of observation, I've seen that, if anything does go wrong, managers frequently refer everything to the HR department to sort out! Would it be better for managers to be better informed or coached in the first instance?'

Calling authors!

At the moment, Bircol is producing a series of Management and Business briefs for busy managers. These are short but informative e-papers that can be downloaded on all aspects of HR. Because they are in electronic form, they contain hypertext links to other sources, including articles, books, reports and audio visual aids.

If you are interested in improving management and business performance, then visit Bircol's website at <https://bircol.com>. If you wish to write one of the briefs, then please email Alan at Bircol contact@bircol.com.

And the photo? This is Alan playing a 'cigar box banjo'. He explains that, in times gone by, slaves on the American plantations used to make banjos out of cigar boxes, and played some incredible songs too. His friend made this one for him from an artist's paint box, and fitted it with an internal pickup so that it can be played with an amplifier. Alan takes it along when he is coaching managers on a one-to-one basis—it breaks the ice! He tells them: *'I wasn't born to play but I have devoted much time to learning and have had help on the way. It reminds them that, to be an effective manager, they need to devote time to learning the necessary skills and should seek help to improve!'* He also plays to relieve stress, and also practiced on his guitar every day in his room at University to help him unwind. Luckily, he says, he had a room on his own (!) but it made a great conversation starter.





Industry-academic engagement



Debbie Gregory
Director, Positivedirection

Positivedirection

As part of a collaboration with MPOWER, Debbie Gregory, Director of Positivedirection, an Auckland-based HR consulting organisation, recently presented on “a people-centred approach to make workplaces better” to post-graduate employment relations students at Massey University.

A key part of MPOWER's mission is to enhance engagement with relevant industry. The Group was thus very fortunate to have Debbie come and speak to post-graduate employment relations students at Massey University in early August this year.

Debbie is a highly experienced HR professional who collaborated with MPOWER during her time at The Warehouse Group on an extensive study of staff diversity and inclusion in that organisation. She has also worked alongside academics at Massey in a range of other capacities (see issue 22, May/June 2019).

The students really enjoyed the enthusiasm that Debbie showed for her work during her presentation, and the wisdom of her experience from working with a wide range of NZ and overseas organisations including Hudson—Talent Management division, NZ Blood Service, Luxottica, Royal NZ Foundation for the Blind, Sears, and Independent Training Organisations.

In her talk, Debbie's people-centred approach focused on 4 key HR areas: attracting, engaging, growing and retaining talent (see right). A very interested audience posed many questions, and Debbie later commented:

The group were awesome, I loved the challenge and thoughtful questions that were raised. Look out NZ—there are some great people-centric professionals that are dedicated to put people 1st and drive results!



A People Centred Approach

Attract

- Employment Brand – authentic messaging
- Culture
- Recruitment

Engage

- Onboarding experience
- Policies and benefits
- Flexibility
- Leadership
- Communication

Grow

- Just in time learning
- Skills development

Retain

- Succession
- Secondments
- New projects
- Support to succeed
- Listened to
- Wellness



MPOWER members (surnames in bold): selected outputs

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Working life country profiles - Eurofound

As mentioned on page 3, MPOWER researchers are contributing a working life profile on New Zealand to the Eurofound's country profile repository (publication date tba). A wide array of other resources are publicly available at the Eurofound's online site: <https://www.eurofound.europa.eu/country>.

Whether you have a general or more specific interest in working life and/or quality of life, the site provides a breadth of recent and up-to-the-minute information on:

- ◆ each EU member state and Norway;
- ◆ Japan and the United States;
- ◆ Albania, Kosovo, Montenegro, North Macedonia, Serbia and Turkey (candidate countries and potential candidates); and
- ◆ industrial relations profiles (2015) for Bosnia and Herzegovnia, Brazil, China and India.

The country profiles are regularly updated, plus Eurofound offers additional resources by country: report summaries in all official languages; comparative analysis between countries and sectors; information on the work of the social partners at national level; country fact sheets; case studies; and databases. Best to explore the site to see what's available!



European Foundation for the Improvement of Living and Working Conditions



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MPOWER: Quick Facts and Contacts

Our membership now sits at 990. Of these, MPOWER LinkedIn Group members number 436. About half of the total membership are external or industry contacts.

For more information about the group, contact us -

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